
Professional Director of Companies

Highly accomplished senior executive with 30 years of experience in a mix of quoted, government and privately owned companies around the globe. Business perspective and record of achievement leading virtually every branch of financial services, IT Company, retail, manufacturing, mining, private equity, government and government entities. Adept in crafting effective strategies and sophisticated financial systems to grow revenue, minimise costs, increase profitability, and attract outside capital. Flexible and innovative in applying knowledge and experience to different circumstances and environments. Excellent communication and interpersonal skills in multicultural and multisector society and environment.

AREAS OF STRENGTH AND EXPERTISE

- **Financial Management**
- **Auditing & Accounting**
- **Risk Management**
- **Strategic Planning & Analysis**
- **Manufacturing, Retail & Mining**
- **Internal Control / Investment**
- **Interpersonal Skills**
- **Relationship Building**
- **Executive Leadership**

KEY ACCOMPLISHMENTS

Auditing & Risk Management - Directed and controlled the entire Internal Audit function, serving the IDT Head Office and nine regional offices as well as satellites with comprehensive Risk Management, Compliance, Governance and Internal Audit Operational Plans and its execution. Managed Investment Portfolio which outperformed investment benchmarks consistently over six years.

Business Development & Management - Successful in identifying, executing & developing business and market prospects, turning around ailing businesses, creating profitability and enhancing return on investments.

Private Equity - Head-hunted by Alexander Forbes private equity shareholders to assist to restoring reputation after governance breaches and getting the company ready for listing on the JSE, which took place in 2015 after a seven year period under private equity ownership.

Market Capitalisation - over an eight year period as Chairman of Steinhoff International (2008 to 2016) grew size of group and its revenue by more than twenty times and market capitalisation from \$500 million to \$25 billion.

Strategic Planning - Served as Chairman of the Audit Committee and independent member of the Board of Old Mutual (1992-2012) and assisted in demutualising of Society and listing of Old Mutual plc on London Stock Exchange. Currently Chairman of Board of Asset Management Subsidiary.

Service and Customer Satisfaction – a passion to be integral to a business that looks after the customer and creates sustainable competitive advantage and value through brilliant service: brands, services and products to be proud of in any environment.

Turnarounds – proven ability in major institutions to cut costs, get better value for money, grow revenues and increase RoE and cash flow, while enhancing the long-term prospects of the business.

Financial Services - Known and respected in the broader financial services, private equity, investment, and business and corporate governance community for industry knowledge and service delivery.

Financial Management - Considered gifted and extremely incisive in analysing and implementing financial statements and management accounting.

PROFESSIONAL EXPERIENCE

Professional Director of Companies - 1998 to Present

- Successfully monitor financial elements such as risk, finance, investments, accounting, actuarial, audit, and governance and ensure consistency with generally accepted accounting practice, International Financial Reporting Standards / International Standards on Auditing/Corporate Governance/Internal Control/Risk/Combined Assurance.
- Function closely with management, Boards of Directors and Audit Committees, actively deliver guidance on the above matters, as well as transparency and value-adds. Efficiently provide the ongoing input on best practice within committees and boards accurately and timely.
- Enhance proficiency in the Corporate Governance field by attending several local and national seminars; contributed in the compilation of the King 2002 and 2009 Corporate Governance Reports, (King II & III) and a member of the Task Team developing King IV.
- Past Board member and Chairman of Audit, Risk and Finance Committees of South African Parastatals Eskom, SABC, SAFCOL, Sentech, South African Airways and Mossgas, amongst others.

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CAREER NOTE

Independent Development Trust, 1992 to 1998
Executive Director of Job Creation, Internal Audit and Investments

UNIVERSITY OF DURBAN-WESTVILLE, 1978 to 1992
Professor and Head of Department of Accountancy

ERNST & YOUNG, 1975 to 1978
Internal Audit Trainee under Contract of Articleship

EDUCATION AND CERTIFICATION

Doctor of Commerce, University of South Africa
Master of Accounting Sciences, University of Illinois
Bachelor of Commerce, University of Durban-Westville
Post Graduate Diploma in Accounting, University of Durban-Westville
Certificate in Tax Law, University of South Africa
Certificate in Electricity Tariffs, University of Stellenbosch
Certification in Risk Management Assurance, United States of America
Chartered Accountant (South Africa)

PROFESSIONAL ASSOCIATIONS

Chartered Accountant (SA) – Registered Accountant and Auditor

Member/Fellow of:

King Committee on Corporate Governance (King Committee) | Independent Regulatory Board for Auditors (IRBA) | South African Institute of Chartered Accountants (SAICA) | Fellow of the Institute of Internal Auditors (IIA) | Fellow of the Institute of Directors (IoD) | National Association of Corporate Directors (NACD) – USA | National Horse Racing Authority (NHRA) | Association for the Advancement of Black Accountants in South Africa (ABASA) | Compliance Institute of South Africa | Institute of Risk Management, South Africa (IRMSA) | Public Sector Audit Committee Forum (PSACF) | Corporate Governance Network (CGN) | Audit Committee Forum (ACF) | Association of Black Securities and Investment Professionals (ABSIP) | Investment Analysts Society of South Africa | Association for Certified Fraud Examiners (ACFE)

Member of Boards:

Member of the boards of various major listed and unlisted companies, locally and internationally, including STEINHOFF INTERNATIONAL, SAPPI, OLD MUTUAL, EXXARO RESOURCES and ALEXANDER FORBES. Strong background in governance issues (corporate, risk, audit, compliance), a demonstrated track record of delivery and strong interpersonal skills. Member or Chairperson or attendee of Audit Committees of all boards I serve on currently, as well as former Chairman and External Audit Committee member of the INTERNATIONAL MONETARY FUND in Washington. Past Co-Chair of the Risk Committee of WORLD BANK and ad hoc member of Ethics Panel of the UNITED NATIONS.

Panel member and as Chairperson of Audit Committee of South African Securities Regulation Panel.

Been shareholder, director and member of Board, Governance and Audit Committee of South African Reserve Bank (1989 to 2012), and Chairman of its Audit Committee (1992 to 2012).

Board member of the FW de Klerk Foundation promoting protection and promotion of the South African Constitution, promoting unity in diversity, promoting language usage and supporting selected charities.

Recipient of USA Fulbright Scholarship to complete Master's degree in Accounting. Graduated with a GPA 5.0 (on a scale of 5.0) and received Atlantic Richfield's academic excellence award.

Appointed by the South African Minister of Finance (Mr Trevor Manuel) to Chair the Panel to Regulate Accountants and Auditors – 2003, resulting in publication of Auditing Profession Act, 2005 in South Africa.

Published articles and contributed to books.

Founder member of the Association for Advancement of Black Accountants in South Africa (ABASA)(1982).