

CURRICULUM VITAE ON Ms JENE' PALMER

PERSONAL INFORMATION

Surname: Palmer

First Names: Jene' Irene

Date of Birth: 19 March 1971

Nationality: South African

Languages: English/Afrikaans

Marital status: Married

EDUCATION

Last school attended: Vryheid High School
Highest standard achieved: Matric
Date: 1988

FURTHER EDUCATION

Institute: Public Accountants and Auditors' Board
Qualification: CA (SA)
Date: 1998

Institute: University of South Africa
Qualification: Honours Bachelor of Accounting Science
Date: 1993

Institute: University of Natal
Qualification: Bachelor of Commerce
Date: 1991

PROFESSIONAL MEMBERSHIPS

South African Institute of Chartered Accountants

GOVERNANCE TRAINING

CGF Governance Beyond Boards (2015)
CGF Corporate Governance Framework® (2015)

SUMMARY OF WORK HISTORY

Company name	From	To	Position
CGF Research Institute (Pty) Ltd	01 March 2017	Present	Chief Financial Officer (Director)
CGF Research Institute (Pty) Ltd	29 July 2014	Present	Lead Independent Consultant
Palmer Business Concepts	1 June 2013	Present	Chief Executive Officer
Phambili-Dismed Group	July 2011	31 May 2013	Group CEO
Jasco Holdings Limited	March 2011	June 2011	Merger consultant
Spescom Limited	Jul 2007	February 2011	Group CEO
Spescom Limited	Oct 2003	Jul 2007	Chief Financial Officer
Spescom Limited	Oct 2000	Oct 2003	Group Financial Manager
Spescom Telecommunications (Pty) Ltd (subsidiary of Spescom Limited)	Oct 1998	Sept 2000	Financial Manager/Financial Director
Intaba Chemicals (Pty) Ltd (subsidiary of Omnia Limited)	Oct 1997	Sept 1998	Financial Accountant
Discount Steel CC	Jun 1996	Aug 1997	Financial Accountant
Triple A Feedlot	Oct 1995	May 1996	Financial Manager
McAllister Dobeyn	Jan 1993	Sept 1995	Articled Clerk/Audit Manager

DETAILED WORK HISTORY

Company Name:	CGF Research Institute (Pty) Ltd
Date From:	01 March 2017
Date To:	Present
Position Held:	Chief Financial Officer
Duties/Responsibilities:	<p>Strategic planning and implementation; Mergers and acquisitions; Financial analysis; Risk management; Stakeholder communications; Annual financial statements; Internal and external audit; Taxation; Asset management; Cash flow management; Product development; Development and implementation of Corporate Governance Frameworks® Director training (including Audit & Risk Committee and Social & Ethics Committee)</p>

Company Name:	CGF Research Institute (Pty) Ltd
Date From:	29 July 2014
Date To:	Present
Position Held:	Lead Independent Consultant (dual role)
Duties/Responsibilities:	<p>Turnaround strategies and business rescue; Strategic planning and implementation; Mergers and acquisitions; Financial analysis; Valuations; Pre-business rescue assessments; Board advisory services; Board evaluations; Interim management services; Risk management frameworks; Risk management assessments;</p>

Company Name:	CGF Research Institute (Pty) Ltd
	Drafting of various governance instruments; Corporate governance services (including training and guidance on best practice)

Company name:	Palmer Business Concepts
Date From:	01 June 2013
Date To:	Present
Position Held:	Chief Executive Officer
Duties/Responsibilities:	Turnaround strategies and business rescue; Strategic planning and implementation; Mergers and acquisitions; Financial analysis; Valuations; Pre-business rescue assessments; Board advisory services; Interim management services; Risk management frameworks; Lead independent consulting services for CGF Research Institute (Pty) Ltd (strategic alliance partner with whom we collaborate to render services as set out above)

Company Name:	Phambili-Dismed Group
Date From:	July 2011
Date To:	31 May 2013
Position Held:	Group CEO
Duties/Responsibilities:	<p>Similar responsibilities to those of my tenure as CEO of Spescom Limited</p> <p>In addition:</p> <p>Ensuring manufacturing facilities obtain and maintain valid General Manufacturing Practice (GMP) licenses</p> <p>Observing Medical Control Council (MCC) audits</p> <p>Liaising with MCC with respect to product registrations</p> <p>Strategic refurbishment of pharmaceutical manufacturing facility to increase capacity and efficiencies</p> <p>Manage turnaround strategy and devise business rescue plans</p> <p>Manage business rescue process from invocation to successful implementation in cooperation with business rescue practitioner</p>

Company Name:	Jasco Electronic Holdings Limited
Date From:	March 2011
Date To:	May 2011
Position Held:	Merger Consultant
Duties/Responsibilities:	<p>Member of merger integration steering committee</p> <p>Compiling and monitoring "100 day" post-merger plan to ensure successful merger (including IT, personnel, finance, strategy, marketing, operations)</p>

Company Name:	<p>Jasco Electronic Holdings Limited</p> <p>Review of customer and supplier contracts to ensure legal compliance post-merger (including renegotiation where required)</p> <p>Merging of staff policies and terms and conditions of employment including calculation of financial effects</p> <p>Integration of different Employee Share Incentive Schemes to create one uniform scheme</p> <p>Preparation of circulars to ensure Employee Share Trusts are JSE compliant</p> <p>Preparation of risk registers</p> <p>Preparation of stakeholder communications</p> <p>Review of financial statements</p> <p>Monitoring of restructuring process</p>
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Company Name:	Spescom Limited
Date From:	July 2007
Date To:	February 2011
Position Held:	CEO
Duties/Responsibilities:	<p>Board administration and support (including interface between board and staff)</p> <p>Compliance and risk mitigation with a view to implementing sustainable business practices</p> <p>Strategy formulation – leadership and guidance in designing and implementing vision, mission, implementation programs, policies and products for ICT sector (including introduction of marketing function and developing OEM strategy for own developed products)</p> <p>Strategic restructuring of businesses to improve profitability and reduce gearing exposure</p>

Company Name:	<p>Spescom Limited</p> <p>Human resource management – designing and implementing strategies to attract, develop and retain appropriate staff</p> <p>Leadership – offer guidance and motivation to staff and other stakeholders to ensure mutual engagement;</p> <p>Service delivery – managing performance, quality and customer expectations</p> <p>New business development – stimulating discussion, market research and facilitating introductions to new markets and geographies</p> <p>Performance management – setting and managing the achievement of goals, objectives, key performance areas and financial targets</p> <p>Investor relations</p> <p>Corporate social responsibility – implementation of sustainable programs aimed at giving back to the community in which we live and work</p> <p>Nurture innovation to stimulate growth, continual improvement and effectiveness</p> <p>Mergers and acquisitions and business restructuring</p> <p>Preparation and negotiation of Competition Commission approvals</p> <p>Stakeholder communications including press releases, annual reports and other internal and external communications</p>
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Company Name:	Spescom Limited
Date From:	October 2003
Date To:	July 2007

Company Name:	Spescom Limited
Position Held:	Chief Financial Officer
Duties/Responsibilities:	<p>Consolidation of South African and Foreign subsidiaries (financial and managerial reporting)</p> <p>Strategic involvement with Group and subsidiary budgeting and forecast preparation and control processes.</p> <p>Asset management</p> <p>Group Cash flow management including involvement with all of the Group's main bankers</p> <p>Group tax planning</p> <p>Responsibility for establishing and maintaining financial policies and procedures</p> <p>Group internal and external audits</p> <p>Preparation of Group Annual Report</p> <p>Assisting Company secretary with Company secretarial matters</p> <p>Involvement with Group strategy setting and restructuring processes</p> <p>Management of subsidiary financial managers and head office administrative and IT staff</p> <p>Various directorships within the Spescom Group</p> <p>Audit committee meetings</p>

Company Name:	Spescom Limited
Date From:	October 2000
Date To:	October 2003
Position Held:	Group Financial Manager
Duties/Responsibilities:	Financial and managerial reporting to Group FD

Company Name:

Spescom Limited

Consolidation of South African and Foreign subsidiaries (financial and managerial reporting)

Detailed involvement with Group and subsidiary budgeting and forecasting preparation and control processes.

Asset management

Group Cash flow management including involvement with all of the Group's main bankers

Group tax planning

Responsibility for investigating/evaluating and implementing/maintaining the Group's major expense policies and procedures

Co-ordination of Group audit and liaising with Group auditors

Preparation of Group Annual Report

Internal audit including liaising with Group quality manager

Accountable for information processes, systems and policies within the Group

Assisting Company secretary with Company secretarial matters (including JSE compliance)

Involvement with Group strategy setting and restructuring processes

Responsible for management of subsidiary financial managers and head office administrative and IT staff

Various directorships within the Spescom Group

Audit committee meetings

Member of the Group Corporate Governance Committee

Company Name:	Spescom Telecommunications (Pty) Ltd
Turnover:	R150m
Date From:	October 1998
Date To:	September 2000
Position Held:	Financial Manager/Director
Duties/Responsibilities:	<p>Financial and managerial reporting to MD as well as Group FM</p> <p>Subsidiary audit</p> <p>Cash management</p> <p>Asset management</p> <p>Capex planning and control</p> <p>Company tax</p> <p>Contract costing</p> <p>Extensive involvement in bid/tender management and execution process as well as price setting</p> <p>Supervision of administrative and logistical staff</p> <p>Budget and forecasting preparation and control</p> <p>Stock control and international freighting systems and procedures</p> <p>Detailed involvement in setting and implementing performance incentives</p>

Company Name:	Intaba Chemicals (Pty) Ltd
Turnover:	R70m
Date From:	October 1997
Date To:	September 1998
Position Held:	Financial Accountant
Duties/Responsibilities:	<p>Financial reporting to Group FM</p> <p>Management of internal control systems</p> <p>Financial budgeting</p> <p>Management of inter-company transactions</p> <p>Co-ordination of year end audits</p> <p>Tax planning</p>

In-depth involvement in the implementation of a group wide ERP and financial software systems (BPCS)

Foreign currency transactions

Liaising with Group internal auditor

Company Name:	Discount Steel CC
Turnover:	R60m
Date From:	June 1996
Date To:	August 1997
Position Held:	Financial Accountant
Duties/Responsibilities:	Management of administrative functions, systems and personnel Financial reporting to FM Financial budgeting Cost accounting Consolidation of subsidiaries Management of inter-company transactions Co-ordination of year-end audits Tax planning Foreign currency transactions

Company Name:	Triple A Feedlot (Pty) Ltd
Turnover:	R60m
Date From:	October 1995
Date To:	May 1996
Position Held:	Financial manager
Duties/Responsibilities:	Financial reporting to FD Management of administrative functions, systems and personnel Recruitment of administrative personnel Cost accounting

Company Name:	McAllister Dobeyn
Date From:	January 1993
Date To:	October 1995

Position Held:

Articled Clerk

Duties/Responsibilities:

Accounting and auditing work

ACHIEVEMENTS AND ACCOMPLISHMENTS:

- ◆ Co-developer of digitised Corporate Governance Framework® (online governance assessment tool)
- ◆ Strategy facilitation for private and state-owned organisations
- ◆ Performed internal board evaluations while serving on boards as well independent external board evaluations for organisations (state-owned, private, non-profit)
- ◆ Reviewed, drafted and developed various governance instruments, policies and procedures (including MOI's, board and committee charters, terms of reference etc.) for public and private sector organisations
- ◆ Developed risk management frameworks and assessment tools for profit and non-profit organisations
- ◆ Implemented successful business rescue process for the Phambili Dismed Group of Companies over a period of 10 months – included restructuring of businesses, performance management of staff, implementation of improved financial systems, renegotiation of short and long-term debt and sourcing of working capital injection.
- ◆ Implemented successful turnaround strategy for Spescom group of companies – improved profitability by 170% and reduced gearing from 60% to 25%.
- ◆ Introduced marketing function to maintain and grow customer base and new business opportunities as well as establish a market research engine at Spescom
- ◆ Implemented comprehensive talent management strategies aimed at differentiating the Spescom Group from its competitors (attract, develop and retain staff).
- ◆ Finalist in the BWASA Business Woman of the Year 2008.
- ◆ Finalist in CSSA IT Personality of the Year 2010.
- ◆ Comrades marathon (completed 10 times)

CURRENT DIRECTORSHIPS/TRUSTEESHIPS

CGF Research Institute (Pty) Ltd

- main board member

Palmer Business Concepts (Pty) Ltd

- main board member

Sabinet Online Ltd

- main board member
- member of the Audit and Risk Committee
- member of the Remuneration and Nominations Committee

Gordon Lemmon Warde Family Trust

- as trustee

Frank Smart Family Trust

- as trustee