



# TEBOHO NTHOANA

Experienced turnaround and infrastructure investment C-Suite business executive, Africa, UK & USA Operations.

## EXECUTIVE RESUME PROFILE



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Witbank, South Africa



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I have traveled globally and worked extensively in the African continent, Europe and USA delivering sterling results in corporate advisory, business turnaround strategies and leading multi-million-dollar flagship initiatives. Some of the best parts of my career have been developing or entering new emerging markets with friendly regulatory markets and pursuing some of the most exciting global large brownfield and greenfield M&A deals that have changed industries, outperforming industry peers while growing revenue, assets, and profits. I am a certified and accredited turnaround management professional, operations specialist, asset manager, and commercial property director with a history of working in various sectors. I am also a results-driven business executive with a niche in mergers and acquisitions, specializing in business process re-engineering, corporate advisory, business broking, capital raising, distressed business turnaround and structuring, project and portfolio management, and new market exploration. Skilled in real estate investments, infrastructure investments, asset management, transaction structuring, green energy, and strategy. I've also served as being a friend of the courts (amicus curiae) when invited to do so.

I am always trying to do my best, act with honesty, and live up to my ethical standards. I care a lot about making things run more smoothly and finishing projects that help people and the environment. I have skillfully balanced organizational goals and good relationships, planning and putting into action ways to get and keep a competitive edge in business. I am known as an expert or specialist in infrastructure development and turning around businesses. I have a strong track record of structuring and financing private and public-private projects in Africa and other emerging markets. I've done it for more than 15 years in South Africa, Zambia, Kenya, the United Kingdom, and the United States.

I am a self-starter who is goal-driven, dynamic, and passionate with a high level of integrity in my dealings with people and business. I am an excellent communicator and networker with well-developed interpersonal skills.

## PERSONAL

**ID:** 8412315315084

**Citizenship:** Republic of South Africa

**Gender:** Male

**Transport:** Own

**Driver's License:** Valid

**Languages:** English

**Availability:** 1 Month

**Relocate:** Nationally & Internationally

**LinkedIn:**

<https://www.linkedin.com/in/teboho/>

**Website:** [www.teboho.co.za](http://www.teboho.co.za)

## EXPERIENCE

### **Turnaround & Structuring Consultant, Insolvency Assistance and Pro Project Manager Nono Business Restructure and Consultants – (Subsidiary of Petronas Global Group) 2019 – Current**

[Serving various Law Firms, Attorneys, CA's, Financiers, Business Rescue & Insolvency Companies]

#### **Duties:**

- Assist distressed companies to turnaround back to profitability & strengthen balance sheet.
- Mergers & Acquisitions by diversifying investment portfolios and growth.
- Identifying business opportunities and business brokering.
- Growing Revenue, Leading Budgets for both Capex and Opex.
- Effective and change engagement management, Corporate / Business Advisory.
- Conflict resolutions and stakeholder engagement / negotiations.
- Overseeing corporate specialist's projects and partnerships.
- Managing relationships, stakeholders and business networks with funding institutions and investors. Feasibility, Due Diligence, Risk Management, mitigation and internal audits.
- Facilitating market intelligence strategies and business development within the various sectors.
- Overseeing positive performance and profitability of the inland business entities.
- Overseeing Capital / Debt Raising / Funding raising
- Distressed business turnaround and restructuring coordination or project management.
- Responsible for governance and legal framework.
- Receiving Briefs and Briefing of law firms, attorneys, advocates and forensics
- Analyze Data, Forecasts, Risk identification & mitigations, Monitoring & Controls.

### **Manager: Operations, Head of Transactions [Mergers & Acquisitions], COO, and eventually Africa CEO reporting to Global Group CEO & Chairman TM Group of Companies – (Africa Footprint - SA, Botswana, Zambia, Kenya & Ethiopia) 2008 - 2019**

#### **Duties:**

- Spearheading the company's R550 Mil turnover business with the highest EBITDA and looking after approximately R1.8 billion assets under management held in various facility enablers.
- Maintaining strategic oversight of private and public entities with a combined net asset value of up to R10 billion while creating & implementing the group's groundbreaking growth strategy & strategic vision while maintaining the African IT and Telecommunications infrastructure.
- Overseeing the execution of strategies for expanding group footprint locally and globally.

## TECHNICAL

- MS Excel
- MS Word
- MS Outlook
- MS PowerPoint
- Internet
- Email

## EDUCATION

### **Bachelor of Laws (LLB) – NQF 8**

Stadio Higher Education (Formerly SBS)  
In Progress until 2023

### **Master of Business Admin (MBA) – NQF 9**

Regenesys Int Business School  
April 2022

### **Adv Business Rescue Practice – NQF 8 (Distinction)**

Law Society of SA & UNISA Center of Biz Law  
August 2022

### **Sustainable Business Strategy**

Harvard Business School Online, 2020

### **Adv Dip in Biz Project Management – NQF 7**

University of Cape Town, 2019

### **JP Morgan – 2.0 Small Biz Boost Programme (Green Economy)**

Gordon Institute Business School (GIBS)  
2018

### **Commercial Property Broker- Law & Practice**

University of Cape Town, 2015

### **Advanced Entrepreneurship & International A.E**

University of Pretoria & Branson Centre of Entrepreneurship, 2010 & 2014

### **Project Management & Assessor**

(QED) Quality Executive Developer  
2011 & 2011

### **Construction Management**

Business Skills South Africa, 2009

### **Information Communications Technology**

Tshwane University of Technology (TUT)  
2007

### **Micro MBA Business Management Diploma**

Remmoho Trident Institute, 2005

### **Courses & Certificates:**

- SMME Green Building
- Security Management Training Gr B, Xavuka Security Training, 2021
- BBBEE Champion, Transcend Advisory, 2018
- Sales and Marketing Management, 2011
- Managing Human Resources, 2009
- IT End User, Nomasojabula Training Centre, 2008
- Advanced Train-a-Trainer, Corporate College International, 2007
- Basic Life Support, HIV & Aids and 1st Aid Course, De-Vries Ambulance Academy, 2007

## WORK EXPERIENCE

- Responsible for implementing effective tactical management strategies in running business operations, strategic vision, leadership and management.
- Maintaining an efficient and effective short-and-long-term company structures which are innovative and strategic while aligning the company's strategic vision, mission and positioning.
- Strategically and systematically directing the company's financial goals, objectives, and budgets while overseeing the investment of funds held by the company and its strategic partners.
- Formulating, Implementing, and leading the strategic development of short-and long –term business development& growth strategies while seeing through capital raising.
- Strategically weighing up and managing associated risks of investments funds.
- Effective management of company resources and projects to attain desired outcomes.
- Seeking and raising alternative sources of funding and investment opportunities.
- Managing client relations, stakeholder management and brand management.
- Accounting for shareholder communication on growth figures and development within the company and externally both locally and globally.
- Evaluating the outputs of other executive leaders in TM Group subsidiaries.
- Actively recruiting and building a high quality and diverse senior leadership team (multi-disciplinary and multi-sectoral) while developing project governance, systems and processes.
- Providing guidance to the business teams and overseeing their operations, developments, procurement and management processes as they relate to planning, design, permitting, consulting, project management, budget and timelines.
- Setting project KPIs and preparing development and operating budgets.
- Portfolio diversification strategy formulation, implementation, leverage and maximization.
- Devising optimal and innovative solutions to cross-functional deliverables that involve multiple stakeholders including government, private sector and end users.
- Establishing, growing and maintaining relationships with industry influencers and key strategic stakeholders, while leveraging professional networks to improve viability of our businesses.
- Leveraging compliance benefit schemes, profits, assets and share value.
- Maintaining awareness: competitive market landscape, expansion opportunities & industry dev. ESG Legislative framework, Corporate Governance Principles and Social Impact Invest...
- Facilitating feasibility, due diligence, and the acquisition of strategic equity interests.
- Facilitating privatization, restructuring, or unbundling initiatives of the group.
- Leading efforts of capital expansion, replacement, or acquisition.
- Managing buyouts, oftakes, leveraging buy-ins, and decommissioning
- Consulting, managing acquisitions, disposals, mergers, deal origination, deal restructuring, turnaround management, execution and managing the various venture funds.
- Investment portfolios, divestment's, tender sale processes, capital raising and senior, mezzanine and project finance-based lending in the mining and property industry.
- Managing investment portfolios, asset management and asset disposals.
- Representing TM Group on selected boards as well as sub committees to boards in alignment with group strategy.

### **Interim CEO**

**Curacel Limited – (UK Acquired Subsidiary of TM Group of Companies)**  
**2017 – 2018**

### **Duties:**

- Overseeing positive performance of the business entity.
- Developing and implementing high-level corporate strategy (short- and long-term strategy).
- Executing top-level managerial decisions.
- Delegating responsibilities to managers.
- Communicating on behalf of the company with stakeholders such as shareholders, government entities and the public.
- Creating and implementing the company's vision and mission.
- Evaluating the work of other group executive leaders within the company.
- Maintaining awareness of the competitive market landscape, expansion opportunities, industry developments.
- Ensuring that the company maintains high social responsibility in the regions of business which included the energy services programme at the Green Cape Sector Development Agency that assisted in attracting investment and job creation opportunities in the green economy within South Africa (over \$1bn integrated clean energy and resource efficiency investments stimulated).
- Successfully manage the energy service leading to the creation of over 10 000 jobs in the green manufacturing and related services sectors which led to my publishing of several industry leadership materials on the state of the green economy in Africa.

## ACHIEVEMENTS &

### AWARDS

#### **Best Youth Owned Business Award**

SAIBPP  
2018

#### **Top Contractor of The Year Award**

TEA, GEP & GP GOV  
2017

#### **Top Performing Contractor in Ekurhuleni**

EMM  
2016

#### **Youth Owned Business on The Move & Best Job Creating Business**

City of Ekurhuleni – EMM  
2015 / 2016

#### **Mail & Guardian Young 200 South African Nominee**

2014

#### **Top 3 Finalist & Entrepreneur of The Year Award**

MTN & BBL  
2013

#### **Young Achiever of the Year**

SA Top Business Awards  
2013

#### **Business Owner of The Year**

Ikususa Awards  
2012

#### **Future 100 Young Top Entrepreneurs in SA**

NYDA, GPG  
2011

#### **Top 100 Brightest Young Minds in SA**

BYM, DD & UNI Stellenbosch  
2010

## WORK EXPERIENCE

#### **Market Growth Leader (Global) – Caretaker Role**

**Portico Realty and Investments (USA/ California – Subsidiary of TM Group of Companies)**  
2015 - 2016

##### **Duties:**

- Developing and implementing Africa and UK market growth strategies.
- Diversifying investment portfolios within emerging markets.
- Identifying suitable infrastructure projects and opportunities.
- Leading the development of and investment in numerous infrastructure projects in Africa, UK and the US.
- Overseeing infrastructure specialists in target markets.
- Managing relationships and business networks with funding institutions and investors.
- Facilitating market intelligence strategies and business development within the government and public sectors.

#### **Energy Specialist Consultant – Trade Partnership Discovery Role**

**Regent Energy (Later changed to Bulb Energy UK)**  
2012 – 2013

##### **Duties:**

- Setting Energy strategic goals and member of technology development for \$2B global energy supply including product, energy, data and design functions.
- Formulated strategy, developed intellectual property, prototype new services and products.
- Providing in-depth strategy to achieve measurable results and in alignment with core business values focused on honesty, transparency, and character.
- Identifying and managing long-term partnerships locally and globally to improve ROI.
- Assessing risks to the company and ensuring these are monitored and minimized.
- Develop internal solutions for improving development practices to reduce carbon impact.
- Served as a technology lead for various partnerships, acquisitions, integration, link with regulators, industry bodies and international energy communities.
- Identifying, selecting and developing strategic technology opportunities within and across the divisions while leading internal and external tech initiatives from system architecture to multinational and global business relationships and regulators.
- Driving management participation in employee capacity development and advancement.
- Leading 10 energy specialists & managing relationships and hands-on approach to customized business-driven solutions for various challenges experienced by members.
- Worked closely with a team of highly skilled developers, engineers, and subject matter experts to deliver solutions and features that help us achieve our mission metrics and scale up our next generation desktop and app experience for top up energy meters.
- Setting up scalable process to help the product scale, while building long lasting reporting and tracking system for our legacy and smart pay-as-you-go product.
- Using industry knowledge to assist with queries and solving problems or troubleshooting.
- Green Gas farm plant project management and launch, functional testing, process improvement, Data Analysis, 3<sup>rd</sup> party relations and bulk fixes (automation).

#### **Executive Manager**

**Dual Point Consulting – (Independent Contractor)**  
2010 - 2012

##### **Duties:**

- Offering strategic marketing consulting and logistics advisory services.
- Developing and implementing strategic sustainable marketing & sales strategies.
- Undertaking corporate new site due diligence investigations & acquisitions.
- Aligning strategic advisory with the implementation of growth marketing strategies and strategic business processes.
- Offering strategic BBBEE ownership advisory and transaction structuring services.
- Acquisitions and mergers of new sites, trucks, distribution centers & new channels.
- Negotiation of National Trading terms on behalf of Massmart & Coca Cola SA.
- National Accounts: Makro, Game, Masscash, Rhino & Liquorland Group.
- Managing KPI's for Sales & Marketing teams to ensure achievement of volume & revenue targets.

# KEY MANAGEMENT

## SKILLS

- Analytical Thinking
- Board Directorship
- Budget Management
- Business Acumen
- Business Consulting
- Business Development
- Business Management
- Business Processes
- Business Re-Engineering
- Business Strategy
- Capacity Development
- Change Management
- Coaching Skills
- Communication Skills
- Computer Literate
- Construction Management
- FMCG
- Continuous Improvement
- Contract Management
- Corporate Governance
- Customer Relationship Management
- Customer Service
- Data Analysis
- Financing and Commercial Excellence
- General Management
- ICT Infrastructure
- Implementation Management
- Interpersonal Skills
- Leadership Skills
- Negotiation & Persuasion Skills
- Operations Management
- Performance Management
- Portfolio Management
- Presentations
- Problem-solving
- Process Improvement
- Procurement
- Project Management
- Public Speaking
- Quality Management
- Recruitment and Selection
- Relationship Building
- Report Writing
- Research & Strategy
- Resource Management
- Risk Identification & Mitigation
- Sales & Marketing Management
- SMME Development and Coaching
- Staff Management
- Stakeholder Engagement
- Strategic Planning
- Talent Acquisition
- Technology Management
- Time Management
- Training and Facilitating Skills
- Troubleshooting

# WORK EXPERIENCE

**Digital IT Manager, Outreach Marketing Manager, FPB Ambassador, Independent Examiner, Chief Classifier/Examiner and Regulator – (Independent Contractor)**

**Film and Publication Board of South Africa**

**2009 - Current**

### Duties:

- Development and implementation of the marketing insights and strategy in line with the portfolio goals. Leading the development of innovative strategies for internal brands to build brand equity and growth per caps. Leading delivery of outlines team goals.
- Aligning team strategies and product plan implementations with cross functional categories.
- Aligning the marketing calendar with short-term and long-term strategies.
- Ensure the integration of the Global Marketing function within that of the greater group and ensure that the team optimizes its use of shared and support services.
- Managing agencies in the development of communication to deliver KPI's.
- Leading and supporting the development and execution of specific business unit thematic communication. Leading and supporting the global and local trademark protection.
- Supporting the development of annual insight plans to support strategy development and strategy performance tracking. Ensuring PR strategy alignment and implementation.
- Managing budgets with approved levels in line with agreed annual operating plans.
- Supporting greater brand portfolios with the correct strategic direction for the implementation of any non-conventional media.

### Current Duties:

- Define objectives and strategies for FPB to ensure effective and efficient management and administration of the FPB contemplated in chapter 2 of the FPB Act of 1996.
- Ensure lawful, reasonable and procedural fair nor legal classification decision processes.
- Facilitate and management classification according to SOP, Governance Framework & the Act.
- Compile Reports that assimilate the decision of committee adhering to the board's standard.
- Analyze, interpret, and apply relevant legal and regulatory prescriptions (Case Law & findings).
- Ensuring Quality Assurance, impartiality, highest of standards and the Act is adhered to.
- Represent the FPB's public view, stakeholders, Appeal tribunal and the constitution.
- Coming up with improved practices or policies both administratively and operationally.
- Regulate the creation, production, possession, and distribution of certain publications, films by means of classifications, and imposition of age restrictions.
- Balancing the right to freedom of expression while protecting children to harmful material.

### Project and Operations Manager

**Krazyboyz Digital (Csonke Holdings)**

**2008 - 2008**

### Aeromedical Flight Coordinator

**Netcare 911 Emergency Services**

**2007 - 2007**

### Warehouse Manager (Nightshift)

**DHL Supply Chain (Formerly DHL Excel)**

**2004 - 2006**

# INDEPENDENT MEDIA / COMMUNICATIONS WORK

*Well respected Television and Radio Contributor, TV Presenter/ Anchor and Executive Producer with over 15 years' experience in the industry. I have worked with local and international broadcasting houses such as SABC 1/2 & 3, eTV, CNBC Africa, Soweto TV, Tshwane TV, Business Day TV, CNBC and internationally, worked with channels like CBC, Wall Street Business Network, and Bloomberg.*

### Media:

2018 – Present, Y FM, Radio 2000 & Metro FM – Resident Business Expert & Contributor

2017 – Present, #RealEstate TV Show – Exec Producer and TV Presenter

2017 – 2019, Six Zero's to my Name (SABC1) – Business Profiling

2016, Wall Street Business Network – Africa Business Anchor

2014 – Present, Cliffcentral / 360Biz – Exec Producer and Anchor

2014 – 2016, BizGuide101 - TV Presenter

2013 – 2016, SME Zone - TV Presenter

TV Shows Before 2012 - Kasie Enterprise, Big Break Legacy, Rize Mzansi

## BOARD MEMBERSHIPS / COMMITTEES

### **Board Directorship and Non-Executive Memberships:**

#### **Gender-Based Violence and Femicide (GBVF) Response Fund 1**

Non-Exec Member - Advocacy Behavior & Communication Committee  
2021

Appointed and Co-opted by the honorable President of South Africa Matemela Cyril Ramaphosa and GBVF Response Fund1 Board Chair Dr Judy Dlamini and ABSA Board Chair Ms Wendy Lucas-Bull. SA President launched a private sector led, multi-sectoral Gender Based Violence and Femicide (GBVF) response fund 1 aimed at supporting the implementation of the National Strategic Plan (NSP), successfully raised R145 Million with a target of Raising a Billion.

#### **SA Institute of Black Property Practitioner (SAIBPP)**

Exec-Director / Board Member - Chair Leaning & Growth Committee

2019 – 2022 (0826126146 - Sylvester Martin - VP)

Appointed by the members of SAIBPP, a 23yr well-established entity that has been instrumental in shaping key national policy pertaining to B-BBEE legislation and driving SMME development in the property sector and continues to lead the charge in this regard, tasked with advocating for and facilitating socio- economic transformation within the property sector and built environment.

#### **Film And Publication Board of South Africa (FPB)**

Independent Examiner / Chief Classifier / Regulator - Classification Unit Member

2017 – Present 2nd Term (0832700139 - Dr Natalie Skiepers - VP)

Appointed by the FPB Council which reports directly to the Minister of Communications and Digital Technologies (DTPS), to contribute to the mandate of the Film and Publication Board which is to regulate the creation, production, possession and distribution of films, games and certain publications, adhering to various legal and regulatory frameworks including, but not limited to, the Films and Publications Act, Promotion of Administrative Justice Act and the Constitution of South Africa.

#### **360 Capability Entrepreneurship Development**

Board Member -Audit Committee Member, and Chair of the Remuneration Committee

2015

#### **Ekurhuleni Co-Operative Bank**

Board Member - Credit Committee Chair

2013

#### **DPW & EMM Expanded Public Works Programme**

Deputy President

2012

## PROFESSIONAL BODY MEMBERSHIP / LICENSES

#### **Project Management South Africa**

Prof Project Member (Pr PM 69518469)

2022

#### **The Institute of Risk Management South Africa**

Individual Membership (MN 71000624)

2022

#### **The Institute of Directors In SA**

Prof Member (M. Inst. D - 64148365)

2020

#### **SA Institute of Black Property Practitioners (SAIBPP)**

Professional Membership

2017

#### **Turnaround Management Association South Africa**

Professional Membership License

2022

#### **Company & Intellectual Property Com**

Pending Application – Snr BRP License

2022

#### **Green Building Council of South Africa (GBCSAP)**

Professional Membership

2018

#### **Property Practitioners Regulatory Authority**

Principal Status License with Fidelity Certificate

2017

# BUSINESS RESCUE PRACTICE EXPERIENCE

## Turnarounds, Restructuring and Business Rescue Experience from 2011 to 2022

<p><b>A HOTEL IN ROSEBANK FUNDED BY IDC AND ABSA</b></p> <p><b>(MORNACH HOTEL)</b></p>	<p><b>ROLE:</b></p> <ul style="list-style-type: none"> <li>• Diagnosed the distressed situation on the company</li> <li>• Formulated a plan to restructure the company;</li> <li>• Prepared a restructuring report to inject further funds in the business and restructured the company overheads.</li> <li>• Presented the restructuring report to IDC credit committee for approval;</li> <li>• Managing the hotel on daily basis;</li> <li>• Approving the payments via a joint bank account;</li> <li>• Responsible for any queries from all the stakeholders;</li> <li>• Reporting to the Board and IDC as a shareholder</li> </ul> <p>Making sure that the restructuring plan is being implemented as approved by the IDC EXCO</p> <p><b>PERIOD:</b></p> <p>March 2017 to September 2018</p> <p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• over funded by IDC and ABSA; the business could not repay the loans</li> <li>• promoters lacked experience in the hospitality industry</li> <li>• Overheads exceed the sales</li> <li>• Not achieving the rack rate</li> <li>• Lower occupancy</li> </ul> <p><b>SOLUTION:</b></p> <ul style="list-style-type: none"> <li>• Entered into a settlement agreement and removed the shareholders as managers in the business</li> <li>• A management company (Mantis) was appointed to manage the hotel</li> <li>• IDC settled ABSA 40c into a rand</li> <li>• Retrenched some workers to reduce overheads</li> </ul>
<p>State Information Technology Agency (SITA)</p>	<p><b>ROLE:</b></p> <ul style="list-style-type: none"> <li>• Produce a noticeable and durable improvement in performance.</li> <li>• Turn around the trend of results from negative to positive, underachieving to acceptable(win).</li> <li>• Making sure the corporate turnaround strategy performed and adhered to.</li> <li>• Facilitate and coordinate the rehabilitation of financial distressed companies.</li> <li>• Supervision of the company and the management of its affairs, business, property, debt, liabilities and equity.</li> <li>• Maximize the likelihood for solvency and ongoing existence of the affected company and avoid liquidation.</li> <li>• Aligning rescue regulations on distressed companies to international practices.</li> <li>• Delay any legal proceedings against distressed counterparties.</li> <li>• Analyzing the national business rescue applications since implementation of the new Act.</li> <li>• Investigate and analyze Chapter 6 of the new Companies Act (71/2008) and the implications it has had for stakeholders involved.</li> <li>• Adopt proceedings with the best estimated benefits, for the affected company, employees, shareholders, suppliers, industry, financial institutions and banks.</li> <li>• Assisting in all administration of the company as instructed by the BRP.</li> <li>• Making sure that during rescue proceedings management and directors are always attending to the requests of the BRP.</li> <li>• Adhering and assisting in putting in place temporary suspension of the entire, partial or conditional.</li> <li>• Making sure the obligations of the company arise for the duration of the business rescue plan.</li> <li>• Ensuring that any suspension of agreements would be included in the business rescue plan for voting and approval by the affected stakeholders.</li> </ul> <p><b>PERIOD:</b></p> <p>Jan 2011 to June 2013</p>

## Turnarounds, Restructuring and Business Rescue Experience from 2011 to 2022

<p>Super Group</p>	<p>ROLE</p> <ul style="list-style-type: none"> <li>• Upskilling in making strategic decisions for a dying company and have little to no training so save the business.</li> <li>• Making sure research is conducted and potential risks or problems were identified within judicial management as a business rescue model.</li> <li>• Dealt with Judicial management proceedings followed only if there was a reasonable probability that the company would survive.</li> <li>• Helping the applicant company to prove a reasonable probability.</li> <li>• Helped with turnaround strategy to help companies to avoid deterioration of company's goodwill in the market.</li> <li>• Responsible for judicial management and business rescue review.</li> <li>• Part of a team that was making sure the rights of all affected persons are adhered to especially the rights of employees and trade unions.</li> <li>• Ensuring simplicity, transparency and improves corporate efficiency and regulatory certainty.</li> <li>• Maximize the likelihood for an insolvent company to continue in existence.</li> <li>• Assist with the drawing, capturing and filling of the business rescue plan.</li> <li>• Responsible to determine the financial position of the company.</li> <li>• Investigate the company's affairs, business and property and determine if there is any reasonable prospect for the company to be rescued.</li> <li>• Consult with all creditors and other affected persons, including management of the company.</li> <li>• Prepare a BR plan which needs to be presented at a general meeting with all affected stakeholders for consideration and possible approval.</li> <li>• All information provided in the plan must be accurate, complete, and up to date and all forecasts, projections and assumptions made must be in good faith on the basis of factual information.</li> <li>• Responsible for holding a meeting of creditors within 10 days after the publishing of the BR plan.</li> <li>• Helping the company must take all necessary steps to attempt to satisfy the conditions within the plan and implement the BR plan as adopted.</li> </ul> <p><b>PERIOD:</b></p> <p><i>March 2012 to September 2014</i></p>
<p>South African Airways (SAA)</p>	<p>ROLE</p> <ul style="list-style-type: none"> <li>• Offer of compromise or scheme of arrangement as contemplated in section 311 of the old Act; and</li> <li>• An informal workout manner (an out-of-court arrangement between creditor and debtor) not under a statutory regime.</li> <li>• Ensuring that the absence of practicality, flexibility and effectiveness.</li> <li>• Assist with an application to Court for a judicial management order in respect of any company may be made for the winding-up of a company and the provisions of section 346(4)(a).</li> <li>• Ensuring Legal procedures are followed and adhered to.</li> <li>• Involve in appointing a judicial manager who replaces the powers of directors in the company.</li> <li>• Coordinate the appointment of managers, liquidators or insolvency practitioners.</li> <li>• Manage bid process to appoint specialists skills, resource such as forensic investigators, auditors and etc...</li> <li>• Help with placing moratoriums on all payments due by the affected company.</li> <li>• Ensuring that everyone involve with the BRP team acts with integrity, fairness, objectivity and should by no means have any relationship with the affected company.</li> </ul> <p><b>PERIOD:</b></p> <p><i>March 2019 to September 2020</i></p>

## Turnarounds, Restructuring and Business Rescue Experience from 2011 to 2022

<p>British Airways</p>	<p><b>ROLE</b></p> <ul style="list-style-type: none"> <li>• Investigate gross negligence and intent to defraud any affected person when trading under insolvent conditions.</li> <li>• Oversee agreements between the debtor and creditors.</li> <li>• Ensuring that better realization of the debtor's assets is established.</li> <li>• Seeing through businesses go through corporate life-cycles.</li> <li>• Research S-curve of corporate life-cycles and depending on where the business is management should seek new opportunities to ride the next wave or face extinction.</li> <li>• Management and managing the companies as a going concern.</li> <li>• Ensuring that the business rescue plan is formulated, usually assisted by a turnaround practitioner, who is licensed by the Companies and Intellectual Property Commission (CIPC).</li> <li>• Ensuring that the plan is presented to a court (in the case of formal proceedings) or the company's creditors (in the case of informal proceedings) for approval.</li> <li>• Apply for additional short-term finance to cover trade obligations, to pay for incurred costs within the turnaround plan and to restore the distressed company's balance sheet to a state of solvency.</li> <li>• Help manage and apply for Additional credit will normally come from existing creditors to ease cash flows and to implement the rescue plan.</li> <li>• Assist in drawing resolutions, minutes and reports.</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• During stages of corporate decline, the financial position of the company worsens.</li> <li>• The company lost its ability to attract funding assistance from its creditors.</li> <li>• Externally, customer sales declined and/or suppliers stop supplying.</li> <li>• Profit margins got squeezed and the company lost its ability to control cash.</li> <li>• Management and staff left, operations and processes failed and creditors started threatening with legal actions.</li> </ul> <p><b>Problems</b></p> <ul style="list-style-type: none"> <li>• Describing the initial stage as a period where the company experiences emerging problems.</li> <li>• The company moderately underperformed and a management-led correction put the company back into a healthy situation.</li> <li>• As more acute and worsening problems emerge, severe underperformance of a company's output, people, systems and processes surface.</li> <li>• This second stage brought about stress in cash flows and influences the repayment arrangements to creditors.</li> </ul> <p><b>PERIOD:</b> <i>March 2017 to September 2018</i></p>
	<p><b>ROLE</b></p> <ul style="list-style-type: none"> <li>• Take control of the business and do the investigation into the affairs of the company.</li> <li>• Assess the financial position and cash requirements.</li> <li>• Source post commencement finance.</li> <li>• Negotiate and reach compromise with creditors where appropriate.</li> <li>• Development of strategies culminating in a rescue plan for adoption by the creditors and / or shareholders.</li> <li>• Engage with employees and unions.</li> <li>• Implement performance monitoring systems which could be web based.</li> </ul> <p><b>PERIOD:</b> <i>4 August 2015 to September 2016</i></p> <p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• Onerous long-term supply contract with its major customer.</li> <li>• Significant financial penalty of over R2 billion was placed on the company.</li> <li>• Increasing costs of mining and fixed selling price to cover increasing costs, resulting in significant financial losses.</li> <li>• Deterioration in the export coal price.</li> <li>• Shareholders not willing to provide further funding to support loss making companies.</li> </ul> <p><b>SOLUTION / STRATEGY</b></p> <ul style="list-style-type: none"> <li>• Initiated negotiations on supply contract pricing.</li> <li>• Enter into an accelerated sales process in order to find a strategic investor.</li> </ul> <p><b>RESULTS / OUTCOME</b></p> <p>A strategic investor was found to settle the senior bank debt of R2.5 billion. Over 3 000 employee and contractor jobs were saved.</p>



## International Turnarounds, Restructuring and Business Rescue Experience from 2011 to 2022

<p>USA Rescue (2016 – 2018) (Served Various Clients)</p>	<p>ROLE</p> <ul style="list-style-type: none"> <li>• I have Executed the United States (US) Chapter 11 for various troubled companies.</li> <li>• Implementing the U.S. Treasury released guidelines for business turnaround</li> <li>• Order the rescue program for small businesses struggling to survive</li> <li>• See through the effective implementation of the Paycheck Protection Program, a key part of the \$2.2 trillion package approved by Congress to provides funds to businesses that have fewer than 500 employees.</li> <li>• US structuring and insolvency provisions</li> <li>• Educating businesses about the US’s debtor-friendly insolvency system compared to other legal systems.</li> <li>• Preserving the value of distressed businesses across the different states.</li> <li>• Implement the Chapter 11 of the US Bankruptcy Code gives management of the business all powers to preserve and look after the businesses value.</li> <li>• In some cases the court appointed me as trustee in a role is to facilitate and to control process.</li> <li>• Give 16 management flexibility in coming to grips with the current financial position of the business and finding the best way to save the business from bankruptcy.</li> <li>• Process of restructuring and reorganising financially distressed companies.</li> </ul>
<p>UK Rescue (2014 – 2015) (Served Various Clients)</p>	<p>ROLE</p> <ul style="list-style-type: none"> <li>• Implement UK administration procedure under the Insolvency and Enterprise Acts</li> <li>• Appoint and oversee who runs a company during the restructuring process-debtor-in-possession or management displacement in favour of an outside administrator.</li> <li>• Leverage the United Kingdom (UK) convoluted approach.</li> <li>• Implement the several laws within UK legislation which make provision for reorganisation.</li> <li>• Introduce the so-called “London approach” or an informal credit workout approach can be accomplished outside formal court processes.</li> <li>• Administrative procedure under the promulgated Enterprise Act of 2002 which involves an independent licensed insolvency practitioner taking control and performing the functions needed to save the company.</li> <li>• Implementing processes and procedures (both formal and informal) of assisting struggling businesses.</li> </ul>
<p>Australian Rescue (2015 – 2015) (Served Various Clients)</p>	<p>ROLE</p> <ul style="list-style-type: none"> <li>• Executive the Australian rescue system approach.</li> <li>• See through that the rescue process was not to save the company itself but rather to maximise the value of the business and save employment and markets.</li> <li>• Leverage International principles which focuses on the rescue of a failing business, but put emphasis on the interests of other affected stakeholders (employees, suppliers, customers and the revenue service) all contributing to the larger economy.</li> <li>• Try prioritize to preserve jobs, provide creditors with a greater return based on higher going concern value of the enterprise, potentially produce a return for owners and obtains for the country the fruits of the rehabilitated enterprise.</li> <li>• Promote the rescue of a business through formal and informal procedures.</li> <li>• Chase long-term economic benefit which is more likely to be achieved through reorganization proceedings.</li> <li>• Encourage debtors to take action before their financial difficulties become severe.</li> <li>• Making sure social and political considerations that are served by the availability of reorganization proceedings which protect, for example, the employees of a troubled debtor.”</li> </ul>
<p>I have substantial permanent and interim MD/CEO experience in private and listed companies. Executive and non-executive board representation, including sub-committee and company chairman roles. Broad merger and acquisition knowledge and have built and sold numerous businesses. Significant turnaround work with distressed entities, much of it on behalf of financial and investment institutions. Handled restructuring, growth initiatives, BEE partnerships, team development, business and asset sales and liquidations. Close ties to financial institutions and venture capital/private equity entities. Understands company legislation, legal activities and corporate governance. Worked in a wide range of industrial, service and trading industries, including manufacturing, automotive and wholesale/retail. Good knowledge of the spare parts, capital equipment and services sectors, such as maintenance and financing. Fully computer literate and sound knowledge of information systems, reporting and JSE requirements.</p> <p>Currently work as an independent advisor, focusing on:</p> <ul style="list-style-type: none"> <li>• Interim Management / Leadership</li> <li>• Mergers &amp; Acquisitions / Business Broking</li> <li>• Corporate / Business Advisory</li> <li>• Capital / Debt Raising / Funding</li> <li>• Distressed Business Turnarounds / Restructuring</li> <li>• Strategy / Business Plan Formulation / Implementation</li> <li>• Equity / BEE Partnership Introductions</li> <li>• Executive Recruitment / Mentoring</li> <li>• Active / Independent Non-Executive Directorships</li> </ul>	