

M s B a b a l w a B e k w a

Personal

Nationality: **South African**

Gender:.....**Female**

Competence and

Attributes

1. Able to work as a team member or on my own
2. Believe in knowledge sharing
3. Able to grasp and master new concepts quickly
4. Effective research and analytical skills
5. Keen business acumen and managerial skills
6. Strong sense of responsibility, self-motivation, ambition
7. Driven by personal pride to succeed
8. Good listening and communication abilities
9. Efficient and economical

Other Skills

1. Computer Literacy
2. Business Writing Skills
3. Numerical Skills
4. Communication Skills
5. Planning and Organisational Skills
6. Interpersonal Skills

Electives 2009:

Social Entrepreneurship, Competitiveness and Economic Development, Strategic Finance & Value Creation and Operationalising Strategy, Global Elective trip to South America (Rio de Janeiro and Sao Paulo)

Research (Thesis) Topic: *The role of social media in enhancing Investor Relations in South Africa*

Bachelor of Commerce Honours (Informatics)

University of Johannesburg (2006)

Bachelor of Commerce (Information Systems)

University of Cape Town, (2001)

Main Subjects:

Majors: **Information Systems, IT Management**

Others: Statistics, Programming (Visual Basics 6.0)

Elective Prototype Project: Developed in-house Facilities management system for Sports Science Institute of South Africa

Matriculated at Clarendon High School for Girls, 1998

English (1st language), Afrikaans (2nd language), Mathematics, Physical Science, Biology, Accounting **B Aggregate**

Awards: Academic Award for Excellence aggregate (1994 -1998)

Extramural Activities: Choir, Interact, English Creative Writing (School Newspaper), Netball (2nd team 1997-1998), Athletics (social)

Employment

DISCOVERY HEALTH SYSTEMS – AUGUST 2018 – CURRENT

Head of Strategic and Systems Programme Office

Discovery Health Systems is an entity of 486 IT practitioners and my role is to drive the systems delivery of the strategic business objectives using the people and technical resources at my disposal.

I am executive committee member of Health Systems and report into the Chief Information Officer and I look after 23 direct reports.

STANDARD BANK SOUTH AFRICA – APRIL 2012 – JULY 2018

Senior Manager: Enterprise Information Management (July 2016 – July 2019)

Standard Bank has a vision to the *Best Loved Bank by 2020* and a big focus in achieving that is harnessing data as an asset. This means that all IT and business initiatives will have a specific focus on data that will enrich the customer's interaction with the bank from the physical channels to the digital channel especially.

My role as a Senior Manager in Information Management is a strategic role of Business Manager/ head of Information Governance to support the executive looking after Enterprise Information Management and Information Governance. My achievements and successes are :

- Execute on Standard Bank retail banking's Exco mandate for our business unit that is broken down into 4 Capabilities
 1. Data Quality Management - (*setting up of the initiative to align the bank Partner Systems network to the Customer Master (SAP CRM), contracting arrangement with 3rd parties for sourcing of enrichment data, etc.*)
 2. Information Lifecycle Management (managing the data team responsible for data in the Savings and Investment digital feature teams)
 3. Information Maturity and Information Governance
 4. Information Governance – Setting up and running the Data Steward operations within the Bank's data domains for 2017.
- Ensure all governance and processes related to the business and its business partners (IT, Infrastructure services, Finance and Human Capital, Procurement, etc.), this includes the running of the Data Steward network in the business and the set up of the provincial data management roles that would be devolved to the frontline reporting into the provincial heads.

Still in the above Information Management role, I have now moved on to planning and managing the execution of data management activities across the banks major signature programmes, especially the Digitalisation Programme which should be more data driven. Aligned with the banks strategy focus on data as an asset and its quality and management, my team is responsible for leading the banks biggest programmes on data quality and management.

Senior Manager: Digital Acceleration (November 2014 – June 2016)

My role:

- To lead the transformation of the banks current infrastructure journey towards integrated information, communication and technologies that would underpin and enable the 3-year digital banking strategy.

- To ensure that the people, processes, technology and tools acquired; to serve in acquiring and retaining digital customers, are bought or built and most importantly that they are integrated seamlessly.
- To ensure that business focus of the digital 3-year plan is kept aligned with planned architectures for processes and infrastructure.
- To lead the planning, design and build of the all-encompassing “one-Destination”(Search, CO.ZA, internet banking and mobile banking) concept that would drive the engagement of the bank to our digital customer at all times.
- To lead the business alignment of across segments and digital channels with the 3 year vision to ensure IT are always aligned.

Head: Enterprise Mobility - Standard Bank Group Mobile Solutions (May 2012 – October 2014)

SBGMobile was established with the mandate of disrupting and setting Standard Bank on a digital journey into the world of mobile smart applications spanning across all the banks products, services and people. This division was set up from the then COO’s office and had a focus on both Enterprise mobility and Customer mobility, respectively.

My role as the Enterprise Mobility head was to focus on setting up (strategic plan) and delivering the enterprise mobile applications. These would enable staff members to service our customers and also be more responsive and productive as a workforce in the digital revolution journey within the bank.

My role:

- Mobilizing the organization behind this new vision and strategy, especially HR and IT departments from an employee experience and workforce tools point of view.
- Being aligned with decision makers that would be responsible for the requisite enterprise technology
- Be responsive (build or buy) and deliver to divisions that need these productivity applications
- Ensure/ Influence that the BYOD strategy is delivered in terms of IT infrastructure

Programme Manager– New Business Online Programme (April – May 2012)

The overall objective of the Programme was to deliver an integrated online channel platform that provided corporate and business banking clients with full visibility and control of their transactional banking relationship with Standard Bank throughout the extended banking network, from anywhere in the world, using a single point of entry, and in a way that supports the client’s preferred way of doing business with the bank

The role entailed driving, tracking and reporting on benefits realisation and progress against the strategic roadmap.

I was the Client Access representative who was the single focal point of contact with the Programme Manager for the day-to-day management of the interests of the organisation. I was responsible for ensuring that the desired Programme objectives were delivered. I was in this role for a very short

time and got offered a role in a new division that was set up by the SB group. I moved along with the Head: Client Access to this new role.

VODACOM SA, MIDRAND – JUNE 2008 – MARCH 2012

PROGRAMME MANAGER - FINANCIAL SERVICES

As the programme manager, I am responsible for the delivery and launching of all Financial Services products within Vodacom. This included M-PESA and next was the Vodacom Insurance products for devices etc.

A major achievement was the launch of the money transfer service called **Vodacom M-PESA** launched with Nedbank. This launched on 31 August 2010.

I was responsible for the setup and running of all the programme streams as follows:

1. Regulatory stream – managing the relationship between Nedbank/ Vodacom and the South African Reserve Bank
2. Legal and Compliance - Nedbank's role as the banking licence holder
3. Marketing – Go-to-market plan and roll-out
4. Financial management
5. Sales and Distribution
6. Customer Care
7. Technical Readiness – the core of the M-PESA is licenced from Vodafone

Critical success factors on this programme

- Timeous reporting
- Stakeholders management – Nedbank, Vodafone, trade partners
- Transformation management
- Business integrations
- Process engineering

After M-PESA launch

Still keeping with the Financial Services division, Vodacom ventured more aggressively into launching Insurance products within their Financial Services portfolio, both short term and long term. This was part of Vodacom's strategy to launch into Financial Services as a much needed

alternative revenue stream. This included launching into Long term insurance products and getting the requisite licenses (interacting with the Financial Services Board) and that was a process I had to manage with Vodacom's Compliance team.

I was responsible for setting up Phase 1 ie. Setting up the systems, processes and applications to be integrated into Vodacom's business network to support the insurance business.

ICT-WORKS, RIVONIA - AUGUST 2005 - JUNE 2008

PROGRAMME MANAGER (JANUARY 2008- JUNE 2008)

As a programme manager in the PMO competency, I was assigned as the Programme Manager at the Mpumalanga Economic Growth Agency (MEGA) in Nelspruit. This was an ICT Business Analysis and Audit of the entire agency focusing on the Strategic/Organisational side, Functional side and an IT Assessment. My role was two-fold; full time project manager and Strategic review consultant in the COO's office.

Business Development Manager (August 2007 – December 2008)

In August 2007, after managing the programme mentioned below, I made a move within ICTWORKS and joined the Sales team as a Business Development Manager. This entailed using my delivery skills to sell all ICT-WORKS service offerings. I found new business, developed proposals and built relationships with potential clients, business partners etc.

Programme Manager (August 2005- July 2007)

As a programme manager in the PMO competency, I was assigned as the Programme Manager at the Coega Development Corporation in Port Elizabeth. This was a large scale project for their ICT Enablement Programme Management Office (PMO) to deliver 32 projects that would be delivered for business automation at a budget of R68m. Chief among the project was the implementation of the Oracle E-Business Suite Enterprise Resource Planning system.

My roles and responsibilities in the PMO:

- Organizational planning, staffing, and skills transfer, team development activities and performance management.

- Developing of project policies and procedures, and roles and responsibilities; and acquiring, developing, and eventually decommissioning staff.
- Work-plan management - there were 32 sub-projects each with a project manager, therefore:

o Planning, controlling and reporting on the work activities needed to deliver the projects in the programme

- Cost and Financial Management - budget R68m
- Ensuring the programme was completed within the approved budget per project.

Change Management - this function was housed in the PMO, it was one of the key outcomes of the programme due to the immense transformation of processes and technology on the people of the CDC and the cooperation's stakeholders i.e.

Eastern Cape Development Corporation and national governments interest in the Industrial Development Zone). **Logistics Management**

- o Preparing the technical and physical project environment;
- o Ensuring travel and accommodation policies and procedures were in place; and
- o Ensure the establishment of standards for documentation and storage and monitor compliance with these standards through the project controller.

Employment

KPMG, BRAAMFONTEIN – IT AND INFORMATION RISK MANAGEMENT

NOVEMBER 2004 – JULY 2005

Duties

As an **IT and Information Risk Manager**, my role was to provide advisory and assurance services to various clients on specialist IT risk, controls and security management. Key roles and responsibilities:

- Conducting and manage risk-based and compliance audits
- Conducting and managing computer risk audits
- Risk assessment and its effective management
- Access to information and system security management □ Projects and assignment management

Projects delivered and Clients Served:

1. IT Auditor at **African Rainbow Minerals (Nkomati Mine)** doing General Controls Review of their IT department. Worked alone with senior management supervision at head office only.
2. IT Auditor at **UNISA (Technikon South Africa)** doing General Controls Review of the IT department before TSA's merger with UNISA.
3. IT Auditor at **Development Bank of Southern Africa** doing Business Process Analysis on their Business Intelligence system. Worked alone with management supervision at head office only.
4. IT Auditor at **PG Group** doing a Risk and Controls Assessment and Benchmarking of their IT environment. Worked alone with management supervision at head office only.

NOKUSA CONSULTING, Rivonia (January 2002 – November 2004) - Business Analyst/ Consultant

DECEMBER 2002 – NOVEMBER 2004

These are the projects and the roles I performed as a Business Analyst (promoted to Consultant in January 2004) at **Nokusa Consulting** (project details are available):

Projects delivered / Clients Served:

1. HR Shared Service Centre at **Eskom**.
2. Systems testing for the development of a research information system for the **National Housing Finance Institution (NHFC)**.
3. Process analysis with a team doing process mapping and organisational design for **Mogale City Local Municipality**.
4. Worked with the **Department of Communication (DoC)** to develop a Business Plan for the development of a National Interception centre in South Africa.
5. Strategic Advisor to the **State Information Technology Agency (SITA)** for the implementation of an e-government Gateway.

BONOLO MOLEMO RAMOKHELE CA (SA)

Curriculum Vitae



Bonolo is a qualified chartered accountant having completed his articles at Deloitte and Touché. He is a businessman and has lectured financial reporting and management accounting at the University of South Africa as well as guest lectured entrepreneurship at Wits University. He was recognized by SAICA as one of the top 35 Chartered Accountants under 35 in South Africa. His time at Deloitte revolved around clients in public sector, mining, manufacturing and financial services including listed clients such as Astrapak and Eastplats Mining.

He has been lead partner at Differentia Chartered Accountants and specializing in transaction advisory in M&A deals in agriculture (working with Land Bank and Afgri), mining and food processing with the largest transaction being a R360 million fresh produce transaction and numerous transactions in Beef, agri plant and machinery, fresh produce and exotic birds. He currently serves on the council of the Central Johannesburg College with more than 15 000 students (an unqualified audit opinion was received during his tenure as finance committee chairperson and recently audit and risk chairperson). He serves on the audit and risk committee and is the chairperson of the finance committee. He is an active member of the Association of Black Accountants in Southern Africa and the Black Business Council having served on structures such as Nedlac and various sub-committees of the BBC.

Surname	Ramokhele
Full Names	Bonolo Molemo
Gender	Male
Race	African Black
Nationality	South African
Languages (Speak, Write and Read fluently)	IsiXhosa, IsiZulu, SeSotho, English, SeTswana and Afrikaans Tshivenda (Speak only)
Qualifications	BAccSci (Wits) HDipAcc (Wits) Board 1 (First time pass) Board 2 (First time pass) Articles, Deloitte and Touche CA (SA)
Professional Bodies	South African Institute of Chartered Accountants (20027973) South African Institute of Tax Professionals
Accolades and Recognition	Top 35 CA (SA) under 35 in South Africa Mail & Guardian Top 200 Young South Africans Destiny Man Power 40 Men in South Africa Forbes 30 under 30 entrepreneurs to watch in Africa
Years of Experience	Eight

Accounting Packages	Microsoft Office Teammate Pastel AS2 Caseware Munsoft
Areas of Expertise	External Auditing Internal Auditing Corporate Finance and Deal Advisory Financial Statement Preparation Risk Management Accounting
<p>Legislation and Standards</p> <p>Current Responsibilities</p>	<p>PFMA, MFMA, CET Act, Income Tax Act, VAT Act, IFRS, GRAP, and National Treasury Regulations.</p> <p>Differentia Chartered Accountants (Pty) Ltd Role: Partner in Charge Period: 2014 - Present</p> <p>My responsibilities include winning business, managing staff, reviewing work done by staff, managing teams on various assignments, maintaining client relations and providing technical opinions. Our clients have been municipalities, Colleges, Departments and the Land Bank.</p>
Previous Employment	<p>Deloitte and Touche Role: Audit Senior Period: 2010 – 2012</p> <p>I managed audits in mining, technology, public sector, financial services, manufacturing and telecommunications. I also served as a trainee staff representative on the employment equity forum of the firm.</p> <p>University of South Africa Role: Senior Lecturer (Final Year Group Financial Reporting) 2013 – 2014</p> <p>I worked on designing and setting of curriculum. Setting of exams and assignments Moderating and marking exams and assignments Lecturing and consulting with students</p>

	<p>Issuing technical and complex accounting opinions Coordinated and ran the UNISA Thuthuka program</p>
<p>Board and Committee Responsibilities</p>	<p>Central Johannesburg College Period: 2016 - present Appointed by Minister of Higher Education</p> <p>Audit and risk committee chairperson Finance committee chairperson Innovation and Linkages committee member Audit opinion of the college moved from a qualified opinion to unqualified.</p> <p>As part of council I am responsible for drafting the strategy of the College to ensure it is consistent with the strategy of the Department of Higher Education and the country as a whole and the National Development Plan. This means one is also involved in the drafting of the Annual Performance Plan and monitoring thereof.</p> <p>Gauteng CET College Period: 2017 - present Appointed by Minister of Higher Education</p> <p>Finance committee chairperson Audit and risk committee member</p> <p>As part of council I am responsible for drafting the strategy of the College to ensure it is consistent with the strategy of the Department of Higher Education and the country as a whole and the National Development Plan. This means one is also involved in the drafting of the Annual Performance Plan and monitoring thereof.</p>
<p>Other Commitments</p>	<p>Central Johannesburg College Audit and Risk Committee Chairperson Finance Committee Chairperson Member of Council</p> <p>The College has been able to achieve an unqualified audit opinion for the first time in the 2016 financial year.</p>

Department of Higher Education Financial Management Support Forum

As a member of this forum of finance committee chairpersons and CFOs in the Community College sector across the country, I get to participate in building the financial management systems of the sector as a whole.

Gauteng CET College Audit and Risk Committee Member Finance Committee Chairperson Member of Council

Currently helping setting up the financial management processes of the College. The College is the only one in the country that has a functioning financial management system having produced Annual Financial Statements.

ABASA Education Committee Chairperson

Period: 2011 to 2013

Chaired the education committee responsible for outreach and we were able in partnership with various corporate and public sector stakeholders reach out to five of the nine provinces.

ABASA Bursary Committee

Period: 2011 to 2014

The committee raised funds to provide scholarships to previously disadvantaged students pursuing the Accountancy profession.

Black Business Council

Period: 2012 to date

I have served on various committees at BBC including as a proxy for the Treasurer General and serving on office bearer meetings. I have also served in the professionals' chapter working closely with various government departments.

Served on the committee that worked with DTI on the Black Industrialists policy and have been to various engagements between business, government, labour and civil society at Nedlac.

	<p>World Economic Forum</p> <p>Period: 2013 – 2016</p> <p>I served as a member of the WEF Global Shapers Community and served as its Chairperson of the Johannesburg Hub. I have been to various WEF meetings including WEF on Africa and Davos.</p>
<p>Previous Clients</p>	<ol style="list-style-type: none"> 1. Eastplats Mining (Listed) External auditing 2. Samquarz Mining Takeover transaction advisor (Seller) 3. Leeuw Mining and Exploration Takeover transaction advisor (Buyer) 4. Land Bank Transaction advisor (Agri buyouts) 5. Vodacom, Astrapak, Steinhoff International External Auditing 6. Lukhanji Local Municipality External auditing 7. Ventersdorp Local Municipality Preparation of financial statements 8. Thabazimbi Local Municipality Preparation of financial statements 9. Lesedi Local Municipality Performance information drafting for the municipality. 10. Nkangala District Municipality Revenue enhancement and generation strategy formulation.

11 Land Bank and Gro Capital

Providing corporate finance advisory for applicants to the institutions.

CURRICULUM VITAE

ILSE LUBBE CA (SA)

2019



CURRENT POSITION

Associate Professor, College of Accounting, University of Cape Town, South Africa

PERSONAL DETAILS

LANGUAGES Afrikaans & English

NATIONALITY South African

ACADEMIC QUALIFICATIONS

- B Com (Hons) – University of Johannesburg
- South African Institute of Chartered Accountants Final Qualifying Exam
- Post Graduate Diploma in Tertiary Education
- Masters in Higher Education Studies (M Phil) – University of Cape Town

In progress: Currently registered for PhD in Higher Education Studies, University of Cape Town

TITLE OF RESEARCH: “An exploration and analysis of the knowledge and knower structures in Accounting: implications for curriculum design, student learning and pedagogy”

ACADEMIC LEADERSHIP, COMMITTEES AND SERVICE

Summary of more recent appointments and participation:

EXTERNAL:

- Board member of Accounting Standards Board, as well as member of Technical Committee (since 2015, currently in second term);
- Member of SAICA National Public Sector Committee and previously the SAICA Southern Region Public Sector Committee (since 2015 onwards);
- Member of Executive Committee of SAAA (Southern Africa Accounting Association) executive committee: Portfolios: Research and Accounting Education (2015/16); Vice President (2016/17); Research (2018);

- Leader of Collaborative Research Group on Ethics in Accountancy (2018 onwards);
- Expert Consultant to CA Academy in Zimbabwe for the development of curriculum of Public Financial Management (PFM) qualification for IFAC Professional Accountancy Organization (PAO) Capacity Building Program, funded by the Department for International Development (DFID) in the United Kingdom (UK) (2019 onwards);
- Member of BAFA Accounting Education international mentoring programme;
- Chairperson of SAIGA Education and Training committee (SAIGA is responsible for the Registered Government Auditor (RGA) qualification) (3-year term: 2016 – 2018);
- Heltasa TAU Fellowship (Teaching Advancement at University), awarded 2016;
- Co-ordinator of the CHE Working Group responsible for the investigation and design of the new 4-year B Com curriculum (August 2012 - 2013).

INTERNAL:

- Convenor of the Postgraduate Diploma in Public Sector Accounting (PG PSA) since first offered in January 2015, ongoing in 2016, 2017, 2018 (start of first online offering);
- Team leader in College, in liaison with Centre of Innovative Teaching and Learning (CILT) at UCT, of pilot project to offer the PG PSA online, including trial online platforms and assessment methods;
- Co-ordinator of the capacity building team that supports University of Zululand member of team that supports Walter Sisulu University, acting as external examiner and assisting these institutions with the development of their programmes to meet the accreditation criteria of SAICA (since 2012); University of Zululand B Com (Accounting Sciences) degree was awarded full SAICA accreditation in April 2018;
- Member of UCT Examinations and Assessment Committee (since 2019);
- Member of UCT Curriculum Change Working Group (2016 onwards);
- Member of the Commerce Faculty Teaching & Learning Working Group (2012 onwards);
- Commerce Faculty representative on UCT Library Working Group (2017 onwards);
- External examiner for several undergraduate and postgraduate accounting courses;
- Mentor of junior academic staff in the College of Accounting, UCT (since 2018);
- Supervisor and external examiner of Masters in Accounting Education theses, and Masters in Accounting thesis;
- Member of Task Team assisting University of Limpopo with the accreditation of their programme by SAICA (2010). Other team members included colleagues from UKZN, Wits & Rhodes.

RESEARCH, SCHOLARSHIP & PUBLICATIONS

Research interest: Accounting Education & Financial Accounting

EDITOR AND REVIEWER FOR RESEARCH JOURNALS

- INTERNATIONAL: ○ Member of the Editorial Review Board, Accounting Education, an International Journal,
(published by Taylor & Francis) ○ Guest editor for the Accounting Education journal special issue: Accounting Education in Africa
(linked with SAAA Teaching & Learning conference) ○ Co-ordinator and reviewer of Meditari Accountancy Research: Special issue: Teaching and Learning

- SOUTH AFRICA: ○ Associate Editor, South African Journal of Accounting Research (published by Taylor & Francis) ○ Southern African Accounting Association (SAAA) – chair of scientific committee (2016/17)
- Reviewed several papers for the following national and international journals:
- South African Journal of Accounting Research
- Meditari Accountancy Research
- Studies in Higher Education
- Higher Education
- Accounting Education, an International Journal
- Journal of Social Sciences
- The International Journal of Management Education

SAICA NATIONAL COLLABORATIVE RESEARCH – GROUP LEADER: ETHICS

SAICA supports the collaborative research project on: The status of ethics in accountancy in South Africa. This is an initiative between SAICA, academia and postgraduate students from various tertiary institutions in South Africa to conduct collaborative research on the status of ethics in accountancy in South Africa. This initiative/project includes other stakeholders (such as IRBA) and other constituencies (such as The Ethics Institute) to ensure adequate coverage of the topic. Based on initial discussions amongst project team members, a few broad research themes were identified.

PUBLICATIONS AND CONFERENCE PRESENTATIONS

- Lubbe, I (2019), Re-imagining the education of professional accountants, UCT Teaching and Learning conference presentation, 11 July 2019, Kramer, Middle campus, UCT, Cape Town.
- Lubbe, I and Walji, S (2019), Describing the development challenges of the online offering of the PG PSA using Vula and Canvas as learning platforms, UCT Teaching and Learning conference presentation, 11 July 2019, Kramer, Middle campus, UCT, Cape Town.
- Lubbe, I and Papageorgio, E (2019), Southern African Accounting Association (SAAA) biennial conference papers: the process, quality of reviews and benefits of participating in reviews. Southern African Accounting Association/IAAER international conference proceedings, 26-28 June 2019 Gauteng.
- Lubbe, I (2019). Towards a Global Model of Accounting Education – a South African case study. Presented at British Accounting and Finance (BAFA) Accounting Education SIG conference, 22-24 May 2019, Ghent, Belgium.
- Lubbe, I (2018). There is hope for the new generation of CAs (SA). Accountancy SA Magazine, October 2018, SAICA.
- Lubbe, I & Coetzee, S (2018) Accounting education in Africa, Accounting Education, 27:5, 453-455, DOI: 10.1080/09639284.2018.1514789
- Lubbe I, and Duff, A (2018), South African Accounting Academics' conceptualisations of the researchteaching nexus, presented at the British Accounting and Finance (BAFA) Accounting Education SIG conference, 2-4 May 2018, Brighton, UK.

- De Jager, P, Lubbe, I, and Papageorgio, E (2018), The South African chartered accountant academic: Motivations and challenges when pursuing a doctoral degree, *Meditari Accountancy Research*, Vol. 28, Issue 2, pp. 263-283.
- Lubbe, I (2017). Challenges for curriculum design: Considerations for a four-year business and accounting degree in South Africa. *South African Journal of Accounting Research*, 31:1, 60-82 [Published online in 2016].
- Lubbe, I and Mkubukeli, W (2016). The impact of using different accounting frameworks in the public sector, *Accounting Perspectives in Southern Africa*, Issue 1, Volume 4.
- Ntintelo, M and Lubbe, I (2016). An investigation of the factors to consider for a free higher education system in South Africa, *Southern African Accounting Association Western Cape Regional conference*, The Cape Town Hotel School, Granger Bay, 2 September 2016.
- Lubbe, I, Dhansay, A. and Anthony, J. (2015). Describing the GAP: Public Sector vs Private Sector Accounting and Reporting, *Southern African Accounting Association Biennial Conference (SAAA)*, in collaboration with the International Association of Accounting Education and Research (IAAER), ELICC. 29 June to 1 July 2015.
- Lubbe, I (2015). Educating Professionals – Perceptions of the Research-Teaching Nexus in Accounting (a case study). *Studies in Higher Education*, Vol 40 No. 6.
- Lubbe, I (2014), Educating professionals – describing the knowledge agency of Accounting academics, *Meditari Accountancy Research*, *The Accounting Academic*, Vol. 22 No. 1.
- Lubbe, I (2014). Accounting Education: A New Way Forward? *Accountancy SA*, April 2014.
- Lubbe, I (2013). Educating accounting professionals: development of a theoretical framework as a language of description of accounting knowledge production and its implications for accounting academics at South African universities. *South African Journal of Accounting Research*, Volume 27.
- Lubbe, I and Gevers, J. (2013). Effective teamwork design, implementation and assessment: addressing the need for the acquisition of pervasive skills by undergraduate accounting students. *Southern African Accounting Association Biennial Conference (SAAA)*, in collaboration with the International Association of Accounting Education and Research (IAAER), Lord Charles, Somerset West, Cape Town. 26 – 28 June 2013.
- Lubbe, I and Grinaker, T (2012). Responding to key challenges in South African higher education: redesign and articulation of an extended programme in accounting. *Higher Education Learning and Teaching Association in Southern African (HELTASA)*, Stellenbosch University, Stellenbosch. 28 – 30 November 2012.
- Gevers, J and Lubbe, I (2012). Considerations for effective teamwork design and implementation: planning a financial reporting project, presented at the *Southern African Accounting Association Western Cape Regional Conference (SAAA)*, The Cape Town Hotel School, Granger Bay, Cape Peninsula University of Technology (CPUT), 7 September 2012.
- Herbert S, West, S, Lubbe, I, and Minter T (2012). Innovative ways to promote teaching and learning within large classes: using custom made video presentations and a workbook for the understanding of the business environment by undergraduate accounting students. *Southern African Accounting Association Western Cape Regional Conference (SAAA)*, The Cape Town Hotel School, Granger Bay, Cape Peninsula University of Technology (CPUT), 7 September 2012.

- Lubbe, I, Minter T and Herbert S (2011). Innovative ways to promote teaching and learning within large classes: using technology to develop students' understanding of the business environment. Presented at the Higher Education Learning and Teaching Association in Southern African (HELTASA), Nelson Mandela Metropolitan University (NMMU), Port Elizabeth. 30 November – 2 December 2011.
- Lubbe, I, Minter T and Herbert S (2011). Teaching interventions relating to the challenges of large class teaching and learning in the accounting disciplines, and a discussion of the teaching intervention. Presented at the Commerce Education Group (CEG) and Centre for Educational Technology (UCT).

LEAD AUTHOR OF FINANCIAL ACCOUNTING TEXTBOOKS

- Lubbe, Modack & Herbert, Financial Accounting, IFRS Principles (5th edition, commissioned by Oxford University Press, publication date September 2019), currently working on the new edition – invited several young academics in College of Accounting to contribute and thereby gain experience.
- Lubbe, Modack & Watson, Financial Accounting, IFRS Principles (4th edition, 2014). Published by Oxford University Press.
I am the lead author and also responsible for the development of the ancillary material, including Question Bank and Solutions for lecturers, PowerPoint slides, and a teaching plan for each chapter. This publication is currently adopted by at least 9 institutions in Southern Africa.
- Lubbe, Modack, Herbert & Hyland, Financial Accounting, Groups (1st edition, 2014). Published by Oxford University Press.
This is a new publication that focuses on the principles in group accounting, and includes strong pedagogic applications, creativity and scholarship.

TEACHING AND LEARNING

Teaching interest: Financial Accounting/Reporting (including IFRS, IFRS for SMEs, and GRAP) Teaching

experience and responsibilities include:

- Programme convenor: Postgraduate Diploma in Public Sector Accounting
- Course convener, lecturing and tutoring Financial Reporting 2, Financial Reporting 3, Corporate Reporting and Public Sector Financial Reporting

Supervision and Examiner of Masters and Honours students:

- Masters in Higher Education Studies, 3 students, of which 1 submitted thesis for external examination;
- Honours in Accounting: 6 students, all graduated

PROGRAMME AND CURRICULUM DEVELOPMENT – POSTGRADUATE DIPLOMA IN PUBLIC SECTOR ACCOUNTING

Developer of the curriculum and convenor of the Postgraduate Diploma in Public Sector Accounting since first offered in January 2015, ongoing in 2016, 2017, 2018, and 2019 when it is offered online.

Funding was received from National Treasury, Capacity Building, in 2015, amounting to R590 000, for the development of the curriculum. The online development of the programme was awarded an Online Teaching Grant of R20 000 in 2016. Since 2019, the programme is part of the UCT Formal Online Education project, that is supported by the Centre for Innovative Learning and Teaching (CILT) at UCT.

This is the first and currently only postgraduate qualification in public sector accounting in South Africa. The programme was planned and developed from a zero base. The Postgraduate Diploma in Public Sector Accounting was accredited by the CHE in December 2013, followed by a further application for distance learning application, which was accredited in July 2017. This programme and its content have a strong link to UCT's strategic objectives of transformation, given the objective of the programme to enhance skills development within the public service. The programme aims to upskill public servants and thereby improve management of public finances, which in the long term would contribute towards improving the lives of South Africans. Its current development in an online format, representing transformative pedagogy and enabling enrolment by students across the country. The introduction of the Postgraduate Diploma in Public Sector Accounting contributes towards social upliftment and accountability in the broader South African public sector environment.

LARGE CLASS TEACHING PROJECT (PROJECT LEADER)

This is a multi-university project with participating teams from UCT, University of Western Cape, University of Johannesburg and University of Fort Hare. The collective teaching innovation of the UCT project involves the integration of outcomes of three related disciplines with the aim of demonstrating to students the interrelationships of the Accounting related disciplines. The aim of this innovation is to enhance student understanding and learning of principles of accounting entries, the business use of IT and control concepts by exposing them to practical examples via simulation, supported by using a computerised accounting package. In addition to the coordination of this project, I am, as project leader, responsible for the budget, authorising expenses and providing feedback to the project advisory committee.

Funding received for this project: R300 000. This project received the UCT Collaborative Educational Practice Award in December 2013, for the excellent example of collaborative educational practice.

UNDERGRADUATE CURRICULUM REFORM WORKING GROUP

I was the co-ordinator of the working group responsible for the report and design of exemplars for the B Com flexible curriculum. Our report and proposal for exemplars for the B Com 4-year degree was included in the report published in 'A proposal for undergraduate curriculum reform in South Africa: The case for a flexible curriculum structure', report of the Task Team on Undergraduate Curriculum Structure, issued by the Council on Higher Education (CHE), August 2013.

OTHER TEACHING AND LEARNING ACTIVITIES

- Heltasa TAU (Teaching Advancement at University) Fellowship, awarded 2016;
- Presenter at UCT New Academics Programme (NAP) seminar (2019);
- Co-ordinator of and often presenter at Academic Forum in the College of Accounting, UCT;
- Support of Durban University of Technology (DUT) with the design and application of an Advanced Diploma in Public Financial Management (2017/18, still in progress);
- Successful completion of On-line Facilitation course for the design and development of online and blended learning courses (2016);

- Workshop facilitator for School of Accounting, Economics and Finance at UKZN on curriculum alignment and integration (2015);
- Member of Task Team that assisted the University of Limpopo with the accreditation of their programme by SAICA. Other team members included colleagues from UKZN, Wits & Rhodes (2010)
- Provide teaching and learning support, as part of the capacity building initiative between the College of Accounting and SAICA, to University of Zululand and Walter Sisulu with the development of their undergraduate programmes to meet the accreditation criteria of SAICA (since 2012). This includes supporting these institutions with the scaffolding and mapping of knowledge in Financial Reporting.
- Review, updating and development of teaching pedagogy and learning materials in Financial Reporting II since introduction of IFRS for SMEs, including alignment of tutorials and assessment.
- Introduced the concept of the scaffolding of knowledge in Financial Reporting in the College (then the Department of Accounting) and assisted with the detailed mapping of the knowledge outcomes of each level of undergraduate courses against the SAICA Competency Framework. Incorporating SAICA's pervasive skills in the course material, projects and assessment of Financial Reporting II.

SHORT SUMMARY OF PAST EXPERIENCE

1997 – 2001	Chief Financial Officer and Company Secretary at Cadiz Group (JSE listed)
1996 – 1997	Senior lecturer at Educor, Midrand Campus (Auditing; post graduate)
1993 – 1994	Senior lecturer at University of Western Cape (Financial Accounting and Auditing)
1990 – 1991	Established own business in Randburg
1987 – 1989	Group Financial Accountant at National Brands
1984 – 1987	Training contract at Coopers & Lybrand, Johannesburg

JOHAN D U TOIT SC

CV

CORPORATE GOVERNANCE EXPERT
MEMBER INSTITUTE OF DIRECTORS (SA and UK)
BARRISTER OF THE MIDDLE TEMPLE, LONDON
SENIOR ADVOCATE, JOHANNESBURG BAR

PROFESSIONAL PROFILE

- Highly experienced advisor to governors on the scope and nature of their fiduciary, statutory and common law duties; advising on compliance within the legal sphere in which they operate;
- More than 40 years' practical experience involving extensive analytical thinking, strategic planning, and risk assessment focused on clients' particular needs and requirements;
- Team-worker leading and co-ordinating junior counsel and multi-disciplinary experts amongst which accountants;
- Integrating vast theoretical and practical experience in governance through journal articles and as co-author of Shareholder Actions (Bloomsbury Professional, 2nd ed, December 2017) stating the law in England, Australia, Canada and particularly South Africa — a seminal work on directors' duties and liabilities and shareholders' concomitant rights, with a reviewer stating that it 'is an excellent specialised work on the topic';
- Acted on behalf of major public and listed organisations (whose names cannot be revealed in view of the Code of Conduct under the Legal Practitioners Act) in various disciplines amongst which pharmaceutical, financial markets, resources/mining, agriculture, insurance, education, local government and construction;
- On numerous occasions interacting with Chartered Accountants as experts in calculating loss or providing opinions on valuation of enterprises.

PERSONAL INFORMATION JOHAN IGNATIUS DU TOIT

KNOWN AS JOHAN

Nationality South African citizen
Date of birth 13 June 1954
Languages English & Afrikaans



PROFESSIONAL

South Africa Senior status (SC) awarded 2006
Advocate of the High Court of South Africa Since 1984
Acting judge of the High Court of South Africa (for short periods, Johannesburg and Pretoria) 2007, 2008 & 2015
Attorney of the High Court of South Africa 1979-1984
Completed Part 1 of 'Being a Director' —SA Institute of Directors 2017
Attended Corporate Governance Seminar presented by Prof. Mervyn King March 2018
England Barrister of the Middle Temple, London since 2008
Practising barrister Selborne Chambers, London England & Wales 2008-2013
Continued relationship as Door Tenant, Selborne Chambers, London current
Visiting Professor: University of Law (Birmingham) 2012-2015

GOVERNORSHIPS

IMISEBE YETHEMBA trading as RAYS OF HOPE 063 389 NPO (www.raysofhope.co.za) serving the Alexandra community;
Chair of Human Resources Group One Advocates, a fully transformed group of advocates comprising some 140 members;
Randburg High School governor (thereafter advising numerous school governing bodies professionally);
Stints as trustee of residential body corporate

Johan du TERTIARY EDUCATION

LLM (Corporate Law) (cum laude) 2003
University of Johannesburg
LLB 1977 - 1979
University of the Free State
B. Proc. 1973 - 1976
University of the Free State

SECONDARY EDUCATION

National Senior Certificate 1971

LECTURES & SEMINARS

'Commercial disputes: apply human rights law to

- resolve them' 2010
University College Birmingham (now University of Law)
- 'Anti-suit injunctions in view of the European Court of Justice's West Tankers Judgment' 2011
Paper presented: Budapest's Bar 'Budapest Discussions', Budapest, Hungary
- 'The international reach of the law: the impact of the law of England and Wales on South African law' 2012
Inaugural address, College of Law, Birmingham
- Podcast 'Facebook Flotation: Investment Banks, Shareholders & Duty of Care' 2012
CDP Cast (www.cdpcast.com)
- 'Statutory Derivative Actions: a comparison of the current South African and English company law provisions' 2013
Part of the Dean, Faculty of Law, UFS's Prestige Lecture Series

PUBLICATIONS

• Articles

- Du Toit, March 2018 'Speak up or perish: a lesson in corporate governance' LinkedIn - discussion of English case law where directors did not make obvious enquiries.
 - Du Toit, December 2017 'Beware of Shadow Directors; shadow directors beware' Without Prejudice 2017 Vol 17 no 11 p8. This article specifically speaks to the duties of SOE/SOC directors and available common law remedies to hold shadow directors liable.
- Du Toit, October 2017 'Fiduciary Duty towards shareholders?' Without Prejudice Vol 17 no 9 p8 - discussion of whether directors have a duty of care towards shareholders.
 - Du Toit, April 2014 'Just and Equitable Winding Up of Solvent Companies' Without Prejudice Vol 14 No 3 p18.
- Du Toit, Feb 2013 'Linking Up', Litigation Funding Magazine (UK), a discussion on obtaining third party litigation funding.
 - Du Toit, 2012 'In the wake of the Facebook flotation: do Investment Banks owe a duty of care to Shareholders of the Companies they are advising?' 2012 Journal of International Banking and Finance Law, at 417 (international).

■ Books

- Charman & Du Toit, - Shareholder Actions, Bloomsbury Professional, 2nd ed 2017. See www.bloomsburyprofessional.com/uk/shareholder-actions9781784518868
- A comprehensive guide to the law of England and Wales pertaining to the duties of directors and the possible actions shareholders may

be entitled to pursue against them to protect their rights, described in a review as 'a valuable work that is highly recommended';

- A new chapter written by me dedicated to the position in South Africa on these topics which the reviewer labelled as 'a very good overview'.

WORKING EXPERIENCE ABROAD Barrister, Selborne Chambers, London 2008-2013

KEY PERFORMANCE AREAS

- Playing a pivotal role as strategist and leader of multi-disciplinary, multiracial teams of legal specialists, industry experts, witnesses, attorneys, clients and other stakeholders to achieve successful legal outcomes.
- Engaging in critical analysis of legislative and regulatory research data to resolve legal complexities and when developing strategies to appropriately address issues.
- Meticulous preparation of arguments whilst displaying a resilient court presence - also in negotiations - to advance clients' rights.
- Fostering a work culture where diversity and differences are valued and leveraged to achieve legal objectives in the interest of the client.
- Operating primarily within a sphere of complex legal cases as illustrated by the appearance as counsel in around 50 South African reported judgments and with others often attracting media attention:
- In excess of 20 of those judgments were referred to in more than 18 textbooks and other works of reference;
 - _ Considerably more than 50 references were made to these in subsequent judgments.

EXAMPLES OF HIGH PROFILE MATTERS

As practitioner in London involved in the Lloyds TSB matter between 2010 and 2013 as representative of the only group of shareholders in the UK and the USA which pursued claims for damages from the directors of Lloyds TSB on grounds of misleading information provided in a prospectus and circular motivating shareholder approval for the disastrous takeover of HBOS in late 2008, encompassing a wide range of company law and company governance issues:

- Advised the elected governing committee of shareholders and service providers on its governance, company corporate governance, numerous regulatory matters, listing requirements, prospectuses, and shareholders' general meetings;
 - Settled the committee's Constitution and rules in line with UK regulatory requirements;
 - Undertook a detailed investigation into the core reasons for the collapse of financial markets in 2008 which had resulted in the takeover;
 - Conducted a study of the scope of liability of the directors (both in the UK and the USA) involving inter alia a study of the City Code for Takeovers and Mergers of the LSE and similar provisions in respect of the NYSE;
 - Drafted several opinions and founding documentation with a view of instituting actions in both the UK and the USA;
 - Provided support and direction to the shareholders' USA attorneys in the litigation instituted in New York;
- _Lack of third party funding in the UK resulted in preparation being terminated in 2013 (it was reinstated after my return to South Africa when new solicitors managed to find a funding model, but

all completed research and documentation were taken over to pursue the matter further — the matter was heard towards the end of 2017 and judgment reserved);

- The matter has been recognised as one of the top 20 most highprofile cases heard in 2017 in the UK;

– Involved South African CA for opinion on very complicated loss calculation.

- ✦ Preparing submissions to the Supreme Court of Appeal on behalf of an amicus curiae involving an in-depth analysis of King IV™,
- ✦ Completed an enormous volume of work in the education sphere — schools and universities; public and private — mostly in connection with the statutory fiduciary duty governors owe towards their institution;
- ✦ Litigation, arbitration and advice in most fields of law with concomitant exposure to underlying trade, industry or profession, and acting on behalf of significant entities.

PUPILLAGE Free State Society of Advocates March 1984 - June 1984

ATTORNEY'S PRACTICE Practising attorney Nov 1979 - Feb 1984

ARTICLES INTERNSHIP Bloemfontein 1977 - 1979
– Law Society award: Best 2nd year Articled Clerk

- COMMUNITY SERVICE
- Providing guidance and direction through sharing knowledge and expertise while mentoring colleagues of diverse backgrounds and gender
 - IMISEBE YETHEMBA, an NPO rendering Donor since 2013 extensive services to the community of Alexandra; Board Member
 - Funded small pre-primary school in 2003 - 2013 informal settlement near Mossel Bay until closure

15 July 2019

TO WHOM IT MAY CONCERN

This is to certify that:

- 1 . JOHAN IGNATIUS DU TOIT SC is a member of the Johannesburg Society of Advocates.
2. He is currently practising as an advocate at the Johannesburg Bar and is a member of the Society.



JOHANNESBURG SOCIETY O

3. He was admitted as an Advocate of the High Court of South Africa on 01 March 1984.
4. He has been practising as an advocate since the date of his admission to the Society on 02 July 1984.
5. He was granted Silk on 05 December 2006.
6. He is a member in good standing and there are no disciplinary or other proceedings pending or anticipated against him.

A CRUTCHFIELD SC
CHAIRPERSON: HOUSING AND MEMBERSHIP COMMITTEE

ADVOCATE

S

JOHANNESBURG BAR
COUNCIL

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jhbadmin@law.co.z
www.johannesburgbar.co

.r,

2018/2019 Bar Council: R SC (C.'hair)•. N K Tsatsawane SC (Vice-Chair)
A A Crutchfield SC: M Dewraanee SC: P Green SC: W R Mokhare SC: P G Seleka SC: E J Vuuren SC G
Badela•, M S Balow. A I Cajee: C Dreser: N Lombard. D .1 Mahon: k Pillav. S van .'\sseggen.
Honorarv Secretarv: P .Iagganath. Assistant Secretar°, : A .Saldulker
Administrative Officer: Marta Ferreira

LESLEY NDLOVU

PROFESSIONAL EXPERIENCE

AXA Group **May 2013 – present**

Chief Executive Officer | AXA Africa Specialty Risks | Lloyd's of London syndicate **May 2018 – present**

- Initially led the finance team of 8 people as CFO, prior to appointment as CEO (financial reporting to the AXA Group, Lloyd's of London and senior management, treasury/investments, budget/planning, etc)
- Building a specialty lines Lloyd's of London syndicate and Mauritius incorporated coverholder/broker focused on Africa with >\$60m in revenues and 53 staff
- Leading the post-acquisition integration of the syndicate with XL Catlin

Head of Corporate Development | AXA Global Asset Management | Paris **July 2016 – April 2018**

- Outlined a clear and ambitious overall strategy for the AXA's €1.3 trillion AUM asset management business
- Restructured the equity management business with €20 billion AUM to improve profitability by 30%
- Executed a €100 million cost efficiency program to improve operating margins

Chief of Staff to the Group Deputy CEO/Chairman | AXA Head Office | Paris **September 2014 – June 2016**

- Implemented a strategic partnership in Emerging Markets with the International Finance Corporation (a division of the World Bank) to invest €500 million infrastructure, develop microinsurance and improve road safety
- Led a review of decision to dispose of AXA Canada in 2011, leading to recommendations on improving the structuring of future exits across the entire AXA Group
- Worked with the New Markets Development team to grow AXA's African operations footprint (acquisition of Mansard in Nigeria, strategic review of AXA CIMA, launch of an Africa focused Lloyds syndicate)
- Developed a consolidated organization wide view of large clients and important relationships

Chief Investment Officer | AXA Singapore | Singapore **May 2013 – August 2014**

- Generated consistent risk adjusted investment results for US\$3billion AUM with a running Sharpe ratio of 1.08
- Optimized investment portfolio yield to increase annual investment income by 25%
- Introduced new asset classes - US CLOs, US corporate bonds and short duration high yield
- Expanded the use of derivatives (Forwards, swaps and futures) for risk management and portfolio optimization

AXIS Capital **September 2008 – April 2013**

Vice President | Investments | AXIS Capital Ltd | Bermuda

- Implemented an interest rate and credit spread risk hedging program using derivatives for a US\$15billion multi-asset investment portfolio
- Introduced new asset classes – emerging market debt and leveraged loans
- Standardized total return attribution for all fixed income and equity portfolios through Barclays POINT
- Accelerated promotion from Senior Analyst to Assistant Vice President and then to Vice President

Deloitte **December 2006 – August 2008**

Manager | Alternative Investments | Bermuda

- Managed audit engagements of offshore hedge funds and private equity funds (direct funds, funds of funds and master-feeder structures)
- Independent valuation of investments such as equities, bonds, derivative instruments and syndicated loans
- Reviewed financial statements and net asset values (NAV) to ensure compliance with the applicable financial reporting framework such as US GAAP, UK GAAP, Canadian GAAP or IFRS
- Managed, led, developed, coached and mentored teams of 5 to 15 people

PROFESSIONAL QUALIFICATIONS

- Chartered Financial Analyst (CFA)
- Chartered Accountant, South African Institute of Chartered Accounts
- Member of the Institute of Directors (U.K.)

EDUCATION

- **INSEAD**, Masters in Finance
 - **UNISA**, Hons B Compt
 - **UNISA**, B Compt
-

Professor Monica Singer CA (SA)

WORK EXPERIENCE

CONSENSYS AG-South Africa Lead for Consensys.

2017 to date

Consensys is assembling the tools needed to build and scale a world where distributed applications enable a new class of frictionless, global commerce with inclusion for all. I am responsible for researching, educating and developing business opportunities for Consensys, the biggest blockchain company in the world. I work remotely from Cape Town.

STRATE (Pty) Ltd-CEO

1999 – 2017

Appointed the first Chief Executive Officer of the South African Central Securities Depository in South Africa, Strate which she helped create.

Johannesburg Stock Exchange (JSE)- General Manager-Post Trade

1996– 1999

Implemented the clearing, settlement and custody system in South Africa. This was after obtaining buy in from all South African industry participants in particular the Banks, Listed companies, Broking community, Fund Managers, Regulators and the Government.

WORLD BANK SECONDMENT- Washington DC-CONSULTANT

12/1995 – 06/1996

Analysed the Annual Financial Statements of the World Bank, and reported on the areas where compliance with International Accounting Standards and other disclosures could have been improved.

SOUTH AFRICAN INSTITUTE OF CHARTERED ACCOUNTANTS (SAICA)- Technical Director

1988-1996

Headed the Technical Department setting auditing and accounting standards and drafting legislation. Represented South Africa on the International Accounting Standards Committee while at SAICA.

ERNST & YOUNG- Auditor (Articles)

1983 – 1988

APPOINTMENTS AND AWARDS

- Appointed Professor of Practice in the School of Accounting in the University of Johannesburg since 2019.
- Board member of the Accounting Blockchain Coalition (ABC) board. ABC is defining market practices in accounting, auditing and tax for digital assets and distributed ledger technologies, including blockchain since 2019.
- Patron of the Corporate Governance Framework (CGF) Research Institute in South Africa since 2017.
- Board member of the Global Legal Identifier Foundation (GLEIF) based in Switzerland since 2018
- Winner of the Conscious Company Inaugural Award. (2017)
- Finalist in the All Africa Business Leaders Awards. (2016)
- Appointed a Fellow of the Institute of Directors. (IOD) (2015)
- Executive of the World Forum of (Central Securities Depositories) CSDs (2014-2017)
- Vice President of the African and Middle East Depository Association (Ameda) (2014-2017)
- Winner of the Deloitte Best Company to Work for (2012, 2011, 2010)
- Board member of SOE Broadband Infraco (2007-2011)
- Chairperson of the Afrika Tikken Endowment Trust (2007-2017)
- Winner of the ABSA/Jewish report business achiever award in the category of unlisted company (2006)
- Member of the Financial Markets Advisory board under the Minister of Finance (2005-2010)
- Board member of the South African Board of Jewish Education (SABJE). (2003- 2009)
- Board member of the STRATE Charity Shares a section 21 Company which she helped create. (2002-2017)
- Member of the executive of Young Presidents' Organisation (YPO) (2003- 2007)
- Finalist of the Business Woman of the Year Award- (2002)
- Member of the initial King Committee on Corporate Governance (1993-1996)
- Board member to the international accounting standards committee (1995-1996)

FORMAL EDUCATION

Public Accountants' and Auditors' Board Exam-1988

South African Chartered Accountant-1988

Bachelor of Accountancy-University of the Witwatersrand-1987

Patricia Stock (née Tshabalala) (CA(SA)) - Curriculum Vitae

PROFILE

Audit Executive | Director | Chartered Accountant | Registered Auditor

VISION

To utilise my acumen and experience in enhancing stakeholder value and drive transformation by developing the skills of the finance and audit professionals.

PROFESSIONAL MEMBERSHIPS

- South African Institute of Chartered Accountants
- Independent Regulatory Board of Auditors
- Institute of Directors Southern Africa
- African Women Chartered Accountants

PRESENT GOVERNANCE AND LEADERSHIP ROLES

- Managing Director – AfricaRAS Group
- Audit Committee member – DoW and CBE
- Trustee - The Willis Towers Watson Trust
- Non-Executive Director – Ripple Reading (NPO)

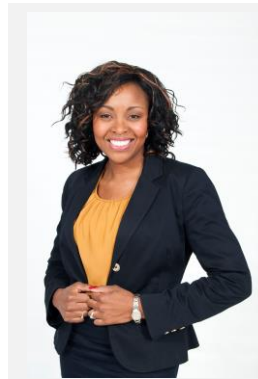
PAST BOARDS AND LEADERSHIP ROLES

- Non-Executive Director – FASSET (Board, ARC and REMCO chairperson)
- Audit Committee member – Service SETA
- Executive Director – BDO South Africa
- Non-Executive Director - BDO Consulting Services
- Non-Executive Director - Freedom Energy Holdings
- Executive Director (Partner) - BDO South Africa Inc.
- Head of Transformation and Chairperson of the Transformation Advisory Committee - BDO South Africa Group (8 companies)
- Senior Manager (Audit Engagement Partner) and Audit Quality Control Specialist - AGSA

EXECUTIVE SUMMARY

I am a highly experienced, skilled and qualified Audit Executive, Director and Chartered Accountant with more than 12 years operational and senior management experience. I have solid track record in leading and managing organisations, strategic business units, and teams in challenging and diverse environments. I am currently the CEO of AKA Africa Group, specialising in the provision of assurance, audit quality assurance, transformation (incl. BBBEE) advisory, people development and financial management and assurance advisory services.

Prior to that, I was an Audit Director (Partner) and Head of Transformation for the group of companies under BDO SA and discharged various audit and audit quality assurance roles at the Auditor General of South Africa. I have a proven traceable record in providing leadership in financial policies and procedures, transformation advisory, relationship management, people development, governance and strategy implementation. I have a passion and are actively working on contributing to the development of professional skills in Africa



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PROFESSIONAL SKILLS

- Auditing & Accounting
- Financial Management
- Time Management
- Communication skills
- Change Management
- Strategic Management
- Corporate Governance
- Project Management
- Relationship Management
- Operations Management
- Risk Management
- Stakeholder Management
- P&L and Operations Management
- Corporate Strategy & Business Planning
- Financial Planning, Analysis & Reporting
- Operational Analysis & Performance Improvement
- Team Building, Motivation & Leadership

PROFESSIONAL QUALIFICATIONS

- 2017** SETA Accredited: Facilitator, Assessor and Moderator
- 2016** BBBEE Management Development Programme (with distinction) - UNISA
- 2012** Masters in International Accounting
University of Johannesburg
- 2007** Post Graduate Diploma in Auditing
University of Johannesburg
- 2009** Chartered Accountant (South Africa)
SAICA
- 2005** BCom (Honours): Accounting Sciences and CTA
- 2004** BCom Accounting Sciences
University of Pretoria
- 2001** Kentron College (AGSA and Denel programme)
- 2000** Matriculated, Tsako Thabo High School

through strategic partnerships with other African Professional Accountancy Bodies.

I possess the acumen of a modern-day finance professional having successfully worked alongside CEOs, the board of directors and executives in strategic decision making for growing organisations and organisational management.

PROFESSIONAL EXPERIENCE

Current position: CEO
Company: AKA Africa Group.
Period: 1 October 2016 (as AfricaRAS) to date (AKA Africa post-merger with two other firms)

and achievements:

I founded AfricaRAS and subsequently merged with two other firms (ASA and Kgopa) and we became AKA Africa. As a managing director of AKA Africa, I have the overall responsibility for creating, planning, implementing, and integrating the strategic direction of AKA Africa. I am responsible for the staff development to ensure that we provide quality services for all service lines of a business which include the following:

- External and internal audit assurance.
- Financial management and assurance consulting.
- Audit quality assurance review and training.
- People development (including [soft skills and technical (audit and accounting)] training).
- Transformation advisory (including strategic alignment, diversity management, and BBBEE consulting).
- Governance (incl. compliance) consulting.
- Public sector performance information consulting.
- Facilitation, assessment and moderation of SETA accredited training.

Current position: Chairperson of the Audit Committee
Entity: Council for the Built Environment (CBE)
Period: December 2017 to 31 January 2019

Responsibilities and achievements:

- Discharge my responsibilities as an audit committee member which includes ensuring the integrity of financial information and that there is adequate financial controls and systems to ensure adequate risk management; compliance with laws and regulations (incl. PFMA and Treasury regulations), governance and adequate monitoring and reporting on performance against pre-determined objectives.

Current position: Non-Executive Director (Observer)

Entity: Mining Investment Company (MIC)
Period: 22 November to Current

- Discharge my fiduciary duties as a non-executive director which include providing strategic direction MIC ensuring adequate governance.
- Member of the Audit and Risk Committee and Investment Committee.

PERSONALITY TRAITS

- Leadership and people management skills
- Problem-solving skills
- Strategic thinking skills
- Analytical thinking skills
- Decision-making skills
- Strategic vs. Operational orientation
- Adaptable
- Diplomatic

FURTHER TRAINING AND DEVELOPMENT

- Corporate governance and King IV tm codes an essential seminar presented by professor mervyn King
- Responsible remuneration
- IoDSA Altx Director Induction Programme
- The "Auditors General Listings Requirements" and "HEPS"
- Partner leadership development programme with pentacle
- Enneagram (Self-awareness)
- Chairing disciplinary hearing
- Strategy development and implementation
- Risk Management
- Internal Controls workshop
- Diversity Management workshop
- Leadership and management course
- King III and VI and Companies' Act
- Report Writing
- Coaching and mentoring
- Investment in excellence
- Ethics and ISQC 1 training
- IFRS and IFRS for SME update
- Quality assurance update
- SEAT Facilitation, Assessor and moderation.

Current position: Trustee
Entity: The Willis Towers Watson Trust (Dormant)
Period: October 2017 to Current

Responsibilities and achievements:

- Discharge my fiduciary duties as a trustee in terms of the trust deed.
- Still under strategic review and not yet fully operative.

Previous position: Audit committee member roles

Entity: Services Sector Education and Training Authority (Services SETA)
Period: March 2017 to 30 September 2018 (end of term and reappointment not accepted to reduce the extent of public sector audit committee roles since we conduct audits on behalf of AGSA)

Entity: Department of Women (DoW)
Period: October 2017 to 17 November 2018 (Resigned due to potential conflict with AGSA assurance work)

Previous position: Non-Executive Director Roles

Organisation: Ripple Reading NPO
Period: October 2016 to July 2019

Responsibilities and achievements:

- Social responsibility personal contribution.
- Discharge my fiduciary duties as a deputy-chairperson which include providing strategic direction to Ripple Reading and ensuring adequate governance.
- Participated in the community project aimed at improving the reading skills for underprivileged learners.

Entity: Finance and Accounting Services Sector Education and Training Authority (FASSET)
Period: April 2016 to 31 March 2018 (end of term)

Responsibilities and achievements:

- Discharged my fiduciary duties as a non-executive director which include providing strategic direction to FASSET.
- Monitoring the performance of executive management and assessment of progress made towards the achievement of the FASSET's strategy.
- Discharged my responsibilities as an audit committee member which includes ensuring the integrity of financial information and that there is adequate financial controls and systems to ensure adequate risk management; compliance with laws and regulations (incl. PFMA and Treasury regulations) and adequate monitoring and reporting on performance against pre-determined objectives.
- Discharged my responsibilities as a chairperson of the initial professional development committee to ensure that there was an adequate contribution by the professional bodies in the FASSET sector.
- Discharged my responsibilities as a chairperson of the REMCO in accordance with the terms of reference and ensured that there was adequate performance management, reward and consequence management for employees.

Previous position: Non-Executive Director
Company: BDO Consulting Services (Pty) Ltd
Period: 1 January 2014 – 31 July 2015 (Service line was strategically discontinued)

Responsibilities and achievements:

Discharged the fiduciary duties of the director which included:

- Provided Strategic direction.

- Monitored the performance of executive management and assessment of progress made towards the achievement of the company strategy.
- Ensured the integrity of financial information and that there was adequate financial controls and systems of risk management.

Previous position: **Director/Audit Partner**
Company: BDO South Africa Incorporated
Period: 1 January 2014 to 31 October 2016 (Resigned to start assurance and advisory with the objective to diversify my service offerings and train people).

Previous position: **Associate Director: Audit**
Company: BDO South Africa Incorporated
Period: October 2013 – 31 December 2013

Responsibilities and achievements:

- Involvement in the overall company's (external audit services) strategy development and implementation.
- Discharged the director's fiduciary duties (for external audit service line) in the capacity as an executive director.
- Delivered quality output to client timeously and meeting client deadlines as required for a portfolio of about 40 companies.
- Managed the projects to ensure efficiencies and debtor management.
- Managed relationships with existing and potential clients and those charged with governance through continuous engagement.
- Reviewed audit files for assigned portfolio to ensure that they comply with BDO policies, audit manuals and International Standards on Auditing (ISA).
- Performed quality assurance reviews for public sector audits.
- Contributed to the business development which included the involvement in fact finding and presentations for possible new jobs.
- Provided performance feedback to staff and HR to facilitate the growth of individuals.
- Mentored and coached staff (particularly associate directors and managers) to ensure continuous development of staff.

Some of the of Clients:

African Leadership Academy, Aircom International (Africa), Clucas Gray (FSP), CEPPWAWU, Centre for Affordable Housing in Africa, East Rand Water Care Company, *Institute of Directors of South Africa*, Leco Africa, Intocast SA, Johannesburg Chamber of Commerce and Industry, Motseng Investment Holdings (group of companies), Paul Wurth International SA, Peotona Group Investment Holdings (group of companies), Praj Industries, Thembalethu Development NPC, Thumbz Up Innovation, SABS, Agricultural Research Council etc.

Previous position: **Head of Transformation and Chairperson of the Transformation Advisory Committee**
Period: May 2015 - 31 October 2016
Previous position: **Deputy Chairperson of the Transformation Advisory Committee**
Period: March 2014 – May 2015
Company: BDO South Africa Group

Responsibilities and achievements:

- Developed the BDO group's transformations strategy.
- Provided strategic advice to BDO Group EXCO.
- Reported to EXCO on the progress of the achievement of the BDO group transformation objectives and obtained commitments from the Heads of service lines.
- Developed the transformation strategy implementation plan and cascaded it down to staff through the development of key performance indicators for all levels of staff in each the BDO group companies.

- Provided directions for the implementation of the detailed transformation action plans.
- Provided advisory services to Heads of service lines in terms of transformation and BBBEE strategic options.
- Reviewed the BDO group procurement, recruitment, performance and talent management, skills development processes and aligned them with the transformation objectives.
- Identified areas in which there were unrecognised Socio-Economic development benefits to formalise the process for recognition thereof.
- Conducted the office and national regional roadshows workshops to present the BDO transformation plan and diversity awareness to all staff members.
- Wrote and issued articles and staff newsletters on transformation to BDO staff and external media channels.

Previous position: **Non-Executive Director**
Company: Sigur Palace Inc aka Freedom Energy Holdings
Period: December 2014 – April 2015 (resigned due to no activity by the company in the period of holding the director position and no communication)

Previous position: **Senior Manager (SM): Audit and Chairperson of the SM Forum**
Company: Auditor General of South Africa
Period: August 2012 – September 2013 (resigned to get the private sector exposure as an audit partner)

Responsibilities and achievements:

- Chaired all OPSCO meetings of which all the Business Unit’s senior managers were members of.
- Developed the Business Unit Strategy and drove the implementation thereof in line with the AGSA overall strategy.
- Accountable for BU risk assessment and response which included doing a risk assessment, compile a risk register and followed up monthly on the progress of implementation of controls and reported the progress thereof to the staff and senior management meetings.
- Served as a member of the quality control committee whereby I developed the business unit’s quality control tools and established processes that enabled continuous quality control monitoring.
- Performed functions as required by an audit engagement partner as spelled out in the ISA and the Auditor-General policies.
- Communicated with clients (incl. MECs) and those charged with governance (incl. Board of Directors and Audit Committees) on a regular basis.
- Prepared and presented at the SCOPA and other Parliamentary committees.
- Reported back to the audit steering committees and audit committees on the planning; execution and reporting on the audits.
- Ensured that all risks were addressed for the specific audit engagements.
- Appointed the specialist staff and contracted in and out external audit firms, to ensure that risks were properly addressed and held meetings with contracted out partners.
- Addressed people matters including managing the staff performance evaluation for the centre as required by the AGSA and SAICA.
- Provided motivational talks and training/presentation on auditing matters to the audit staff.
- Developed the staff and trainee accountants to the required outcomes for their position profiles.
- Monitored the project management on all projects in centre to ensure that time deadlines were met.
- Prepared the budgets for the centre.
- Managed and monitored the centre resources and debtors.
- Developed and prepared various administration schedules and strategic documents.

Some of the clients:

Gauteng Department of Education; Gauteng Department of Sport, Arts, Culture and Recreation; National Arts Council; Media Development and Diversity Agency; Cradle of Humankind World Heritage Site; Dinokeng Trading Entity; Gauteng Gambling Board; Gauteng Film Commission; and Gauteng Tourism Agency.

Previous position: **Audit Quality Control Specialist**
Company: Auditor General of South Africa
Period: January 2010 - July 2012

Responsibilities and achievements:

- Reviewed the leadership responsibilities for quality within the organisation and provided guidance on promoting an internal culture of quality.
- Reviewed the relevant ethical requirements policies and procedures and provided guidance on ensuring that the organisation complies with ethical requirements.
- Reviewed the organisation's procedures for acceptance and continuance of auditee relationships and specific engagements.
- Reviewed the organisations processes for the management of the firm's human resources.
- Continuously reviewed and updated the quality control review methodology (incl. related procedures) and audit quality control manual.
- Reviewed the audit engagement files (monitoring) in terms of ISA's for the following types of audits:
 - MFMA audits (Municipalities and Municipal entities)
 - PFMA audits (Departments (national and provincial) and public entities)
 - Performance audit
 - United Nations (international Audits)
- Peer reviewed on contracted out reviewers Quality Control (QC) review reports on Information System's audit and MFMA audits.
- Discussed the QC report with the relevant Senior Managers(SM), Business Executives (BE) and Corporate Executives (CE).
- Followed up and provided guidance on QC matters with the respective BE and CE when certain trends were identified in the QC reviews.
- Presented background of the QC review issues to the difference of opinion committee, Audit Research and Development (ARD), SM and BE.
- Reviewed and provided technical inputs for technical guidance memos to be issued to Audit Business Units (ABU) to ensure that the quality shortfalls noted were addressed.
- Provided ARD with technical input on the practicality of guidance given to ABU.
- Participated in Technical Committee meeting as a member representing the position of the Senior Manager: QC.
- Prepared the quality assurance workshop training material and conducted quality control awareness training sessions to Audit BU staff members' incl. Managers and SMs (Nationally).
- Performed the engagement review and firm level review on the AFROISAI-E office.
- Audited the United Nations Joint Pension Fund (UNJPF) (on secondment).

Types of clients:

National departments, public entities, municipalities, municipal entities, UN organisation, and AFROSAI-E.

Previous position: **Audit Manager**
Company: Auditor General of South Africa
Period: May 2009 – December 2009

Previous position: **Assistant Manager**
Company: Auditor General of South Africa
Period: May 2008 – April 2009

Responsibilities and achievements:

- Managed the audit project including compilations of audit plans, executing the audit, prepared management report; prepared audit report and all related documentation and communicate for the audit.
- Reported on audit findings to the auditee's management and those charged with Governance.
- Attended and provided a brief at Audit Steering Committee meetings on progress of the audit.
- Attended and provided a brief at the Audit Committee meetings on the outcome of the audit and recommendations.
- Attended and provided a brief at the Parliamentary Portfolio Committee meetings on the outcome of the audit.
- Ensured the delivery of high quality accurate and cost-effective audits and audit reports.
- Allocated work appropriately to the trainee accountants and assistant managers.
- Ensured that trainee accountants were trained to perform audit work allocated to them through coaching and mentorship.

- Resolved obstacles to the progress of trainee accountants and assistant managers on audit work allocated.
- Reviewed work and performance of trainee accountants to ensure that they achieved the competencies as per SAICA requirements.
- Executed, reported and provided quality control on African peer review mechanism assignment.
- Was an audit controller for the audit of the Land Bank.

Types of Audits Performed:

- Performance, Regularity, International (UN) and Agreed Upon Procedures,

Types of clients:

African Peer Review Mechanism; CETA; CIPRO; Deeds Registry office; Department of Agriculture; Department of Land Affairs; Government Communications and Information System; FASSET; ISETT SETA; Land Bank; National Agricultural Marketing Council; United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA); and United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUC) etc.

Previous position: **Trainee Accountant**
Company: Auditor General of South Africa
Period: December 2005 – June 2006 & January 2007 –April 2008

Previous position: **Accountant (SAICA – TOPP)**
Company: AFGRI Limited
Period: June 2006 – December 2006

PROFESSIONAL BODY PARTICIPATION

- **IRBA – Public Sector Standing Committee Member**
- **PAFA – Active participation on conferences**
- **Other African PAO – strategic partnership development in progress**

CURRICULUM VITAE – PETER NELSON Personal

Nationality: South Africa
Languages: English, Afrikaans

Education

Chartered Accountant (South Africa), 1979.
University of South Africa - Bachelor of Accounting Honours, 1978.
Rhodes University - Bachelor of Commerce, 1975.

Professional

Member of the South African Institute of Chartered Accountants (SAICA)
Previous Fellow of the Institute of Directors (IOD)

SUMMARY OF EXPERIENCE

Wide ranging Chairman, CEO and CFO experience in manufacturing, mining, telecommunications, healthcare, leisure, property, packaging, motor industry and finance in listed and private entities in South Africa, United Kingdom, Zimbabwe and Nigeria.

Chaired the PPC Independent Board through the evaluation and consideration of bids to acquire the company in compliance with all Takeover Regulation Panel (TRP) and JSE requirements including oversight of professional advisers and inputs from interested parties.

Extensive management, strategy, corporate finance, M&A, debt restructuring and capital raising experience locally and internationally with multiple successful transactions accomplished.

Director and non-executive director of major companies across various sectors in listed, unlisted, group and private equity environments. Chairman of listed entity PPC Limited. Chairman of various Board sub-committees. Extensive experience on audit, risk and remuneration committees. Also served as the shareholder representative on multiple local and international Boards.

Strong technical, financial, legal, IT, procurement, property and risk management expertise demonstrated at the highest level in international companies.

CURRENT POSITIONS:

2015 - 2018 PPC LIMITED

Chairman (March 2016 to March 2018)

Director (since January 2015)

Peter Nelson CV
November 2018

Chairman of Nominations Committee and Remuneration Committee member

Chairman of the PPC Independent Board

Previously Chairman of Remuneration Committee and Audit Committee member – relinquished upon appointment as Chairman of PPC.

During my time at PPC the PPC Board was stabilised and the company was directed through several difficulties including liquidity and debt restructuring, strategy review, hostile acquisition and corporate activity. Relationships with debt financiers were restored and the company's financial position and balance sheet were significantly improved. These included a strong focus on operations, efficiencies and market share with PPC retaining its leading market position in Southern Africa and the bringing on stream of new international investments.

Chairman on the Independent Board overseeing the unsuccessful bids to acquire control of PPC Limited as governed by the Takeover Regulation Panel (TRP) and the JSE. Resigned as Chairman in March 2018 at the request of shareholders to facilitate the appointment of several new directors.

PREVIOUS POSITIONS:

2013 – 2014 **CLINIX HEALTH GROUP**

(May) (Sept) CEO

2008 – 2010 **TELKOM SA LIMITED***

Group Chief Financial Officer Telkom SA

Director of MultiLinks Telecoms in Nigeria

2004 – 2008 **NETCARE LIMITED**

Group Chief Financial Officer Netcare

Director of General Healthcare Group (United Kingdom)

DETAILED EXPERIENCE

SEP 2013 – SEP 2014

CLINIX HEALTH GROUP

2000 – 2003

PRETORIA PORTLAND CEMENT COMPANY LIMITED* CEO

Group Finance & Administration Director

Clinix

+ Line Executive for Packaging business (Afripack)

Director of Portland Holdings Zimbabwe

Director of Afripack, PPC Cement and PPC Lime

1995 – 2000

BMW SA (PTY) LIMITED

Acting MD (nine months)

Group Finance & IT Director BMW SA (3 years)

1991 – 1995

MONDI LIMITED*

Group Commercial Director Mondi Limited

Executive Director of paper wholesaling JV

Shareholder nominee director on various JV Boards

1983 – 1991

BARLOWORLD LIMITED*

Finance Director Middelburg Stainless Steel & Alloys (MS&A)

Executive Director Imperial Cold Storage (ICS) Food operations

Group Financial Manager Barloworld Limited

Group Financial Manager CG Smith Limited

1980 – 1983

DE BEERS SA

Internal Auditing, Assistant Group Accountant Kimberley

1976 – 1979

ERNST & YOUNG SOUTH AFRICA

Trainee accountant/articled clerk Pretoria Office
operates 8 private hospitals. Assisted the Board and the founder to corporatize the business and implement new systems and processes.

DEC 2008 – AUGUST 2010 TELKOM LIMITED

Group Chief Financial Officer

Telkom operated fixed and mobile telecommunication operations throughout South Africa and Nigeria and provided internet services in 32 African countries. It has a gross turnover more than R30 billion and employs 23 000 employees.

Responsible for Finance, Group Procurement, Investor Relations, Internal Audit and Secretarial functions. Chaired the African Strategy Group and a Director of Multi-Links Nigeria.

Whilst at Telkom my successful contributions included:

- Established the finance team building largely on internal capacity
- Revised the budgeting, forecasting, risk and long-term planning processes
- Significant reduction to cost structures and setting in place new financial targets & goals for opex and capital expenditure. Focused on strong cost curtailment and cash flow. Budgeted opex c. R 15 billion and capital expenditure R 10 billion
- Completed the Vodacom demerger formalities and negotiated final obstacles
- Reviewed 5-year capital expenditure programmes reducing capital expenditure by 25% and improving return on assets. Chaired the Finance and Investment Committee which presided over c. R10 billion capital investments per annum and the c. R6 billion new investments in Telkom mobile
- Promoted Telkom actively to investors and rating agencies across the world
- Obtaining of approvals to invest in, and launch, Telkom Mobile

Sep 2004 – Nov 2008 NETCARE LIMITED

Group Chief Financial Officer

Netcare operated the country's largest network of private healthcare facilities including 50 private hospitals, 100 walk in clinics, pharmacies, diagnostics and emergency services. Its UK subsidiary General Healthcare Group (GHG) is the largest private hospital group in the United Kingdom owning 50 BMI hospitals. During the period 2007 to 2009 Netcare regularly featured in the Deloitte Top 10 Best Companies to work for with the highest position of 5th in 2009.

Responsible for Finance, IT, Procurement (non-pharmaceutical), Property & Technical Services, Insurance, Risk and Secretarial services. Member of Executive Committee, Chairman of Finance & Investment Committee. Member of Board Risk Committee. Director of General Healthcare Group (GHG) (United Kingdom). Member of the GHG Audit Committee and Chairman of the GHG (UK) Finance & Investment Committee. Netcare Audit Committee. Chaired Netcare subsidiary Audit Committees. Regularly acted as 2IC to CEO. Implemented SAP.

Whilst at Netcare my successful contributions included:

- Established high standard of corporate financial reporting and integrity
- Issued a convertible bond in Europe listed on the Singapore Stock Exchange
- Established a listed corporate bond programme in South Africa
- Acquisition, structure and integration of General Healthcare Group (GHG) in the United

Peter Nelson CV
November 2018

Kingdom with enterprise value of GBP 2.4 billion. The acquisition was recognised as the “Deal of the Year” by The Corporate Finance Journal in 2006. Innovative corporate finance and tax structuring. Selection of Private Equity partners

- Innovative Corporate actions to restructure
- Promoted the Company to equity investors and debt financiers worldwide
- International liaising with auditors, attorneys and Private Equity shareholders (United Kingdom)

2000-2003 PRETORIA PORTLAND CEMENT COMPANY LIMITED (PPC)

Group Finance & Administration Director

PPC manufactures and markets cement and lime products throughout Southern Africa including Botswana and Zimbabwe. Its packaging subsidiary (Afripack) manufactured and sold paper bags and sacks and produced printed wrapping materials. The Lime Division mined its own limestone. The PPC Logistics Division was responsible all transport and was subsequently sold to parent company (Barloworld) to become a broader and international logistics company (Barloworld Logistics). During the period 2003 to 2005 PPC regularly featured in the Deloitte Best Companies to work for top 10, was placed 2nd overall in 2004 and 1st in 2005.

Responsibility for finance, administration and legal functions. Executive responsibility for the packaging operation Afripack.

Successes and contributions during my term included:

- Reduction in complexity and time required for reporting/budgeting/forecasting.
- Systematic simplification of processes with resultant cost reduction and value add focus resulting in record levels of profitability and shareholder returns
- Improving the profitability of the packaging division (Afripack) and investing in asset renewal to improve the attractiveness of the business.
- Sale of 75% Afripack with resultant record growth and success
- PPC share price increase from R40 to R130 in three years
- Innovative corporate acquisition of Zimbabwe based Portland Holdings Limited (US \$ 54 million)
- Disposal of Natal Portland Cement (R329 billion)
- Disposal of PPC Logistics (R169 million)
- High standard of corporate governance and accounting
- Senior Executive development with University of Barcelona in South America

1995-2000 BMW SOUTH AFRICA

Group Finance Director

BMW South Africa manufactured, imported, exported and marketed luxury motor vehicles. Its subsidiary produced leather trim products for BMW assembly lines across the world.

Responsibilities included finance and IT. Represented BMW at industry forums. Acted as South African MD for approximately 9 months at various times.

Successes to contributions during my term included:

- Negotiating with shareholders and government to secure approvals to expand the plant at Roslyn, Pretoria. Project cost > R1.2 billion

Peter Nelson CV
November 2018

- Raising innovative finance for the Roslyn plant expansion
- Implementation of BMW 3 series export programme (Europe, USA, Australia, New Zealand)
- Rationalisation of dealer network from 90 to 60
- Innovative sales initiatives in collaboration with the BMW Dealer Network
- Lobbying Government for renewal of the Motor Industry Development Programme
- Representing BMW SA at the NAAMSA (National Association of Automobile Manufacturers of South Africa)

1991-1995 MONDI LIMITED

Commercial Director

Mondi is a fully integrated forest products company including forestry, manufacturing, pulp, and paper and packaging interests (Waxpod) in South Africa and Europe.

I had operational responsibility for our Joint venture interests in paper merchanting (South Africa) and packaging and functional responsibility for finance, legal, procurement, strategy and IT.

Contributions to successes at Mondi included:

- Executive representation on all Division Boards
- Tight control of costs and capital expenditure over extended cyclical downturn
- Contribution to new strategy about channels to market internationally
- New strategy regarding local paper merchants
- Represented Mondi on various joint venture boards (PG Bison)

Reason for leaving: The Mondi Group was restructured to be more decentralised, more market focused, and the international and local operations were kept separate. Headhunted by BMW to head up exciting new challenge in international company.

1983-1991 BARLOWORLD LIMITED

Various senior executive and subsidiary positions including:

- Group Financial Manager of CG Smith Group (subsidiary Group of Barloworld Limited)
- Group Financial Manager of Barloworld Limited
- Divisional Executive Director of ICS Limited and its various meat related affiliates and JV's
- Group Financial Director of Middelburg Steel & Alloys (MS&A) and director of its international marketing subsidiaries.

Reason for leaving: Left the Group in 1989 after the sale by Barloworld of MS&A to Columbus Stainless Steel

1980-1983 DE BEERS

Various internal auditing positions before being appointed as Head Office Accountant responsible for Group Consolidations and Board reports.

Reason for leaving: Left in 1983 to seek a career offering more corporate finance learning.

1976-1979 ERNST & YOUNG PRETORIA

Trainee accountant at Pretoria Office.
Completed my CA on first attempt.

Reason for leaving: Left end 1979 to join De Beers in terms of bursary obligation.

CURRICULUM VITAE OF REFILWE MATENCHE

PERSONAL INFORMATION

First Name: Refilwe
Surname: Matenche
Gender: Female
Nationality: South African



Languages: English, Zulu and Sotho (spoken and written)

EDUCATION

Professional Membership: South African Institute of Chartered Accountants
Designation: Chartered Accountant

Professional Membership: African Women Chartered Accountants (AWCA)
Association for the Advancement of Accountants in Southern Africa (ABASA)
Black Management Forum (BMF)
African Women's Movement (AWM)
Institute of Directors South Africa (IODSA)

Institution: University of Witwatersrand - 2008
Degree: Bachelor of Accounting

Institution: Riverside High School - 2001
Qualification: Matric

BOARD AND AUDIT COMMITTEE MEMBERSHIP

Organisation	Role
Health and Welfare SETA (HWSETA)	Chairperson of the Board
Free State Development Corporation (FDC)	Board Member (since 2019)
African Women's Movement (AWM)	Founder and President
Free State Tourism Authority	Former Audit committee member
Black Management Forum	Former Acting Johannesburg branch Deputy Chairperson
Flamingo Body Corporate (Pretoria)	Former Trustee

LEADERSHIP QUALITIES

University of Witwatersrand

Tutor: Financial Accounting to first and second year students
Volunteer tutor to Honours students (Wits)
House Committee: Sunnyside Residence (Treasurer)
Volunteer: Counselling and Career Development Unit
Society: Golden Key International Honour Society

University of South Africa

Senior Lecturer: Taxation
Committee: Transformation
Tutor: Voluntary weekend tutor to Taxation Students (Unisa)
Committee member: Talent Acquisition and Management

African Women's Movement

Founder and President of organisation with over 1 000 women specialist as members

Other

Delivering of talks to targeted audiences:
On issues affecting women professionals - via the AWM and various related platforms
On issues affecting students - via SAICA, AWCA, ABASA

Professional Publications

Accounting South Africa (ASA); Tax Talk; IODSA

Awards and recognition

Golden Key International Honour Society
2018 SAICA Finalist Top 35 under 35
Albertina Sisulu – Top 100 Women of Fortitude

CAREER HISTORY

	Organisation	Position	Period
1	Ernst & Young (EY)	Articles Clerk, Assistant Audit Manager	2009 - 2012
2	University of South Africa (UNISA)	Senior Lecturer	2012 - 2017
3	African Women's Movement (AWM)	Founder and President	2016 - present
4	Health and Welfare SETA (HWSETA)	Board Chairperson	2018 - present
5	Free State Development Corporation	Board Member	2019 - present

ERNST & YOUNG 2009- 2012

Role: Articles and Assistant Audit Manager

Responsibilities

- Managed relations between clients and the firm;
- Drew up budgets for engagements;
- Managed costs on a continuous basis to ensure these are within budgeted parameters;
- Negotiated invoicing and recoverable costs with clients;
- Compiled team composition to ensure teams comprise of suitable staff mix;
- Allocated work to team members;
- Managed relations between engagement partner and client;
- Managed engagement deadlines; □ Managed team and client deliverables;
- Reviewed team's work.

UNIVERSITY OF SOUTH AFRICA 2012 – 2017 and 2019 - present

Role: Senior Lecturer – Taxation and Auditing

Responsibilities

- Conducted research relating to taxation;
- Conducted research around Black Chartered Accountants that touches on the understanding of the Broad-Based Black Economic Empowerment Act;
- Compiled tests and examinations;
- Produced learning material in the form of visual and audio formats that were delivered to students;
- Marked tests and examinations;
- Compiled Tutorial Letters;
- Answered student queries in various forms of communications;
- Developed and facilitated workshops centered around taxation.

AFRICAN WOMEN'S MOVEMENT 2016 – present

Role: Founder and President

- To drive AWM's long term strategy in being an effective lobbying organisation that advocates for the advancement of African women professionals in government, corporate, business, civil society, arts and media to key leadership roles of authority.
- To develop and implement fund raising strategies for the organisation;
- To prepare the organisation's strategic plan and monitor progress against the plan;
- To effectively direct and control the work and resources of the organisation;
- To identify and implement effective impact measurement tools within the organisation;
- To develop and maintain an effective project management function;
- To ensure that the organisation is aware and acts on the necessary developments relating to gender equality;
- To ensure that the appropriate policies are developed and complied with to meet the Organisation's mission and objectives and to comply with all relevant statutory and other relevant regulations;
- To establish and maintain effective formal and informal networks with African professional women, relevant government departments and agencies, local authorities, key decision-makers and other relevant stakeholders, to exchange information and views and to ensure

that the organisation is providing the appropriate range and quality of programmes that suits its mandate;

- To provide mentoring and leadership training to the team to develop their social and technical skills;
-

Curriculum Vitae of Applicant:-

Applicant : SHAMILA SINGH
Qualifications : B.A. Law-LLB-MBA
Profession : Attorney/Corporate Practitioner
BEE Status : Level 1 supplier



Personal details :-

Date of Birth : 13 April 1959
Identity Number : 5904130193087
Gender : Female
Criminal Convictions : Nil
Drivers Licence : Code 08
State of Health : Good (teetotaler)

Contact Details :-

Telephone Number : 031 309 6150
Cell Phone Number : 079 922 8637
Email Address : shasingh@webmail.co.za
shamilasingh001@gmail.com
Fax Number : 086 218 0923
Postal Address : P. O. Box 40527, Musgrave, 4062, KZN
Physical address : No 4, 85 Charlotte Maxeke Street, Durban Central, Kwa Zulu Natal, South Africa.
IODSA Member No : 48981

Educational History

Matric: Manilal Valjee – Gandhi Desai High School.

University of Durban Westville (Now University of Kwa Zulu-Natal)

Degrees Obtained

- B.A.LAW (08th May 1982)
- LLB (05th May 1984)
- MBA (04th Oct 2018) (NQF9). (Management College of South Africa) MANCOSA

Admissions

- Admitted as an Attorney - 20th October 1986
- Admitted with Right of Appearance in the High Court of SA – 14th Nov 1995
- Admitted as List of Counsel – International Criminal Court in the Hague -

Certificates obtained

- Aspirant Women Judges Program-Advanced School of Judicial Training Constitutional Court of the Republic of South Africa (2009).
- Judicial Skills for Aspiring District Court Magistrates-South African Judicial Education institute (2016).

- I have attended several board efficiency courses at Gordon Institute of Business Science (GIBS) in the following fields, namely Financial Management, Legal, Administration & Governance (i.e. internal Audit, Risk Management, Human Resources, Planning) and Performance Management and leadership.

MBA (NFQ9) Business Managerial course credits :

- Strategic Marketing Management
- Human Resource Development
- Information and Knowledge Management
- Operations Management
- Management Economics
- Financial Management
- Research and Quantitative Methods
- Strategic Management
- Project Management
- Dissertation: Topic: An exploratory study into the challenges facing women in the informal business sector in accessing ICT and business knowledge in Durban.

Judicial appointment

- Acting Judge - Bloemfontein High Court – 2011

Other appointments

- Chairperson Tax Board - South African Revenue Services – Durban (panelist)

Legal experience

1986 to 2019 – 32 years of continuous practice as a legal practitioner.

- Commercial and Corporate law
- Civil and Commercial litigation
- Divorce and Family Law
- General Litigation
- Criminal Law, Appeals & Petitions
- Estates, Wills and Tax Law
- Human Rights
- Rural Development / Legal Services Project
- Business advisor / Strategic Management
- Public Law

Pro Bono

I provide free legal services to indigent citizens through ProBono.org and Legal Aid South Africa as my social responsibility to the community in which I work and live in.

Current member of Institutions

- Member of Institute of Directors in Southern Africa (IoDSA)
- Legal Practitioners Council
- International Criminal Court in the Hague (Netherlands) – List of Counsel

Current member/ director of:











- Law Society of South Africa (LSSA: Pretoria): Constitutional and Human Rights Committee;
- South African State Theatre(Pretoria): Remuneration & Human Resources Committee; Council Member (SAST);
- Chairperson of the Tax Board (Durban) for the South African Revenue Services (SARS): Adjudication of Tax Disputes, with hearing of oral evidence/ documents and writing the judgments which are termed “adjudications” and are reviewable by the High Court. To date none of my adjudications have been taken on review.
- Panelist on the Land Rights Management Facility (LRMF) for the Department of Rural Development Land Reform since 22 June 2010.

Former board/ council memberships

Include:

- Cross-Border Road Transport Agency CBRTA (Audit & Risk, Human Resources committees and Regulatory board membership)
- The Land Bank of South Africa (Human Resources & Board membership)
- Commissioner at the Broadcast Complaints Commission: BCCSA (Dispute resolution and adjudications)
- iLembe municipality (Audit & Risk, Performance committees included Audit & Risk of the performance of the iLembe Enterprise Company Pty Ltd).

My time spent on Boards including the Municipalities and South African Revenue Services has allowed me to inter alia oversee legal, financial and social development compliances, and to acquire valuable commercial, financial, developmental and legal knowledge expanding the usual legal practice and experiences.

PERSONAL SKILLS / STRENGTHS		Good	Excellent
1.	Communication, interpersonal and team building		
2.	Business analysis and problem solving		
3.	Decision making for viable solutions		
4.	Organizational and time management		
5.	Governance, compliance and research		
6.	Lateral thinking and strategic vision		
7.	Delegation and evaluating		
8.	Leadership, management and people skills		
9.	Adaptability, functional, fairness and respectability		
10.	Ability to work with, understand and process diverse information related to the needs of an organization to solve challenges		

References

- Dr Joy Matshediso Ndlovu : 0729974276
Kzn Business School, University of Kwa Zulu-Natal
- Mrs Vicky Singh : 0849769214
Attorney/Business woman
- Ms Veruschka Vergottini : 0768108807
Attorney (Land Reparation)

CV updated May 2019

List of document ,degrees and certificates attached

No.	Page No.
1. Identity document	6
2. B.A. Law degree	7
3. LLB Law degree	8
4. Admission Certificate	9
5. Right of appearance certificate in the High Court of S.A.	10
6. Aspirant woman judges program certificate	11
7. Fidelity fund certificate	12
8. Tax clearance certificate	13
9. MANCOSA MBA (NFQ9) letter of completion	14



UNIVERSITY OF DURBAN-WESTVILLE

Certificate

10773

THIS IS TO CERTIFY THAT

.....
SHAMILA SINGH
.....

COMPLETED THE REQUIREMENTS FOR
THE AWARD OF THE DEGREE OF

.....
BACCALAUREUS ARTIUM IN LAW
.....

THE DEGREE WAS CONFERRED
AT THE GRADUATION CEREMONY HELD ON

.....
08 MAY 1982
.....

.....
19/2/88
DATE

.....
J. G. Erasmus
REGISTRAR

CERTIFIED A TRUE
COPY OF THE ORIGINAL

A handwritten signature in black ink, appearing to read 'M. Pillay'.

MANIMAGALAI PILLAY
COMMISSIONER OF OATHS
PRACTISING ATTORNEY
151 JUNIPER ROAD
OVERPORT DURBAN

University of Durban-Westville



This is to certify that

SHANILA SINGH

was this day at a congregation of the University
admitted to the

degree of

Baccalaureus Legum

having complied with the requirements of the
Act, Statute and regulations



P. S. E. Moseles
Vice-Chancellor

J. S. E. Moseles
Registrar

Westville, 5 MAY 1984

CERTIFIED A TRUE
COPY OF THE ORIGINAL

M. M. Pillay
MANMAGALAT PILLAY
COMMISSIONER OF OATHS
PRACTISING ATTORNEY
151 JUNIPER ROAD
OVERPORT DURBAN

IN THE SUPREME COURT OF SOUTH AFRICA
(NATAL PROVINCIAL DIVISION)

PIETERMARITZBURG this 20th day of OCTOBER, 19 86

Before the Honourable MR JUSTICE SHEARER; and
the Honourable MR JUSTICE KUMLEBEN.

IT APPEARING THAT SHAMILA SINGH

is duly qualified to practise and to be admitted as an

ATTORNEY of this Court, it is hereby ordered that ~~his~~ her

name be enrolled as such by the proper officer.

By order of the Court.



E M KRIEL
Registrar.

Enrolled same day.

E M KRIEL
Registrar.

CERTIFIED A TRUE
COPY OF THE ORIGINAL

M. P. Pillay

MANIMAGALAI PILLAY
COMMISSIONER OF OATHS
PRACTISING ATTORNEY
151 JUNIPER ROAD
OVERPORT DURBAN

IN THE SUPREME COURT OF SOUTH AFRICA
IN DIE HOOGGEREGSHOF VAN SUID-AFRIKA
(NATAL PROVINCIAL DIVISION)
(NATALSE PROVINSIALE AFDELING)

In the matter of: SHAMILA SINGH
In die saak van:

This is to certify that
Hiermee word dit gesertifiseer dat

SHAMILA SINGH

has this day been granted right of appearance in the Supreme Court of South Africa in terms of section 4(2) of Act No 62 of 1995 and that his/her name has been entered on the roll of attorneys who have the right of appearance in the Supreme Court in accordance with section 4(3) of the said Act.

vandag die reg verleen is om in die Hooggeregshof van Suid-Afrika te verskyn ingevolge artikel 4(2) van Wet Nr 62 van 1995 en dat sy/haar naam ingevolge artikel 4(3) van genoemde wet op die rol van prokureurs wat reg tot verskyning in die Hooggeregshof het, aangebring is.

Given under my hand and Seal of the Supreme Court of South Africa.
Gegee onder my hand en die Seël van die Hooggeregshof van Suid-Afrika

At Pietermaritzburg, this 14 NOVEMBER 1995

Certified a true copy of the original
Gesertifiseer 'n ware afskrif van die oorspronklike

Supreme Court
Hooggeregshof
Pietermaritzburg

ACT 635/95 Registrar/Griffier
[Signature]

REGISTRAR OF THE SUPREME COURT OF SOUTH AFRICA
GRIFFIER VAN DIE HOOGGEREGSHOF VAN SUID-AFRIKA
NATAL PROVINCIAL DIVISION, PIETERMARITZBURG
NATALSE PROVINSIALE AFDELING, PIETERMARITZBURG

CERTIFIED A TRUE
COPY OF THE ORIGINAL

[Signature]
MANIMAGALAI PILLAY
COMMISSIONER OF OATHS
PRACTISING ATTORNEY
151 JUNIPER ROAD
OVERPORT DURBAN

Advanced School
for Judicial Education and Training



THIS IS TO CERTIFY THAT

S Singh

HAS SUCCESSFULLY COMPLETED
THE ASPIRANT WOMEN JUDGES PROGRAMME - 2009.




P.N. LANGA
CHIEF JUSTICE OF THE REPUBLIC OF SOUTH AFRICA


I. SCHWARTZMAN
MENTOR JUDGE

CERTIFIED A TRUE
COPY OF THE ORIGINAL


MANIMAGALAI PILLAY
COMMISSIONER OF OATHS
PRACTISING ATTORNEY
151 JUNIPER ROAD
OVERPORT DURBAN



Tax Clearance Certificate Number:
0700/2/2018/A002451480

Tax Clearance Certificate - Good Standing

Enquiries
0800 00 SARS (7277)
Approved Date
2018-11-08
Expiry Date
2019-11-08

Identity number 5904130193087
Income Tax 3877118202
S SINGH
Trading Name SHA SINGH AND ASSOCIATES

It is hereby confirmed that, on the basis of the information at the disposal of the South African Revenue Service (SARS), the above-mentioned taxpayer has complied with the requirements as set out in the Tax Administration Act.

This certificate is valid until the expiry date reflected above, subject to the taxpayer's continued tax compliance. To verify the validity of this certificate, contact SARS through any of the following channels:

- via eFiling
- by calling the SARS Contact Centre
- at your nearest SARS branch

This certificate is issued in respect of the taxpayer's tax compliance status only, and does not address any other aspect of the taxpayer's affairs.

This certificate is issued free of charge by SARS



Schedule 6A
(Rule 47.6)

LEGAL PRACTITIONERS' FIDELITY FUND

FIDELITY FUND CERTIFICATE

for the year ending 31 December 2019

Pursuant to the provisions of Chapter 6 of the

Legal Practice Act, 28 of 2014 (the Act)

I hereby certify that

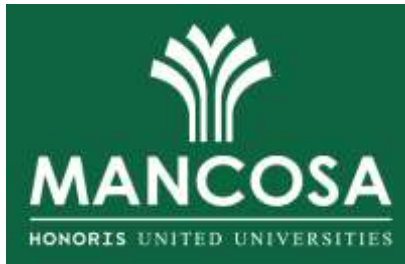
SHAMILA SINGH

an attorney has complied with the provisions of Section 85 of the Act. The legal practitioner named in this certificate is obliged to practise subject to the provisions of the Act.

for acting Executive Officer

Legal Practice Council

Issued on 13 December 2018
FFC58795/2019



04 October 2018

To whom it may concern

Letter of completion

This letter serves to confirm that Ms Shamila Singh (Identity Number 5904130193087). Student number 131699 has successfully completed the Master of Business Administration (NQF level 9 at 180 credits) and her certificate will be issued at the next scheduled graduation ceremony. The South African Qualifications Authority (SAQA) identity number for this programme is 94871.

Should you have any further queries please contact graduation@mancosa.co.za or alternatively on +27 31 300 7200.

Kind Regards

Gugu Ntuli
Student Services



Durban: P.O. Box 49494, East End, Durban, 4018, South Africa 26 Samora Machel (Aliwal) Street, Durban, 4001, South Africa
Tel: +27 31 300 7200 Fax: +27 31 300 7297 email: mba@mancosa.co.za website: www.mancosa.co.za

Johannesburg: P.O. Box 291354, Melville, Johannesburg, 2109, South Africa 1 Cedar Avenue, Auckland Park, Johannesburg, 2092, South Africa
Tel: +27 11 853 3000 Fax: +27 11 482 9072 email: jhb@mancosa.co.za website: www.mancosa.co.za

Cape Town: P.O. Box 411, Rondebosch, 7701, South Africa First Floor, Stadium on Main Building, 99 Main Road, Claremont, 7708 South Africa
Tel: +27 21 685 9072 Fax: +27 21 685 9067 email: capetown@mancosa.co.za

MANCOSA is registered with the Department of Higher Education and Training (DHET) as a private higher education institution under the Higher Education Act, 1997 (as amended). Registration No.200/HE07/003. CK No. 1996/004727/07

SHAUN OSNER CA(SA)

SKILLS

Business Strategy; Investment strategy; Financial (IFRS) and management reporting; Cash flow management; Forecasting; Internal controls and Governance; Mergers & Acquisitions

EXPERIENCE

Employment

Head of Strategic Finance | Discovery Health (Pty) Ltd | November 2014 to date

Responsible for the outsourced financial function relationship with Discovery Health Medical Scheme (DHMS). Other responsibilities include investment strategy; managerial finance; business strategy; financial modelling, analysis and negotiations related to mergers & acquisitions.

Chief Financial Officer | Discovery Health Medical Scheme | January 2013 to October 2014

Contributed to DHMS achieved its required statutory capital requirement. Contributed to the implementation of recommendations from a Governance review improving the assurance model, enhancing stakeholder engagement and oversight capacity.

Head of Medical Scheme Reporting | Discovery Health (Pty) Ltd | October 2002 to December 2012

Contributed to determining and implementing a new investment strategy for DHMS moving from a cash only strategy to a multi-asset class strategy resulting in enhanced investment returns at significantly lower risk. Asset value at the time was around R8 billion.

Audit clerk and Audit Senior | BDO Spencer Steward | January 1997 to September 2002

PERSONAL DETAILS

Name: Shaun Kurt Osner

Nationality: South African



shnosner@gmail.com



Linkedin.com/in/
shaun-osner-
94315419



@OsnerShaun

EDUCATION

BCompt | 2001 | Unisa

**BCompt Honours | 2003 | Unisa
CA(SA) | 2005 | SAICA**

**Matriculated | 1994 | Christian
Brothers College (CBC) Pretoria**

EXPERIENCE

Board level

Board member | South African Institute of Chartered Accountants (SAICA) | July 2015 to date

Board member representing National Members in Business

Director | Croft Close Homeowners Association NPC | July 2008 to date

Finance Director of Croft Close Homeowners Association whose principle activities are the promotion, advancement and protection of the communal interests of the owners of the cluster housing development, known as Croft Close.

Director | Ozotix (Pty) Ltd | September 2017 to date

Finance Director of Ozotix whose principle activities are the purchase, rental and sale of residential properties.

EXPERIENCE

Board and Other Committees

Finance Committee | SAICA Board Committee | Member

Digital Transformation Governance Committee | SAICA Board Committee | Chairman

SAICA Education Fund Committee | SAICA Board Committee | Member

SAICA National Members in Business Committee | SAICA Committee | Chairman

SAICA Medical Schemes Project Group (MSPG) | SAICA Industry Interest Group | Chairman

SAICA Health and Wellness Advisory Group | SAICA Industry Interest Group | Member

Healthcare Committee | Actuarial Society of South Africa | SAICA MSPG Representative

Risk Committee | Discovery Health Medical Scheme Board Committee | Member

Capital and Currency Investment Committee | Discovery Ltd Management Committee | Member

TSAKANI MALULEKE
(previously RATSELA) CA(SA), RA

12 Daws Avenue, Bedfordview, 2008
+27 82 441 6398
Tsakani.maluleke@agsa.co.za

PROFILE

Highly accomplished, inspirational and result-driven leader with more than 20 years of experience in the private and public sectors, spanning diverse areas including Auditing, Consulting, Corporate Advisory, Development Finance, Investment Management and Skills Development.

A respected business leader with a wealth of governance experience gained through participation on numerous corporate boards and strategic committees, including: Aberdare Cables (Pty) Limited (Africa's largest cable manufacturer), Onelogix Limited, Public Investments Corporation (Africa's largest asset manager), SAICA, IRBA, FAIS Ombud, Alt-X Advisory Committee and Fasset, which she chaired.

Passionate advocate and active contributor to the growth and transformation of the Accountancy Profession, through her work with various organisations including Business Unity South Africa, Presidential Advisory Council on BEE, African Women Chartered Accountants, the Association for the Advancement of Black Accountants of Southern Africa (where she is a Past President), as well as the CA Charter Council (where is served as Chairman for 9 years).

Currently the Deputy Auditor General and CEO of the Office of the Auditor-General of South Africa, the first woman to hold this executive position in the organisation's 103 history.

SUMMARY OF QUALIFICATIONS

- CA (SA) (2001)
- Registered Auditor (2001)
- Post-graduate Diploma in Development and Public Management (Wits, 2016)
- Post-graduate Diploma in Accountancy (UCT, 1997 – student number: MLLTSA002)
- BComm (Accounting) (UCT, 1996)

CAREER HIGHLIGHTS

- Led the crafting of an overall audit strategy that drives the achievement and delivery of the AGSA strategic goals on audit services and improved operational efficiencies across the various functions
- Served as a member of the Board, Investment Committee and Audit Committee of the Public Investments Corporation, with an investment portfolio exceeding R1 trillion rand.
- Developed and successfully implemented a set of tactics to improve governance, financial and operational challenges in a public entity, having been appointed as the Administrator, effectively replacing the board as the Accounting Authority.
- As a member of the Presidential BEE Advisory Council, led a sub-committee that developed recommendations that influenced key amendments to legislation and regulations relating to Broad-Based Black Economic Empowerment.
- Facilitated the negotiation and gazetting of the BEE Charter for the CA profession, and oversaw its implementation.
- As part of a team of four founding shareholders and executive directors, was instrumental in building an investment portfolio of significant scale, capturing various sectors of the economy

- Appointed President of ABASA and used the position to make a lasting contribution to the growth and transformation of the accountancy profession (including facilitating funding for students and universities, as well as an Executive Development Program with the University of Stellenbosch)
- Developed and implemented funding packages for emerging (black) contractors that built the “Village” for the Coega IDZ project (2002)

PROFESSIONAL EXPERIENCE

AUDITOR-GENERAL OF SOUTH AFRICA, Deputy Auditor General (April 2014 – present)

Appointed by the Auditor General, in accordance with the Public Audit Act, as the Head of Administration/Accounting Officer of South Africa’s Supreme Audit Institution.

AUDITOR-GENERAL OF SOUTH AFRICA , National Leader: Audit Services (2012-2014)

Provided strategic leadership, direction and overall management of the total AGSA audit services, including those delivered through external audit firms. Led a team of executives in ensuring that organisational objectives are met through enhanced integration, coordination and effective internal and external stakeholder management.

ENERGY & WATER SETA, Administrator and Acting CEO (2010-2011)

Appointed by the Minister for Higher Education and Training to replace the Board as the Accounting Authority, with a mandate to address pressing governance, operational and financial challenges whilst facilitating the appointment of a new board that adequately represents the key stakeholders for the sector, which included Labour (Unions), Employers and Training Bodies and complies with the Skills Development Act.

IZINGWE HOLDINGS (PTY) LIMITED, Executive Director and CFO (2004-2010)

Co-founder and shareholder of a business that leveraged the opportunities of the Black Economic Empowerment drive to build an investment portfolio of significant size. Played a central role in sourcing, evaluating, structuring, negotiating, funding and implementing transactions in the following economic sectors: Mining, Mining services, Manufacturing, Distribution, Logistics and Financial Services.

Responsibilities for portfolio management included serving on boards of investee companies, evaluating company performance, liaising with funders on an ongoing basis.

Managed the finances of the Izingwe Holdings Group.

ASSOCIATION FOR THE ADVANCEMENT OF BLACK ACCOUNTANTS , National President (2008-2010)

Leveraged the 25th anniversary of the organisation to actively drive its repositioning through the breadth of its stakeholders, including students, professional members, senior executives, prior leaders, corporates, professional bodies, universities government and fraternal organisations in organised business and those on different parts of the world.

Harnessed inputs from volunteers across the country to implement key activities that drive the growth and transformation of the profession at all levels, from school level up to Executive level).

Actively developed, managed and profiled links between Government, Public Entities and the private sector to benefit students and institutions of higher learning.

EASTERN CAPE DEVELOPMENT CORPORATION, Business Finance (2002-2004)

Led a small team in building a portfolio of specialised business loans for small businesses operating in the region. The focus was on supporting the development of new businesses and

expansions in order to enhance market access by leveraging various black empowerment initiatives and create jobs. Commissioned a study with the University of Port Elizabeth (now NMMU) that informed the ECDC's strategy on providing venture capital to SMEs in the region.

WORLDWIDE CAPITAL (PTY) LIMITED (2001-2002)

Member of a small team that built a boutique advisory and financial services business as part of the Worldwide African Investment Holdings Group.

PRICEWATERHOUSECOOPERS (1998 – 2001)

As a Trainee Accountant and Assistant Manager, gained exposure to a variety of businesses operating in a range of economic sectors including Financial Services, Entertainment, Media, Gaming and Hospitality.

ADDITIONAL INFORMATION

- Married with two children
- Keen traveller
- Long distance runner, with several marathons and ultra-marathons completed
- A fellow and moderator of the African Leadership Initiative and of the Aspen Global Leadership Network
- Active in the church, where previous responsibilities include teaching children's classes, leading the youth (ages 13 to 30) and serving on the church board.
- Professional memberships: SAICA, IRBA, ABASA, AWCA, NABA (US-based, National Association of Black Accountants)

REFERENCES

Available on request

YASMIN FORBES

Master's Degree in Business Administration (MBA)

Chartered Director - CD(SA)



Information Technology Executive and Business Consultant

Digital Platforms | Business Development | IT Governance

Information Technology specialist of more than 30 years' experience who has recognised diplomatic skills and a natural affinity for cultivating relationships and consensus building. An enabler in achieving business objectives and harnessing the energy to initiate improved technological business efficiencies while boosting bottom line performance

CORE STRENGTHS AND SKILLS:

- Strategic Planning
- Stakeholder Relations
- Entrepreneurial Initiative & Solutions
- Technical Leadership
- Executive Coaching
- Research

EDUCATIONAL AND PROFESSIONAL DETAILS

- Master's Degree in Business Administration (MBA) Bond University
- Chartered Director, The Institute of Directors of South Africa
- Certificate in Social Sector Leadership, University of California, Berkeley Hass School of Business
- Introduction to Grid Computing
 - *Collaboration of CSIR Meraka Institute, Polelo Projects, UCT CERN, Liverpool Hope University, Centre for High performance Computing CHPC*
- Institute of Directors South Africa
 - *Director 1-3, Innovation, IT Governance, Digital Strategy relating to Cyber Security*
- Certificate ICT Security Workshop, National Intelligence Agency, RSA
- Certified HP Data Privacy Course
- Certificate of Marketing Management, Damelin Management School

KEY ACCOMPLISHMENTS IN RELATION TO ICT AND GOVERNANCE

Technology Advisor for ENACTUS SA

- A non-profit organisation bringing together student, academic and business leaders committed to using entrepreneurial action, to improve lives and address the Sustainable Development Goals (SDG's).
- Finalisation and launching of portal by facilitating the business process sessions, and helping clients implement process changes supported by technology.
- Participating and reviewing of sessions to influence decisions regarding using technology to support objectives and address issues.
- Ensuring business needs are supported and monitoring client satisfaction. Support and advice was provided to 24 Educational Institutions, 3000 Students, and 2 Programme managers.

Digital Summit

- Delivered a presentation at Transnet Port Terminals Digital Summit titled "Holding on...Letting Go" on anticipated challenges. This was done in order to highlight the need for preparation when embracing the Fourth Industrial Revolution. Approximately 200 delegates were in attendance as Internal and external Stakeholders.

ICT and Digital Visioning

- Contributed meaningfully and effectively by providing guidance to the Transnet ICT and digital community while crafting their digital strategy to enable the newly defined Transnet 4.0 to take effect.
- Recommended the need to collapse the current operating model, by initiating a war room to look at silo projects, which are transformational, ensuring that they scale collaboratively e.g. Smart Port and Intelli-port. My approach was lauded and accepted as being key to transformation in the ICT and digital arena.

IT Governance

- In my various board and council positions, I was involved with **overseeing of IT Compliance** through regular reviewing, monitoring, and evaluating overall ICT risks. Business Continuity, Disaster Recovery, Information Security, ensuring ICT Risk Management and ICT compliance practices are seen as critical and integral to the Enterprise Risk Management Framework in alignment with policies, practices and compliance to applicable regulations.
- **Participant in King IV Launch with Professor Mervyn King** - Participated in the PWC King IV launch discussions addressed a perspective as a director to the risks and opportunities that technology poses. Raising the importance of tech-savvyness as a skill for corporate boards.

Publication A Computer-Assisted Plotting program for Analysing the Dispersion of Pelagic Seabirds and Environmental Features: Co-Author with R.W. Abrams, A.M. Griffiths & E. Schoeppe.

- Co-authored in my role as a researcher at University of Cape Town, Percy Fitzpatrick Institute of

Ornithology, a computer-assisted plotting program for combining statistics and distribution maps analysing pelagic birds at seas, including relationships between individual, and groups of species, their diets, feeding behaviour, and oceanographic and meteorological features.

Government and Civil Society Involvement

- **Research and Development Initiative** - Engaged with Government agencies on Scientific Research with a focus on stakeholder relationships.
- **Government E-Skills Initiative** - Engaged with Academia, Civil Society, Corporates and Government Scientific agencies to establish a cohort of influential people in South Africa to address challenges associated with e-skills. E-Skills Summit 2010 facilitator – *“Focusing on the context alignment and conceptual definitions of e-skills in relation to the Medium Term Strategic Framework (MTSF)”* a total of 4 workshops in Ermelo, Kimberley, Umtata, Pretoria. There were 3 Forums in Gauteng and 4 Multi National Corporation sessions.
- **SMME Innovation Initiative** - Engaged with local SMME's focusing on advocating innovation and entrepreneurship. Increase productivity and efficiency of business operations by providing and facilitating relevant business development services such as linkages to local, regional and international markets in order to enable access, access to new technologies and sources of finance and evaluating City of Cape Town's Digital Business Centre as part of its local economic development strategy (one in Mitchells Plain & one in Khayelitsha)

CAREER HISTORY

- **Board/Council Directorships**
 - Chair of Council, University of Western Cape – present
 - Council Member, University of Western Cape - 2015 to 2018 (3 years)
 - Convenor – University Council Chairs Forum (UCCF –SA) – present
 - Director, RESAF Nutrition - 2014 to present (4 years)
 - Trustee, Pegasus Trust - 2014 to present (4 years)
 - Non-Executive Director, Transnet SOC Ltd - 2011 to 2018 (8.5 years)
 - Trustee, Transnet Second Defined Benefit Fund - 2012 to 2018 (7 years)
- **Civil Society**
 - Chairman of Milnerton Community Police Forum (CPF) - 2012 to 2014 (2 years)
 - President of Lions Clubs of Cape Town - 2014 to 2015 (1 year) □
- **Corporate**
 - Director, head of Africa Strategy, Mobacomm - 2011 to 2012
 - Sales Manager, Communications, Media, Utilities & Transport, ORACLE SA - 2010 to 2011
 - National Technology Officer, MICROSOFT SA - 2008 to 2009

- Branch Manager CT, HEWLETT PACKARD SA - 2003 to 2006

Previous Roles

- Business Development Manager, Strategic Account Director, Sales Director, Regional Manager and Researcher.
-