

## **PERSONAL DATA**

Full Name : Dawn Earp  
Date of Birth :  
Nationality :  
Identity number :  
Sex : Female  
Marital Status : Married with two children  
Languages : Written and spoken: English and Afrikaans  
Driver's Licence : Valid, unendorsed, Code 08  
Address (Home) :  
  
Address (Postal) :  
Telephones :  
Email address :

## **EDUCATIONAL QUALIFICATIONS**

Last School Attended : Sandringham High School, Johannesburg, South Africa  
1975 - 1979  
Subjects : English; Afrikaans; Mathematics; Biology; Geography;  
and Accounting  
University : University of Witwatersrand; Johannesburg, South Africa  
1980 – 1986  
Degrees obtained : Bachelor of Commerce  
Bachelor of Accountancy  
Post Graduate Qualifications:  
Public Accountants and Auditors Board qualifying examination to  
become a Chartered Accountant 1987

## **DATES PROFILE**

1979	: Matriculated
1980 – 1982	: Full time student at the University of Witwatersrand.
1983 – Mid 1989	: BDO Spencer Steward
Mid 1989 to Mid 2000	: Anglo American
Mid 2000 to March 2007	: AngloGold Ashanti
March 2007 to January 2011	: Implats
February 2011 to 31 March 2017	: Rand Refinery
April 2017 to date	: Consulting and Non-executive Director

## **HOBBIES AND INTERESTS**

Boating, restoring old furniture and miniatures.

## **MEMBERSHIP OF PROFESSIONAL BODIES AND COMMITTEES**

Elected member of the Financial Reporting Standards Committee from July 2011.

Member of the South African Institute of Chartered Accountants (SAICA).

Elected member of the South African Accounting Practices Board (APB) until December 2010.

Chairman of the Chamber of Mines Accounting Committee until 2000

Member of the Members in Business (MIB), a committee of SAICA until May 2012.

Member of the US mining industry group until December 2010.

## **COMMUNITY AND NON PROFIT ORGANISATION**

### **Ekurhuleni Jewellery Benefication Project NPC**

The Ekurhuleni Jewellery Project (EJP) is an enterprise development, industry training center and jewellery manufacturing organisation. EJP offers MQA accredited skills programmes, which vary in length and have specific outcomes aligned with industry requirements and individual development. The available skills programmes include an introduction to working in a jewellery manufacturing workshop, production of jewellery, basic hand skills training for the production of jewellery, basic polishing of jewellery (mechanical and traditional methods) and final finishing of jewellery.

Director since April 2013

## **weCAre**

The weCAre project is a community upliftment initiative. The objective of this project is to help the staggering number of orphaned and vulnerable children at Noah's Ark (Nurturing Orphans of AIDS for Humanity), a registered not-for-profit organisation in Yeoville, Johannesburg, with the sole focus of building the capacity of communities to care for orphaned and vulnerable children.

Benefactor

## **NON –EXECUTIVE ROLES**

### **ANGLOGOLD ASHANTI PENSION FUND**

Chairman of the Audit Committee and alternate trustee on the Board. This was a R3.5bn defined benefit fund, the trustees are in the process of securing an insurance policy for the pensioners and the actives are being transferred to a defined benefit fund. The members has received an additional 40% top up on transfer.

Trustee from

### **TRANSIT FREIGHT FORWARDING (PTY) LTD**

Transit Freight Forwarding offers global haulage, logistic services and solutions within, to and from Southern Africa and SADC countries.

Non-executive director from April 2017.

### **TEBA LIMITED**

TEBA is a labour recruitment and management service provider to offering a number of additional services including human resources, social and financial services both during and post-employment. TEBA serves mines and mineworkers in and around mining communities, but also serve them within their rural communities.

Non- executive director (from June 2011), Chairman of their Audit and Risk Committee from June 2014 (previously a member). Resigned 30 April 2017.

### **METMAR LIMITED**

Metmar was a commodity trader and logistics facilitator that built a vertically integrated business with investments in production assets. Metmar was focused on developing assets and generating revenues related to the mining, production and trading of iron ores, alloys, metals, plastics, rubber and chemicals.

Non-executive director (from June 2011), Chairman of the Social and Ethics Committee and a member of their Audit and Risk Committee (Acting Chairman for portion of 2014), and a member of their Remuneration Committee (Acting Chairman for portion of 2014). Metmar was sold in August 2015 to Traxys and the company was delisted from the Johannesburg Stock Exchange. As a result there was no longer a requirement for a separate Board and the Board sub committees.

## **RAND REFINERY (RR)**

RR is the largest single-site gold refining and smelting complex in the world.

RR facilitates a wide range of value added products including cast bars, minted bars, minted coins, coin blanks and medallions and a wide range of semi-fabricated products for the jewellery manufacturing industry. It is the sole distributor of the world famous Krugerrand. The average inventory on hand at any one time is approx. R17 billion.

In addition to its smelting and refining services Rand Refinery offers metallurgical, logistics and vault services. It acts as an agent for its precious metal depositing customers and its global markets business unit markets all the precious metal produced by the refinery.

RR refines some 300 tonnes of gold per annum on an agency basis valued at approximately R180 billion, 50% is now sourced outside of South Africa, mainly from Namibia, Botswana, Tanzania, Burkino Faso, Ghana and Mali.

Material for the smelter is sourced globally. RR processes mine by-products e.g. slag, electronic and scrap.

Dates : February 2011 to March 2017  
Address : Refinery Road, Germiston, South Africa  
Designation : Finance Director  
Team : 60 people; 6 direct reports

### Key internal liaison relationships:

Executives and Business Units including Safety, health and environment, Refinery operations, Smelter operations, Fabrication operations, Marketing, Evaluation, Strategy, Unions, Capital projects and engineering,

### Key external liaison relationships:

- External Auditors
- Law firms
- Banks
- South African Revenue Services
- Shareholders
- Investment Community
- Business Partners

### Boards, exco or committees:

- Board
- Audit and Risk Committee (permanent invitee)
- Remuneration and Nominations Committee (permanent invitee)
- Social and Ethics Committee
- Exco
- Business Management Committee
- Financial Review Committee
- Business, Process and Systems Review Committee
- Equity Employment and Skills Development Forum (Chairman until Jan 2015)
- Profitability Committee
- Cosec and Legal Committee
- Legal and Compliance Committee

- Customer and Credit Committee
- Management Risk Committee
- Treasury Committee
- Internal Audit feedback Committee
- Project Review Committee
- Talent Management Committee (Chairman until Jan 2015)

Portfolio's responsible for:

- Budget and business plan
- Financial Accounting
- Legal and Secretarial
- Financial Reporting
- Management Accounting
- Metal Assurance
- Procurement
- Remuneration, debtors and creditors
- Risk
- Cash management.
- Tax management and planning
- Treasury
- Human Resources (until Jan 2015)
- Information Technology
- Monthly Union Meetings (Chairman until Jan 2015)
- Strategy

Key performance areas:

- The continuous and regular delivery of timeous, relevant management and financial information to all stakeholders both internally and externally. The right information to the right people at the right time.
- The statutory financial reporting.
- Reporting (actuals, budgets and outlook) to the Audit and Risk Committee, Board of Directors and Executive Committee.
- Prepared most of the reports to the Board, Audit and Risk Committee, Social and Ethics Committee and Remuneration and Nominations Committee.
- Working relationships with the international and local banks enabled Rand Refinery to continue with their funding over a difficult gold gap period, which was critical to Rand Refineries sustainability.
- During most arguably the worsted period in Rand Refinery's 95 year history, managed to diversify the gold lease book from dependency on mainly two counterparties to five. This removed the concentration risk and helped to navigate it through 2013/2014.
- Negotiate banking facilities covering gold processing and leasing business. During the peak, the total lease facilities totalled R9bn.
- Ensure compliance with accounting reporting requirements according to the generally accepted code of practice, the statutory audit process as well as good corporate governance, GAAP, and IFRS.
- Managed the Rand Refinery Insurance portfolio.
- Managed an insurance claim and tax deduction amounting to R1.2bn
- Provide financial leadership.
- Enhance high standards of financial control.
- Ensure effective management of working capital.
- Ensure that realistic and challenging budgets for resources, costs, cash flow and capital expenditure are agreed and implemented.
- Establish credibility with all Executives, as well as, the business community as an individual of professional integrity and ability.

- Competently provide and manage an efficient balance sheet, the capacity for debt, assets, liabilities and funding of the Company in accordance with agreed strategies, and ensure the supply of reliable, cost-effective and long-term sources of finance in accordance with agreed objectives, policies and strategies.
- Effectively manage and ensure that necessary services, support and protection relating to financing, budgeting, accounting, internal audit, remuneration and taxation is delivered to meet the companies objectives.
- Treasury function, including the front office, middle office and back office.
- Exercise firm control over cash, loans, credit facilities, exchange fluctuations, currency exposure and movement of funds.
- Responsible for the treasury team who sold gold is done daily valuing at US\$50m.
- Present the Company's financial results, forecasts and future plans to the Board of Directors.
- Risk management embedded in the operations and not just a tick box exercise.
- Opened new Singapore trading office
- Develop and build effective relationships with all relevant outside bodies such as bankers, auditors, tax and legal advisors and SARS.
- Resource the responsible portfolio's with capable individuals.
- Encourage a style of management that encourages innovation, "out of the box" thinking, and better ways of doing things.
- Oversee the transformation of the department whilst maintaining high performance standards.
- Succession planning and talent management.
- Human Resource Management (until January 2015)
- Information Technology Management
- SAP implementation
- CEO right hand man

Reason for leaving:                   End of March 2017  
Focus on Non Executive Portfolio.

Designation to January 2011 : Non Executive Director  
Chairman of the Audit Committee  
Chairman of the Remuneration Committee  
Member of the Nominations Committee

## **IMPLATS**

Headquarters in Johannesburg, South Africa, Implats is structured around six main operations (with a total of 22 underground shafts): Impala Rustenburg, Marula, Zimplats, Mimosa, Two Rivers and Impala Refining Services, which processes the group's concentrate and matte production, as well as, third party material. Implats produces around 25% of the world's supply of PGMs with a workforce of 54 000 employees. In the year ended 30 June 2009, the group produced 3.4Moz of PGMs, including 1.7Moz of platinum. Implats turnover was R26 billion. Implats maintains a primary listing of ordinary shares on the Johannesburg Stock Exchange (JSE) and a secondary listing on the London Stock Exchange (LSE). The market capitalisation is R120 billion.

Dates                                       : March 2007 to January 2011  
Address                                   : 2 Frikker Road, Illovo, South Africa  
Designation                             : Executive Director: Finance (CFO)  
Team                                       : 600 people

Key internal liaison relationships:

Group Executives and Business Units including Safety, health and environment, Mining operations, Commercial, Mergers and Acquisitions, Marketing, Refining, Capital projects and engineering, Employee relationships, Mineral resource management, Strategic and risks, Investor relations and Human resources, Key executives in the operations in South Africa, as well as, Zimbabwe.

Key external liaison relationships:

- External Auditors
- Law firms
- Banks
- South African Revenue Services
- Shareholders
- Investment Community
- Business Partners

Boards, exco or committees:

- Implats Board
- Implats Audit and Risk Committee (by invitation)
- Implats Transformation Committee (by invitation)
- Zimplats Audit Committee
- Two Rivers Board
- Two Rivers Audit Committee
- Various subsidiary Boards
- Main Exco
- Treasury Committee
- Risk management Committee
- Finance committee (Chairman)
- Group sustainable development forum
- Group transformation steering committee
- Tax Committee (Chairman)
- Legal compliance Committee (Chairman)

Portfolio's responsible for:

- Budget and business plan
- Company Secretarial
- Economic development (SLP)
- Financial Accounting
- Financial Reporting
- Information technology
- Legal
- Management Accounting
- Procurement
- Shared services, including remuneration, debtors and creditors.
- Tax management and planning
- Treasury Management

Key performance areas:

- Managed Treasury who dealt which ranged between US\$150m and US\$250m per month depending on the PGM price and production
- Instrumental in the service provider's selection process for the Implats R1bn share buyback program.
- Implementation of ESOP trust
- Disposal of Aquarius Platinum holding

- Responsible for the information compilation for the Implats public credit rating process.
- Participated in the multi-disciplined team that successfully secured the mining rights for the Implats team.
- Participated in the finalisation of the deal with Royal Bafokeng conversion of their royalty into a shareholding in Implats.
- The continuous and regular delivery of timeous, relevant management and financial information to all stakeholders both internally and externally. The right information to the right people at the right time.
- The statutory financial reporting for the listing on the various stock exchanges.
- Group reporting (actuals, budgets and outlook) to the Audit and Risk Committee, Board of Directors and Executive Committee.
- All financial and governance reports to the Audit and Risk Committees and Board
- Ensure compliance with the necessary governance (including King III) requirements.
- Sustainability Report
- Ensure compliance with the necessary legal requirement.
- Ensure compliance with accounting reporting requirements according to the generally accepted code of practice, the statutory audit process as well as good corporate governance, GAAP, and IFRS.
- Provide high-level financial leadership.
- Enhance high standards of financial control.
- Ensure effective management of working capital.
- Ensure that realistic and challenging budgets for resources, costs, cash flow and capital expenditure are agreed and implemented.
- Establish credibility with all Group Executives, as well as, the business community as an individual of professional integrity and ability.
- Competently provide and manage an efficient balance sheet, the capacity for debt, assets, liabilities and funding of the Group in accordance with agreed strategies, and ensure the supply of reliable, cost-effective and long-term sources of finance in accordance with agreed objectives, policies and strategies.
- Effectively manage and ensure that necessary services, support and protection relating to financing, budgeting, accounting, legal, internal audit, company secretarial, information technology, shared services, legal and taxation is delivered to meet Group objectives.
- Exercise firm control over cash, loans, credit ratings, credit facilities, exchange fluctuations, currency exposure and movement of funds.
- Present the Group results, forecasts and future plans to the Board of Directors, investment community and large corporate stakeholders.
- Develop and build effective relationships with all relevant outside bodies such as bankers, auditors, tax and legal advisors and SARS.
- Resource the responsible portfolio's with capable individuals.
- Design, draft and issue the annual integrated report.
- Encourage a style of management that encourages innovation, "out of the box" thinking, and better ways of doing things.
- Oversee the transformation of the department whilst maintaining high performance standards.
- Succession planning and talent management for the team.

Reason for leaving : Wanted to change my portfolio and have a mix of being a CFO and having some non-executive positions.

### **ANGLOGOLD ASHANTI**



AngloGold Ashanti currently has 21 operations around the world as well as an extensive exploration programme underway on five continents. As at 31 December 2009 the gold reserves totalled 71.4Moz. Gold production for the year totalled 4.6Moz. Directed from its headquarters in Johannesburg, AngloGold Ashanti is a truly global gold company with turnover of \$3.8bn. It has operating mines in Argentina, Australia, Brazil, Ghana, Guinea, Mali, Namibia, South Africa, Tanzania, and the USA. The total number of employees are 63 000. AngloGold Ashanti is listed on the Johannesburg, London, New York, Australian and Ghana stock exchanges and the Brussels and the Paris bourses. AngloGold Ashanti was previously a 51% subsidiary of Anglo American plc. The market capitalisation is R109 billion.

Dates : Mid 2000 to March 2007.

Address : 76 Jeppe Street, Newtown, South Africa

Designation : Executive Officer: Finance

Team : 32 people

Responsibilities :

- Preparation, review and analysis of the statutory financial reporting for the listing on the various stock exchange.
- Preparation, review and analysis of group reporting (actuals, budgets and outlook) to the Audit Committee, Board of Directors, Executive Committee, Operations Committee as well as the Holding company.
- Ensuring overall technical excellence of all statutory financial reporting for the listing on the various stock exchange according to International financial reporting standards(IFRS), United Kingdom GAAP (to 31 Dec 04, from 1 Jan 05 IFRS) and United States GAAP.
- Interpretation and setting of the group's accounting policies.
- Financial input to international structure/restructure.
- Tax planning.
- Preparation of the financial section of the document for credit rating.
- Preparation of the financial section for the launch of the ZAR bond.
- Preparation of the financial section for the launch of the US dollar convertible bond.
- Preparation of financial section for \$500m equity raising.
- Loan Covenants.
- Liaison with analyst and analyst presentations.
- Preparation of the financial section for the Ashanti acquisition.
- Integration of the Ashanti finance team with the AngloGold finance team.
- Budgets and business plan for the group.
- Invitee to the main audit committee.
- Chairman of the disclosure committee, responsible for compliance with disclosure requirements of IFRS, US Gaap, SEC rules, NYSE and JSE rules.
- Chairman of various audit committees in the group e.g. Oro Africa etc.
- Director of various subsidiaries.
- Sponsor of the project to ensure compliance with SEC rules relating to the implementation of Sarbanes Oxley 404
- Global Finance reengineering.
- IT systems used for the group consolidation.
- Various Finance and investment companies.
- General ledger and corporate costs.
- Back office of treasury.

- Planning and administrating members of Finance team.
- On the job training.

Reason for leaving : Development. Gain experience in a CFO role. Head hunted by Implats.

### **ANGLO AMERICAN**

Anglo America is one of the world's largest mining and natural resource groups. With its subsidiaries, joint ventures and associates, it is a world leader platinum group metals, diamonds, and has significant interests in coal, base and ferrous metals, industrial minerals, forest products, industries and financial services. Anglo American's operations are geographically diverse.

Dates : Mid 1989 to Mid 2000

Address : 55 Marshall Street, Johannesburg, South Africa

Designation : Vice President: Financial Accounting.

Responsibilities :

- Completed the first years statutory reporting for Anglo American plc (AA plc) – March 2000.
- Preparation of the financial section of the Prospectus for the listing of Anglo American plc (AA plc).
- Rationalisation and restructuring of the South African group prior to its listing on the London stock exchange. A majority of the companies were previously listed on the Johannesburg Stock Exchange.
- Preparation of management and statutory financial reporting various listed and unlisted companies.
- Public officer – taxation.
- Preparation, review and analysis of group reporting (actuals, budgets and outlook) to the Audit Committee, Board of Directors, Executive Committee and Operations Committee.
- Restructuring of Finance Division.
- IT systems used for the group consolidation.
- General ledger.
- Planning and administrating members of Central Finance.
- On the job training.

Reason for leaving : Asked to join AngloGold

### **BDO Spencer Steward**

Auditing and Accounting practice.

Dates : 1983 to Mid 1989

Address : 13 Wellington Road, Parktown, South Africa

Designation : Audit manager

Responsibilities :

- Planning and administering staff and audits
- Statutory audits
- On the job training and some internal training of audit staff
- Take-overs and mergers

CURRICULUM VITAE: DAWN EARP

- Client liaison
- Reviewing working papers and annual financial statements
- Preparing cash flows
- Advising clients on systems
- Problem solving for both clients and staff.

Reason for leaving : Join commerce

## **COMPETENCIES**

- professionalism and ethics
- analytical
- attention to detail
- governance, risk and control
- stakeholder relationship management
- strategy
- leadership and management
- report writing skills
- sustainable management accounting
- financial management
- audit and assurance
- taxation
- metal assurance
- treasury
- SAP – new technology
- manage risk
- meet deadlines
- manage under stress
- manage conflict with operations
- understand the business drivers and the underlying non-financial information that drives the financials
- unlisted and listed company experience

## **REFEREES**

Please let me know prior to a request for a reference as I would like to let the individuals know.

(I have only included some references where I am currently in a non-executive and current executive role)