

Harriet Heymans

Curriculum Vitae

Personal Details:

Sex: Female
Languages: English and Afrikaans (read, write, and speak fluently)
Nationality: South African

Education:

- *Member of SAICA and IRBA*
- *CA(SA) – Qualified 2000*
- *B. Comm. Honors Degree (Accounting, CTA)
Rand Academic University: 1997*
- *B. Comm. Degree (Accounting)
Rand Academic University: 1994– 1996*
- *Matriculate with University Exemption
Die Varing High School, Alberton: 1993*

High-level career overview:

Harriet has been in the financial services industry for the last 20 years with extensive experience in the following functional areas:

- Financial management (from financial reporting (single companies and group as well as local and international companies and groups), budgets and forecasting, cost management, capital and liquidity management, regulatory reporting, treasury management, business case and scenario planning; tax management and business performance management).
- Financial function optimization through structural changes and group wide system implementations in Ubank and Neutrinos. Custom development to integrate financial reporting and regulatory reporting requirements in ABSA Fleet, SCB and Neutrinos.
- Exposure to financial services industry in financial, sales and/or operational roles that include the following sectors retail (mass, core middle, private and wealth); FSP – Private equity, long-term and short-term products (independent and referral agents), GC models with insurance companies (tied agents), Business Banking (SMME and large business); Corporate and institutional banking, Vehicle and asset Finance, Fleet Management, Home Loans, FOREX and Value added services in banking, insurance and vehicle and asset finance industries.
- Customer/Segment management – CVP design and deployment, sub-segmentation, customer profitability and rewards program strategy and deployment (mainly in SMME and Retail segments)
- Product management - product management, pricing management; reward program development and management; segment plans, value added services and marketing development and deployment (specifically in vehicle and asset management, transactional, savings and investments, card solutions, unsecured lending and secured lending products)
- Channel management – channel design, channel profitability, fulfillment and back-office management, channel mix and strategy.
- Partner and JV management – extensive experience in deployment of above with and through partnership and JV models.

She has had the opportunity to work in both first and second tier local banks as well as a global banking group and has experience in retail, small business and corporate and in investment banking segments.

Harriet Heymans

Curriculum Vitae

She also has ventured in auxiliary financial service industries including innovative technical solutions for financial service providers and value-added products in the motor industry with some insurance elements. She has been involved in merger and acquisitions during her career and has played a very operational role during the integration/merging of the business models and realizing the benefits case that supported the investment decisions – this includes the purchase of Leaseplan by ABSA Vehicle and Asset Finance division and the sale of Regent from Imperial Group to Hollard.

She initiated and concluded the legal battle against a large banking group for Ubank that resulted in a R250mil recovery of investment losses.

She initiated and drove a change in the SCB SA capital RWA model to move from advanced model to standardized model that saved the bank over a R1billion in capital requirements for exposure to South African Parastatals.

She has been instrumental in global expansion plans for Neutrinos and supported the expansion of the group started in South Africa and supported in India to Indonesia, Malaysia, Singapore, Australia and USA.

Achievements and Leadership:

School: Head Girl. School colors in Academic and Sport categories, School prefect, Netball first team captain, Provincial colors for Netball.

University: Member of the house committee – Sport portfolio (*Benjemijn Ladies Residence 1996 – Won the sport trophy for Ladies category in that year first time in 10 years*); captain of Residential Netball team (1995-1996); member of the university's recruitment committee (1996).

Working career: Harriet completed "Training the Trainer" course at KPMG and was an active member of the training community within KPMG (1999-2002)
Harriet was elected to attend and successfully completed the ABSA Development Initiative (ADI) leadership development course from 1994 to 1996. This is a 3 year leadership intervention broadly focusing on systems thinking, leadership concepts, complex problem solving, teaming skills and emotional intelligence.
In 2008 Harriet won an incentive trip called "The Best of the Best" where the top 50 people from the entire Retail base are invited to join the CE of Retail Bank on an international experience – Prize was a Mediterranean boat trip
Harriet has received 3 Bronze Prestige awards within the Leadership, Innovation and Financial categories (2008 – 2010)
Harriet has completed coaching and mentoring courses through ABSA and is actively involved in the "Leaders coaching leaders" program since 2009 until she left in 2012.
Harriet was chosen by the Absa Executive Development Board to attend overseas leadership course in 2010 - "Mobilizing People": IMD in Switzerland.
Harriet has also had extensive media training and has been on several radio and publication interviews and internal ABSA and Ubank channel.
Harriet has been a speaker in several events/symposiums – latest African Women in Power Symposium "Overcoming Barriers, Leadership, Development and Sustainability" - 25-26 June, 2014 at the Sun City Resort Hotel- Johannesburg.
Harriet completed the Imperial Executive Development program through the graduate school of business at UCT in Dec 2016. Her syndicate group won first place for their action learning project.
Harriet completed the "how to be a director" four part course through IoDSA in 2012 and has had several director training interventions since then to date.
Harriet has served on several boards including:

- 2010-2012 – Allpay – ABSA JV for SASSA payments
- 2012-2017 – Ubank Ltd as Financial Director
- 2017-2018 – several smaller subsidiaries of the Motus group including Mottor Happy (Pty) Ltd and 58 Fleet Management

Harriet Heymans

Curriculum Vitae

- 2019 – to date – Non-executive director of Neutrinos South Africa (Pty) Ltd
 - April 2022 – to date – Executive Financial Director of Sasfin Holdings and Sasfin Bank.
-

Interests and activities:

- Traveling abroad and experiencing foreign lifestyle, culture and cuisine.
 - Team sports and physical activities
 - Spending time with my family
 - The art and gift of learning (Reading, seminars, facilitating group learning)
 - Coaching and mentoring of people within my environment or within the wider organization
 - Actively involved in her children's school activities and member of school governing board for 10 years
-

Skills and Personal Strengths:

- Exceptional ability to facilitate learning and creation of common understanding and alignment of goals;
- Broad and varied understanding of the financial services industry in South and Southern Africa;
- Strong technical financial, product and channel capability understanding key developments and concepts relating to the banking industry;
- Strong negotiation, presentation, communication and people skills;
- Excellent understanding of product and channel lifecycle management, pricing and development processes;
- In depth knowledge of banking regulations and capital and liquidity requirements and processes i.e ICAAP, ILAAP, recovery plans, BA returns, Impairment modeling, RDARR, BCBS329 and prudential requirements.
- Strong skills in the following areas: CVP development and deployment, product development, customer pricing and profitability; process re-engineering, financial projections/planning and strategic design and development;
- Confidence to lead and motivate varied groups in relation to size and skill set.
- Confident to work in a direct team structure and matrix environment;
- Professionalism and flexibility in the workplace.
- Versatile in strategic, financial, sales and operational roles.

Computer Literacy:

Confident in the following: - MS Office, MS Excel, MS Word, MS Power Point, MS Project, Windows 2007, Microsoft Visio. (ABSA specific programs – Naxian (Customer profitability cube); Oracle core banking, Direct Transact operating system, Pastel and Xero accounting packages, Ubank specific programs – Makola (GL system))

Harriet Heymans

Curriculum Vitae

Career Summary:

Sasfin Group – Group and bank Financial Director
- *April 2022 to date*

High level key responsibilities included:

Finance function:

Financial control and reporting:

- Pillar, statutory and group financial and operational financial reporting
- Pillar, statutory and group financial results
- Pillar, statutory and group budget and forecast to group and divisional leadership
- Responsible for Pillar, statutory and group Asset and Liability Committee (ALCO)
- Plan and execute on all audit reviews (internal and external)

Business performance activities:

- Budget and forecast processes (Top down and bottom up) – for pillar, statutory and group purposes
- Business case support
- Investment decision support and tracking
- Financial management deepdive and modelling support
- Cost management and deepdives

Asset and liability management:

- Asset and Liability Management (ALM) with preparation and distribution of quarterly ALCO reporting requirements, including deliverables and milestone feedback.
- “What if” scenario development and testing on capital adequacy, liquidity and overall solvency. – ICAAP scenario’s
- ICAAP Risk Owner
- Liquidity Risk Owner
- Capital Risk Owner

Regulatory reporting:

- Daily, Monthly, Quarterly and annual BA reporting
- Preparation and thorough and timeous responses on queries requested by SARB
- Management of Variance reporting and meetings
- Key input into the BASEL Reporting Review Committee and BA099 Reporting Sign off Meeting.
- Financial Risk owner for BCBS 329 financial data.

Salient features of the role:

Direct reports: 6

Support environment matrix reports: 4

Total people in compliment: 52

Top line income under management: R1.3bil per annum

Cost base under management: R1.1bil per annum

Balance sheet – Fund balances under management R13bil

Ubank Limited – Chief Customer Officer
- *February 2020 – August 2021*

High level key responsibilities included:

Customer functions:

CVP development and deployment:

Harriet Heymans

Curriculum Vitae

- Retail mining and open market CVP design and deployment;
- Partnership management of CVP elements that are outsourced;
- Retail revenue accountability
- Branch network accountability

Channel centre of Excellence:

Physical Channels:

- Back office
- Cash management
- Call centre
- Facility Management
- Security
- Teba agency support
- Branch and ATM deployment, management and support
- Direct sales agent channel management

Digital channels:

- Mobile and web solution for CVP elements;
- Channel management (deployment, pricing, cost management and service elements)
- Partner management for all outsourced services

Product Centre of Excellence:

- Product lifecycle management for following product ranges:
 - Transactional;
 - Savings and Investments;
 - Lending; and
 - Card.

Marketing:

- All marketing, events and PR elements including management of following platforms:
 - Social Media; and
 - Website;
- Campaign development, prioritisation and management
- Digital marketing strategy and deployment

Business Intelligence:

- Data warehouse solution for the bank
- Data governance and management
- Scorecard and dashboard development and deployment

Joint Ventures and partnership management:

- Implementation of the MTN – MoMo wallet partnership
- Delivering an end-to-end digital lending solution- unsecured and secured
- Value added service development/deployment with partnership model
- Leveraging off banking license to diversify revenue streams

Participation in industry bodies:

- Member of independent bank committee at BASA;
- Director of Dandyshef (Pty) Ltd – company that holds shares for second tier banks in Bankserv Africa;
- Member of PASA card and payment bodies; and
- Member of all SARB and FSCA prudential meetings.

Salient features of the role SA:

Direct reports: 11

Total people in compliment: 500

Harriet Heymans

Curriculum Vitae

Top line income under management: R900m per annum
Cost base under management: RR850m per annum
Balance sheet – Fund balances under management R6,3bil

Key wins during the period:

I started at Ubank in February 2020 as the Chief Operating Officer with Operations, IT and HR under my leadership and due to a strategic business structure change during the COVID period moved into the customer role in June 2020.

Granted the period has been relatively short the COVID 19 pandemic came with it's own challenged and had a significant operational impact - Effective management of COVID 19 disaster and pandemic through detailed operational and strategic plans. Driving Health and safety, Public relations and business review responses to the pandemic and its impact. Also instrumental in business model review, recovery plan and subsequent Sec189 and 197 processes to actively reduce the bank's cost base.

Deployment of following during the period:

- Biometric solution in the branches;
- Digital lending solution;
- Digital onboarding and transactional platform;
- New segment deployment student and youth, affinity program, SMME;
- Launch of pre-paid card
- Development and deployment of partnership framework
- New website design and deployment
- Corporate scorecard for the bank
- Daily operational reporting to the board and EXCO

Neutrinos Group – Group CFO (Financial Director of all group companies) **- June 2019 – January 2020**

High level key responsibilities included:

Finance function:

Financial and tax control and reporting:

- Group financial and operational financial reporting
- Group financial results
- Group budget and forecast to group and divisional leadership
- All tax returns and compliance in all countries
- Compliance reviews, audits and regulatory requirements

Business performance activities:

- Budget and forecast processes (Top down and bottom up) – for business areas, Group, countries and clients
- Investment decision support and tracking
- Operational/business model insights due to value chain realities
- Financial management deepdive and modelling support
- Cost and cashflow management and deepdives

Shared service functions:

Operations

- Ensure facilities, suppliers and operations portfolios for the countries are effectively managed and fit for purpose.

Strategic projects:

BBBEE:

- Set up and execute BBBEE structure and transaction in SA

Harriet Heymans

Curriculum Vitae

Strategy:

- Support strategy development and financial model supporting strategic decisions
- Support in VC funding opportunities
- Fit for purpose group structure and optimise cost and tax structures

Salient features of the role:

Direct reports: 6
Support environment matrix reports: 1
Total people in compliment: 29
Top line income under management: \$7m per annum
Cost base under management: \$5m per annum

Key wins during the period:

Built financial model supporting VC funding model
Set up governance structure for the group
BBBEE strategy and execution – Level 2 SMME company status
Setup of group structure and driving of action plan to implement same
Sourced fit for purpose ERPM system and implementing Oracle Netsuite for the group to ensure transparent financial reporting and analysis
Set up of operational and financial support structure in Australia

Business finance support Southern Africa Cluster

Countries include:

- South Africa
- India
- Singapore
- Malaysia
- Australia

Prospective territories include:

- Botswana
- North America

I have been a strategic advisor to the group since inception in 2016 and have been part of their strategic journey. I decided to join the group permanently as they needed VC funding support and group CFO to bring good corporate governance and structure to the operations of the business. Due to the pandemic and it's far-reaching impact and consequences I had to relocate back to SA for family reasons. I still continue as a strategic advisor and a director of their SA entity.

Standard Chartered Bank (SCB) – Southern Africa – Chief Financial Officer (Director of security nominee companies, co-chair of pension fund committee and member of EE forum)
- **March 2017 – to April 2019**

High level key responsibilities included:

Finance function:

Financial control and reporting:

- Country financial and operational financial reporting
- Country financial results
- Country budget and forecast to group and divisional leadership
- Responsible for Country Asset and Liability Committee (ALCO)
- Plan and execute on all audit reviews (internal and external)

Business performance activities:

Harriet Heymans

Curriculum Vitae

- Budget and forecast processes (Top down and bottom up) – for business areas, Country Management Team (CMT) and group purposes
- Business case support
- Investment decision support and tracking
- Financial management deepdive and modelling support
- Cost management and deepdives

Asset and liability management:

- Asset and Liability Management (ALM) with preparation and distribution of monthly ALCO reporting requirements, including deliverables and milestone feedback.
- “What if” scenario development and testing on capital adequacy, liquidity and overall solvency. – ICAAP scenario’s
- ICAAP Risk Owner
- Liquidity Risk Owner
- Capital Risk Owner

Regulatory reporting:

- Monthly and quarterly BA reporting
- Preparation and thorough and timeous responses on queries requested by SARB
- Enhancement of Variance reporting and meetings
- Key input into the BASEL Reporting Review Committee and BA099 Reporting Sign off Meeting.
- Risk owner for BCBS 329 financial data.

Shared service functions:

Supply Chain Management (SCM) and Property:

- Ensure SCM and Property portfolio for the country is effectively managed and fit for purpose.

Strategic projects:

BBBEE:

- Develop BBBEE strategy for the country to incorporate new sector code requirements
- Certification and verification
- Incorporating YES program for the branch
- Registering EEIP for the branch

Strategy:

- Development of inorganic growth strategies for SA;
- Assist and review country strategy with CEO office. Responsible for co-ordination and finalisation.
- Part of due diligence team for Retail opportunity in SA.

Head office move

- Develop business case for head office move
- Drive regional and global support and approval
- Project owner of move and corporate governance processes

Salient features of the role SA:

Direct reports: 4

Support environment matrix reports: 2

Total people in compliment: 29

Top line income under management: \$123m per annum

Cost base under management: \$75m per annum

Balance sheet – Fund balances under management \$3.8bil

Key wins during the period:

Harriet Heymans

Curriculum Vitae

Head office project to move head offices of the company successfully initiated and approved by group; Capital stress proactively managed and identified with capital injection secured before any regulatory limit breaches could occur.

Approval of changing from Advances IRB methodology to Standardised for Capital purposes to support growth strategy in emerging market.

Proactive management of capital stress of the branch during the period – successfully motivated for profit retention and capital injection from group and actively driving RWA optimisation activities within the branch.

BBBEE strategy and execution – from non-compliant to level 7 in 12 months and if executed well to level 5 in 24 months.

Business finance support Southern Africa Cluster

Countries include:

- Angola
- Mauritius
- Zimbabwe
- Zambia
- Botswana

Support local CFO's and regional CEO with Southern Region financial management co-ordination and MI.

Imperial Financial Services – Chief Financial Officer (Director of many group companies - Ariva, MotorHappy and Motus Fleet management)

- **January 2016 – February 2017**

High level key responsibilities included:

Finance function:

Financial control and reporting:

- Divisional financial and operational reporting
- Divisional financial results
- Divisional budget and forecast to group and divisional leadership
- Responsible for divisional finance and risk committee
- Plan and execute on all audit reviews (internal and external)

Shared service functions:

Risk, compliance and internal audit:

- Ensure risk and compliance framework for the division is aligned to group requirements and applied to all entities within the division
- Ensure operational risks are identified and mitigating controls are identified, tested and reported on
- Ensure all compliance risks are identified and mitigating controls are identified, tested and reported on
- Ensure completeness and accuracy of all compliance returns to industry bodies
- Highlight all risk and compliance related concerns to divisional leadership and group

Strategic partnerships:

Bank JV's:

- Drive bottom line profitability of finance alliance structures with finance partners
- Review partners and panels on an ongoing basis and put forward recommendations to the IFS board on any proposed additions to, or removals of, our finance partners
- Review and manage all compliance and regulatory matters relevant to the management of the finance alliance structures

Harriet Heymans

Curriculum Vitae

- Ensure that key risks are brought to the attention of the divisional leadership and correct remedial actions are implemented

Insurance partners:

- Drive bottom line profitability of cell captive and other financial alliance structures with insurance partners
- Look to generate incremental revenue streams within the cell captive structures – new products, new channels
- Review partners and panels on an ongoing basis and put forward recommendations to the IFS board on any proposed additions to, or removals of, our insurance partners
- Review and manage all compliance and regulatory matters relevant to the management of the cell captive structures

Divisional Strategy:

- Support in strategy development and industry trends deep dives
- Strategy – financial model development and tracking of implementation

Salient features of the role:

Direct reports: 3

Support environment matrix reports: 5

Total people in compliment: 63

Top line income under management: R0.7bil per annum

Cost base under management: R0.3bil per annum

Balance sheet – Fund balances under management R3bil

Care taking roles during the period:

MD of Motus Fleet services:

Supported the business while transition from one business structure and system to the next and new MD appointed.

Assisted in finalizing strategy, securing of BBBEE investor and management structure finalization. Supported re-platforming of the operating system and project managed new system migration in 6 months.

Ubank Limited – Chief Financial Officer (CFO / Executive director of finance)
- **March 2013 – December 2015**

High level key responsibilities included:

Finance function:

Financial control and reporting:

- Day to day accounting function (GL, Reconciliations and accounts management)
- Tax function
- Regulatory reporting function
- Cost management function
- Supply chain management function
- Month end, regulatory and financial statement reporting function
- External audit co-ordination and management
- Financial input for board and board sub committees
- Operational responsibility for audit board subcommittee content

Business performance activities:

- Budget and forecast processes (Top down and bottom up) – for business areas, EXCO and board purposes
- Business case support
- Investment decision support and tracking – Investment committee owner

Harriet Heymans

Curriculum Vitae

- Financial management deepdive and modelling support
- Cost management and deepdives

Treasury:

Front Office –

- Daily Cash Management to establish cash surpluses and shortages and address as required (additional investment or cash to operations. Scenarios run prior to actively manage capital position.
- MMIS tendering system was changed iro to be compliant with SARB risk parameters.
- Support the independent reviews of the Investment Portfolio that are performed on an annual basis and oversee enhancements and recommendation implementation.

Back office –

- Daily Investment Management, including counter-party monitoring and Treasury Management Dashboard (TMD).
- Maintaining the wholesale funding portfolio, including customer liaison.
- Daily afternoon SAMOS settlements
- Actively involved with the settlement participation group at PASA and SAMOS User Group.

Asset and liability management:

- Asset and Liability Management (ALM) with preparation and distribution of monthly ALCO reporting requirements, including deliverables and milestone feedback.
- Impact analysis on different probabilities of interest rate scenarios and the overall Balance Sheet mix, operational changes, medium term strategic changes and industry events.
- “What if” scenario development and testing on capital adequacy, liquidity and overall solvency. – ICAAP scenario’s
- Liquidity Risk Management
- Interest Rate Risk Management
- Capital Management

Regulatory reporting:

- Monthly and quarterly BA reporting
- Preparation and thorough and timeous responses on queries requested by SARB
- Enhancement of Variance reporting and meetings
- Key input into the BASEL Reporting Review Committee and BA Reporting Sign off Meeting.

Procurement:

- Management of all procurement and tender processes for the bank
- Contract management custodian
- Key supplier management

Business development:

- Deployment of open market strategy
- Identification, development and management of new revenue stream opportunities
- Stakeholder management of business relationships and performance management of key SLA’s

Strategy and Special project office:

- Strategy development and industry trends deep dives
- Strategy – financial model development and tracking of implementation
- Strategic project support and management. (Project managers and business analysts)

IT:

Harriet Heymans

Curriculum Vitae

- Development and leadership of planning, managing and implementing the ICT strategy and Operations to ensure the provision of agile, cost effective and stable business enabling solutions and services.
- Development, alignment and deployment of technology and solution strategy
- Key stakeholder management
- Application Lifecycle Management (Governance, Development(includes integration), Support and Maintenance (include end of life of applications))
- Defining and implementation of IT security and governance frameworks , policies, processes and procedures for the bank
- Design and implementation of an effective security architecture
- Provision of advisory services and input into the Enterprise Risk framework and practices
- End to end management and support of technology infrastructure and services
- Full cycle IT operations and service delivery management ensuring enterprise IT Incident and Problem management to Backup and Disaster recovery management.
- Management of enterprise IT logistics and procurement.

Salient features of the role:

Direct reports: 7

Support environment matrix reports: 2

Total people in compliment: 105

Top line income under management: R0.6bil per annum

Cost base under management: R0.5bil per annum

Balance sheet – product balances:

- Liabilities R4bil
- Assets R0.8bil

Care taking roles during the period:

Chief Risk officer:

Supported the Credit, Risk and Forensic function for 6 months while a suitable replacement was found. (September 2013 – February 2014)

ABSA Retail Bank – Product, Pricing and Rewards - November 2010 – February 2013

Managing executive Transactional and savings and investments that included Product, Pricing and Rewards

High level key responsibilities included:

- Strategic and operational responsibility for the following areas within the Retail Bank business environment:
 - Rewards and Loyalty program
 - Product centre of excellence
 - Pricing centre of excellence
 - Transactional and Liabilities product environment
- People management, mentoring and coaching (Also part of leaders coaching leaders program where executives coach emerging talent)
- Channel and Customer alignment and engagement
- Integration role between customer, product and channel in regards to cross product strategy and change project alignment
- Operational governance and compliance – Operational, Compliance and Legal risk ownership
- Executive responsibility of all book, cost and income drivers of the Transactional and Liability product line.
- Enablement of customer value propositions through:

Harriet Heymans

Curriculum Vitae

- Product bundling methodology and enablement
- Customer based pricing enablement
- Rewards bank earn model implementation and evolution
- Strategic positioning and enablement of the Centers of excellence
- Strategic product Portfolio Management in terms of New Product Development (full suite including insurance product range), and Product Lifecycle Management.
- Drive Retail Bank pricing strategy, Governance and enablement
- Drive the rewards to loyalty strategy and deliver a competitive Rewards CVP across all Retail segments
- Through recent integration of Retail and Business Banking environments the role has been expanded across Retail and Business Markets with a key focus on the Transactional Franchise.
- Key achievements in this role:
 - Implementation of Pricing and Billing engine
 - Relaunch of key transactional propositions – Transact and Value Bundles
 - Rationalisation of Transactional front book offers
 - Launch of index linked fixed deposits
 - Launch of the new ABSA rewards program – bank cash back program

Salient features of the role:

Direct reports: 5

Support environment matrix reports: 5

Total people in compliment: 57

Top line income under management: R9.1bil

Cost base under management: R5.3bil per annum

Balance sheet – product balances:

- Liabilities R103.3bil (Largest Retail market share 27.44% as at Nov 2011)
- Assets R2.2bil (Overdrafts and student loan product line)

Absa Retail Bank - T&D - June 2006 – October 2010

Profitability analyst to CFO: Channels and Transactional and deposit business unit

Responsibilities include:

Harriet moved to the Retail Bank finance team in June 2006 as a profitability analyst. Her key focus area started with customer allocation. She chaired the Customer allocation work group that operationally manages the customer allocation rules for CIF (Customer information file – Customer management system) allocation and customer migration rules managed by Information Management. This process defined and managed the internal customer segmentation rule for the entire ABSA Bank.

She was then promoted to the Financial Manager of the Core Product (Transactional and deposit (T&D)) finance team in Dec 2006 and through a restructuring in October 2008 process received the added responsibilities of planning and reporting.

She was then promoted to Cluster CFO role in October 2009. This gave her a great opportunity to gain a detailed understanding of product, customer and channel environments as this role had to drive cross functional integration and understanding. One of her key challenges and achievements was to design, deploy and entrenched a culture of business partnering in the finance environment. This model has been subsequently been adopted by Group Finance and is being deployed accordingly across the finance environments within the group.

High level key responsibilities included:

- Full financial function and support of T&D product house, Product and pricing centre of excellence, customer management and Channel sales and service environment
- Strategic direction of the finance function and value proposition of the function
- The key areas included in our environment:
 - Physical channel (Branch) business partner
 - Self Service Channel (SSC) business partner
 - Alternative channel business partner (Remote opening, Retailer model and external sales force)

Harriet Heymans

Curriculum Vitae

- Connectzone (Call centre) business partner
- Retail International Banking business partner
- Work place Banking business partner
- T&D product business partner
- Customer management business partner
- Financial reporting
- Management reporting
- Planning
- Financial Analytics and business decision support
- Cost management
- People management, mentoring and coaching
- Regional engagement and reporting (Financial support for 6 super regions and executives)
- Engagement with and expectation management of Managing executives and key support owners (marketing, L&D, Group finance, treasury, strategy)
- Integration role between customer, product and channel in regards to financial context and planning
- Financial governance and compliance (Internal and external audit requirements)

Strategic projects involvement

- C3B (Customer centric channel banking) – Strategic project
 - Work stream lead on Value Based Management work stream
 - From concept to project delivery – Full project management and subject matter expert role
 - Project working committee and steerco management
 - Financial support to the program (Business case and financial analytics)
- Retail strategic program
 - Work stream lead on Value based management capability
 - Financial support to the program (Business case, tracking, POC's)
- Active member of product, customer and channel council and subsequent ownership of the product Council.
- Active member of Entry Level and inclusive Banking (ELIB) steerco

Salient features of the role:

Direct reports: 10

Total people in compliment: 55

Cost base under management: R4.5bil per annum

Channels under management:

- Face to face – Branches - +/-800 branches (Largest footprint in SA)
- Connectzone – Call centre – 6 call centres nationally
- ATM network - +/- 9 000 ATM's (Largest footprint in SA)
- Digital – Online and cell phone banking

Absa Retail Bank - AVMS - February 2005 – May 2006

CFO – Fleet

High level key responsibilities included:

Month end tasks:

- Review of all major balance sheet reconciliations and sign off
- Review of sharing arrangements provisions and sign off
- Review of trial balance and sign off
- Authorisation of all month end journals
- Finalisation of top management and management committee financial reports

Year end tasks

- Preparation of financial pack
- Preparation of annual financial statements
- Preparation of taxation pack
- Preparation of the audit file and management of external audit process

Harriet Heymans

Curriculum Vitae

- Management of year end audit and group deadlines set

Board packs

- Finalisation of all financial information to be presented to the board

Risk committee and compliance

- Attend all risk meetings on behalf of AVMS
- Prepare all input needed for risk and compliance forums
 - 5 year strategic forecasting
- Finalisation of 5 year plan with operational management
- Review process on an annual process

Annual budget and forecasting process

- Management of budget and forecasting process
- Ensure deadlines are met
- Monitoring of actual results against budget

Operational information system

- Analysis of the following and ensuring the system can support the information requirements of operations, group and risk
 - Segment
 - Profitability (product, client and region)
 - Risk margin management
 - Sharing arrangements
 - ACB costing
- Financial information system
- Ensure system is compliant with current requirements (GAAP and tax)
- Monitoring of financial accuracy and integrity of financial transactions
- Overall
- Highlight problem areas to operational management and group
- Recommend and implement corrective action
- Input to any group initiative i.e datawarehousing
- Monitor the implementation of SLA with CRMO
- Ensure compliance with CRMO policy and procedures
- Member of credit/pricing committee
- Management of filing and administration processes
- Ensure compliance/alignment to:
 - IFRS
 - IAS
 - Group accounting policies
 - Income tax act
 - Current legislation i.e FIAS, financial service charter
 - ERM policies and procedures
 - GIC requirements
 - Corporate governance
- Management of contracting, evaluation and career planning process for finance staff
- Motivation of staff
- Management of recruitment and development requirements within the finance area
- Monitoring of structure and ensure optimal human capital management within the finance department

Absa Retail Bank - Bankfin, March 2002 – January 2005

National Fleet Manager

High level key responsibilities included:

- Responsible for the financial and operational results of the following areas:

Harriet Heymans

Curriculum Vitae

- ABSA Fleet Services Limited – Fully fledged Fleet company (Wholly owned subsidiary of ABSA Group)
- ABSA Fleet Services – Division of ABSA Bank looking after the fleetcard product
- Includes performance management of the following areas:
 - Setting budgets and capturing
 - Monitoring of budgets and management of variances
 - Non interest income, production and net income targets are met
 - Reporting to top management – Balanced Scorecard methodology has been implemented.
 - Risk reporting to Credit and Risk departments
- Managerial responsibility for the full human capital process
 - 43 Staff members
 - Development board forum processes (Talent identification and monitoring)
 - Balanced scorecard implementation per employee to align with the unit
 - Change leadership processes
 - Management team
- Input into and implementation of strategic drive of the unit
- Responsible for the following risk areas within the environments
 - Product risk (Fleet management products)
 - Residual value risk – Residual value risk was a joint venture with AFS where a cell captive was created and managed in conjunction with Bankfin.
 - Maintenance risk
 - Reserve risk
 - Credit risk
 - Monitoring and control process
 - Write off process
 - Securities and limits
 - Management of total debtors book on average total turnover per month R20 million.
 - Financial risk
 - Compliance to GAAP/IAS
 - Compliance with group policies and procedures
 - External and internal audit requirements
 - Sign off trial balance and financial accounts
 - Member of audit and risk committee of data bureau function
 - Chairperson on risk forum in environment
 - Compliance
 - Ensure compliance with ERM (Enterprise Risk Management) and group risk policies
 - Compliance with any new relative legislation
 - Custodian of environment's compliance matrix
 - Process and procedures
 - Ensure business processes are effective and efficient
 - Ensure outsourced functions are managed and monitored through SLA's (CRMO, data bureau ect.)
- Management, through data bureau and ABSA IT, of the IT systems and infrastructure. Ensuring IT requirements are met and any new developments are tested and implemented. Member of new development forum and IT maintenance meetings.

Special projects

- Balanced scorecard development
 - Project leader on the architecture of the fleet balanced scorecard.
 - Member of the project team that set up a dashboard for the commercial segment of Bankfin for reporting purposes
 - Member of the MIS project team for the commercial segment of AVAF
- FICA
 - Project leader in implementation of the FIC act in the fleet environment
 - Part of the project team or the roll out to commercial segment and JV's and alliances
- Leaseplan acquisition

Harriet Heymans

Curriculum Vitae

- Integral part of the due diligence team that lead the investigation and successful purchase of the fleet company Avena Fleet management (Pty) Limited (Leaseplan SA).
 - This was the first acquisition successfully completed and negotiated by the fleet environment of AVAF
 - Area if responsibility was the evaluation of product and component risk
 - JV's and alliances
 - The fleet segment is part of the product offering of AVAF to their strategic JV's and alliances and we are part of the offering as and when needed for the product specialist knowledge.
-

KPMG - January 1998 – to February 2002

Audit clerk to Senior audit manager

High level key responsibilities included:

Harriet completed her articles at KPMG in 2000 and held the position of audit manager from 1999 to 2002,

Major clients were

- ABSA (Bankfin) and FSS (JV between ABSA and Imperial)
- AECI
- HEARTLAND PROPERTIES
- AVGOLD
- SHARP ELECTRONICS
- EXEL PETROLEUM

As audit manager my responsibilities included:

- Setting up and monitoring of budgetary requirements
- Staff management and scheduling
- Audit plans and reporting
- On the job training
- Co-responsibility for business units results

Other forums involved in:

- Knowledge management portfolio
- Member of the EE forum
- Member of the social committee
- Certified train the trainer

KPMG follow a risk based assurance methodology that is driven by the unique business risks within the client. This was implemented in all our audits I gained valuable experience in many industries

During her stay at KPMG she was involved in large risk based projects as project manager and project team member:

1. TOTAL

The project involved the design of a new operational system customizing JD Edwards software modules. As project team member I assisted in the define, design and implementation of the purchasing, exchange control and IBLC costing model of the project. This project took 18 months to complete.

The project's unique challenges where the following:

- Risk based project management
- Ensuring legislative and industry regulations are adhered to
- Integration of isolated (Silo) areas within the organization
- People's resistance to change and the management of their expectations.

Harriet Heymans

Curriculum Vitae

2. FLEET SUPPORT SERVICES (FSS)

The project involved the sign off of the business specifications and involvement in the design, define and implementation of the fully integrated operational system. The system took two years to implement. As project manager she managed the following aspects of the project on behalf of the client:

- Ensuring all the business risks have been identified and addressed through process flow mapping and workstream sessions
- Ensuring compliance with GAAP and legislative requirements
- Ensuring completeness and accuracy of data being converted
- Ensuring best practice methodologies are identified and implemented
- Ensuring project is managed effectively and within budgetary constraints

The Phoenix System was successfully implemented in November 2001 and at the time was seen as one of the most efficient fleet management systems in South Africa.

References or letters of recommendation available on request

Key references

Saks Ntombela – CEO Hollard Group

Luthando Vutula – CEO Ubank

Samik Gosh – CEO Neutrinos Group