

## CURRICULUM VITAE

Gerrit van Heerde

10 December 2019

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## PERSONAL DETAILS

Name Gerrit Lodewyk

Surname van Heerde

Nationality South African

Date of birth 09/10/1967

Identity No 6710095008080

Location Bellville

Languages English, Afrikaans, French (beginner level)

Postal Address PO Box 1256, Sanlamhof, 7532, South Africa

Residential Address 2 Dahlia avenue, Welgedacht, Bellville, 7530, South Africa

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## PROFILE

I am a seasoned business executive with 26 years of experience in financial services, ranging from life insurance and savings, retail credit, asset management, short term insurance and health insurance. I have a strong execution focus and my goal is to optimise shareholder value for the institution I work for. I am excited by innovation and growth and I value the importance of establishing strong relationships with partners and other stakeholders.

I am a qualified actuary with a fellowship in life insurance.

**Botswana | Letshego Place, Plot 22, Khama Crescent | P.O. Box 381 | Gaborone | Tel: (+267) 364 3300 | Fax: (+267) 319 0416**

Letshego Holdings Limited incorporated in Botswana, Registration Number Co.98/442. Letshego Holdings Limited is listed on the Botswana Stock Exchange ISIN BW 000 000 1247

**Executive Directors:** A. F. Okai (Group Chief Executive) (Ghana), G. Muteiwa (Chief Finance Officer) (Zimbabwe)

**Non-Executive Directors:** E.N. Banda (Chairman) (RSA); R.N. Alam (UK); H. Karuhanga (Uganda); C. Lesetedi (Botswana); S.D. Price (UK);

Dr. G. Somolekae (Botswana); G.L. van Heerde (RSA); A. Odubola (Nigeria); P. Odera (Kenya); R. Hoekman (Netherlands).

**Alternate Directors:** T.I. Mutasa (Zimbabwe - Alternate to R.N Alam); Michael Viljoen (RSA - Alternate to G.L. van Heerde).

**Company Secretary:** Matshidiso Kimwaga

<b>EDUCATION</b>	<b>INSTITUTION</b>	<b>YEAR</b>
Fellow	Actuarial Society of South Africa	2002
Fellow	Faculty of Actuaries (UK)	2002
B.Com (Hons) Actuarial Science	University of Stellenbosch	1992
B. Com (Mathematics)	North West University	1990
Matric	Potchefstroom Technical High School	1985

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### **TRAINING AND DEVELOPMENT**

Alliance Francais Delf A2	2018
Building a Global Enterprise in India (Harvard Business School, Mumbai)	2013
FICO World conference, New York	2011
SPF Leading Strategic Execution	2011
Mentors Master class	2010
SPF Strategy and Innovation	2009
Insurance Business Simulation	2008
Assertive Leadership	2005
Executive Development Programme (Manchester Business School)	2003
Coaching for Performance and Development	2003
Managing Diversity	2002

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### **CURRENT DIRECTORSHIPS**

Letshego Holdings Limited (Since April 2014)  
 Sanlam Investments East Africa Limited (Since November 2018)

### **PREVIOUS DIRECTORSHIPS**

Botswana Insurance Holdings Limited (September 2014-October 2019)  
Botswana Investment Fund Management (September 2014-October 2019)  
Shriram Transport Finance Company Limited (April 2014-March 2019)  
Shriram City Union Finance Limited (August 2014 – March 2019)  
Sanlam Emerging Markets (01/11/2012-25/02/2016)  
Sanlam Namibia Group (21/05/2013-01/06/2016)  
NBS Bank Limited Malawi (01/07/2013-20/04/2015)  
Nico Holdings Malawi (01/12/2013-21/10/2014)  
Sanlam Personal Loans and its subsidiaries (20/04/2007-01/10/2012)  
Anglo African Finance (2008-2012)  
Sanlam Reality (2010-2012) 4

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## CAREER HISTORY

**Executive: Client Solutions (Sanlam Pan Africa Life Insurance)      1 January 2019 - current**  
Executive responsibility for Life Insurance, Asset Management and Retail Credit Solutions as well as for Strategic alliances (including Bancassurance, Telco's and Multi-Nationals) for Sanlam Pan Africa, spanning 33 countries across the continent.

**Group Executive: Client and Product and Strategy      1 September 2015- 31 December 2018**  
**(Sanlam Emerging Markets)**

Driving and supporting growth through appropriate Client and Product Development strategies across the Sanlam Emerging Markets cluster, spanning SEM's diversified product lines of Life Insurance, General Insurance (with technical support from Santam), Asset Management (with technical support from Sanlam Investments), Health Insurance and Retail Credit.

**Chief Financial Officer (Sanlam Emerging Markets)      November 2012 – August 2015**  
I joined Sanlam Emerging Markets in November 2012 in the position of Chief Financial Officer and was appointed on the board of Sanlam Emerging Markets as Finance Director. I was responsible for

financial and actuarial management and reporting, capital optimisation, valuations, risk management and compliance as well as oversight of Retail Credit.

The position gave me the unique opportunity to gain intimate knowledge of the Sanlam Emerging Markets business and its portfolio of subsidiaries and associate investments, during a time that saw rapid structural growth in Africa but also enlarging our footprint in India and introducing Malaysia to the portfolio.

**Head of Retail Credit and Transactional Products  
(SPF Strategic Business Development)**

**April 2008 – October 2012**

Within SPF's Strategic Business Development department, I had oversight of SPF's investment in retail credit and banking businesses. I was fortunate to be involved in these businesses in a period which showed substantial organic growth after the global banking collapse in 2008. Sanlam Personal Loans was the key business in this portfolio and I was instrumental in ensuring that the growth we saw was on a 5 sustainable basis. I also had to re-negotiating the relationship with our strategic partners (Direct Axis) I believe that this was key in cementing a very profitable and productive partnership for the Group. I also established two new subsidiaries for the business in order to extend the market segments that the business was aimed at.

In addition, I was responsible for the business operations and growth of:

- **Sanlam Liquid** (VISA Debit card and savings account in collaboration with Bidvest Bank. Book size 20,000 accounts)
- **Anglo African Finance** (Trade finance and bridging finance offering to small to medium enterprises.);
- **Multi-Data** (performs all the debit order collections and EFT payments on behalf of the Sanlam Group and also offers these capabilities to other businesses by leveraging off the scale obtained by doing this for the Sanlam Group)

**Business Development Actuary**

**March 2007 – March 2008**

**(SPF Strategic Business Development)**

- Investigated various business development opportunities, including Vehicle Finance;
- Negotiated and implemented a revised Shareholders (and related) Agreement for Sanlam Personal Loans (Pty) Ltd;
- Negotiated and implemented the Sales Agreement for Sanlam's 50% share in Sanlam Home Loans (Pty) Ltd to ABSA.

**Head of Business Solutions October****2003 – February 2007**

- Management and oversight of SPF's project portfolio, with a focus on prioritisation, delivery, risk management and benefit realisation;
- Leading and managing the SPF contingent of around 300 Programme Managers, Project Managers, Business Architects, Business Analysts, Product Designers and Finance analysts that supported SPF's programme portfolio;
- Representing Business Solutions on the SPF IT Executive Committee;
- Representing Business Solutions on the Topaz and IT Executive Committee.

**Head of Business Solution Design****January 2003 – September 2003**

- Leading the SPF contingent of Business Architects, Business Analysts, Product Designers and Finance Designers supporting SPF's programme portfolio;
- Providing design leadership for these competencies and managing prioritisation and capacity allocation.

**Manager: Product Design (life insurance)****July 2000 – December 2002**

- Leading the product design (actuarial) resources working on the Millennium programme;
- Representing the product design team at Marlborough-Sterling's offices in Brighton (UK) for a period of three months,

**Manager: Actuarial and Finance****August 1998 – June 2000**

- Leading the product design and finance resources on the Finpro programme.

**Various other Actuarial roles in SPF January 1993 – July 1998**

**Sanlam Bursary holder for Actuarial Science.**

**South African Defence Force January 1986 – December 1987**