

# MADALA MTHEMBU

## 1. INTRODUCTION:

Madala possesses over 30 years of executive leadership experience and exposure in international politics, business and community-building initiatives. With a law degree from the National University of Lesotho in 1987, Madala has a proven track record in management consulting. His expertise lies in developing business strategy and advising on business turnarounds, informal restructuring, and liquidations. He has excellent negotiation skills, which he uses to convince creditors and trade unions, and he is experienced in relationship and crisis management. Madala has a keen understanding of the requirements of the Companies Act, relevant regulations, and insolvency law. He is also experienced in analyzing financial statements and management accounts.

Madala has provided his expertise to numerous listed and unlisted companies in South Africa and abroad. His accomplished portfolio includes strategic business development initiatives, informal restructuring, commodities trading, stakeholder and crisis management, as well as business turnaround ventures. The industries he has collaborated in comprise petrochemicals, financial services, logistics management (aviation, rail, shipping, port management), mining, metals trading, cement manufacturing, and road materials. He is also proficient in identifying new market opportunities, particularly non-traditional ones in Africa and beyond. His skills include developing business plans, corporate reporting, compliance management, and building effective relationships with key stakeholders, particularly regulatory agencies.

The objective of the compilation of this capability statement is to highlight the fact that Madala is a highly skilled and experienced Business Rescue Practitioner with a proven track record of successfully assisting distressed businesses to overcome financial challenges. He is seeking a challenging position where expertise in business rescue and restructuring to contribute to the growth and success of organizations in need, can be utilized.

## 2. RESUME

### 2.1 Tennant Africa Consulting, Johannesburg (October 2017 to date)

CEO & Owner: Overall oversight & management of day-to-day operations of a company whose core business is business strategy, sustainability & growth, and the development & implementation of turnaround strategies.

### 2.2 Wholesale & Retail SETA ("W&RSETA"). Strategy & Organisational Performance Advisor, Centurion Head Office (October 2016 to October 2017)

Full delegated authority of CEO & reporting to the Administrator (Accounting Authority). Responsible for initiation, development & ultimate roll-out of the overall W&RSETA's turnaround strategy. Oversight & management of day-to-day operations & execution of SETA mandate in 10 national regional offices.

### 2.3 Afric Oil (Pty) Ltd & Executive Director, Afric Oil Botswana, Sandton Head Office (June 2012 to October 2016)

Responsibilities included initiating, developing and managing refined petroleum products' trading activities into the over-border territories of Botswana, Namibia, Zimbabwe & Mozambique. Incorporated the commercial sales & distribution business of Afric Oil Botswana. Develop and manage import procurement strategy of refined

petroleum products. Responsible for sales and marketing of petroleum products into Botswana.

**2.4 Pretoria Portland Cement, Group Logistics Manager, Sandton Head Office [August 2009 to April 2011].**

I was responsible for the overall management & oversight of road, sea & rail transport for all group raw materials and cementitious products. Negotiated, finalised & implemented group transport intermodal contracts. Prepared and presented periodical reports to various intra-company committees. Developed sustainable inbound and outbound logistics strategies that ensure optimal efficiencies, competencies and performance. Represented PPC at various external supply chain-related forums.

**2.5 Afric Energy Resources (AER), Executive Manager, Johannesburg [December 2001 to July 2002]**

I was responsible for initiating, developing, and managing trading activities of crude oil, condensates, and refined petroleum products for AER, a Worldwide African Investment Holdings subsidiary. Negotiated and finalised trade finance facilities and instruments. Developed and managed national and international partnerships in energy risk management (operational and price risk).

**2.6 Worldwide African Logistics and Trading, Executive Director, Johannesburg [May 2000 to May 2005; Executive Director: May 2000 to September 2002]**

Responsibilities included creating and managing all the company's new business development initiatives. I developed and operated the trading arm of the business. I developed business proposals and negotiated deals in logistics management and commodities trading. Director of several boards of WALT's underlying investments and operations.

**2.7 Thebe Investment Corporation, Johannesburg [March to December 1999]**

I was responsible for strategic input to executive management of companies where Thebe SciTech had underlying investments. I developed business plans and negotiated investment deals. I sought strategic business opportunities in the privatisation process of State assets and the unbundling initiatives in large companies. I periodically participated on boards of companies where Thebe SciTech had stakes. I built and cultivated relations within all the tiers of government, the NGO sector, and companies in various sectors of the economy;

**2.8 Premier's Office, Northern Cape Provincial Government, Special Advisor (Economic), Kimberley [June 1996 to March 1999, ad-hoc basis until December '00].**

Responsibilities: Provided promotional, advisory, organisational, publicity and consulting services to the Premier and the Cabinet of the Northern Cape; in particular, provided advisory services on all aspects of the public service, economic development and the political arm of government. My role includes building international and local contacts in business, economic development, education, mining, tourism, health, housing and agriculture. I was chiefly responsible for formulating policy to ensure the successful implementation of the above aspects.

**2.9 Consultant, UniWorld Group, Washington D. C. [July 1994 – June 1996]**

Responsibilities: Consulted for United States Federal government agencies and corporations on South African political, economic and social developments; Consulted for United States corporations wishing to enter South Africa and those already in the country on various aspects of their operations; Provided business and

trade connections including professional contacts, personalised business meetings and other related opportunities. Conducted market research studies associated with the manufacture of commodities and sales of products and services.

**2.10 African National Congress, Mission to the USA, Assistant to the Chief Representative of the Washington, D. C. [February 1990 – June 1994].**

Responsibilities: Briefed school groups, political rallies, grassroots anti-apartheid solidarity groups, labour unions, US Department of the State and US Congressmen and their staff on the political situation and developments in South Africa. I gave interviews to radio, television and print journalists. Scheduled and coordinated travel arrangements for senior ANC leaders visiting the United States and prominent American leaders visiting South Africa. Analysed and monitored the impact of ANC policies on US political, civil rights, religious, cultural and business organisations. Analysed and monitored US policy and business attitudes towards South Africa.

**3. SUMMARY OF QUALIFICATIONS**

- ✓ Extensive knowledge and understanding of business rescue legislation, regulations, and procedures;
- ✓ Proficient in conducting thorough financial analysis and developing effective restructuring plans;
- ✓ Strong ability to identify and address operational inefficiencies and implement strategic solutions;
- ✓ Excellent communication and negotiation skills, with the ability to build positive relationships with stakeholders;
- ✓ Proven experience in managing complex projects and leading teams to achieve desired outcomes;
- ✓ Exceptional problem-solving and decision-making abilities, with a focus on achieving sustainable business recovery.

**4. TESTIMONIAL OF ENGAGEMENTS**

The entities listed below are a sample of my professional interventions in their turnaround strategies, restructuring and business rescue statuses. Combining my legal training with a deep knowledge of the client's businesses has been important to advance clients' strategic interests. The cornerstone of this sense of duty has been to pay attention to the quality of services, the success of clients' interests and the relationships forged through those successes.

- 4.1 Esorfranki Limited, Johannesburg (April 2011):** Retained by this construction and civil engineering company in an alleged price fixing and collusive bidding set of charges. It was distressed, and my financial negotiations with the Competition Commission on their behalf yielded a win-win solution in a situation where the "fast track solution" was optimal. Mandate was achieved as per brief. However, a subsequent Competition Tribunal action involving other construction industry giants produced a divergence. The objective was to assure the positive cash-flow situation of Esorfranki and that continued operations would secure jobs and that ongoing construction projects would proceed seamlessly.

**Contact: Mr Bernie Krone 083 259 5984 (former CEO)**

- 4.2 Foskor Limited, Phalaborwa (February 2001):** Assigned by this Schedule 2 State Owned Company ("SOC") in 2001 (current annual turnover R6 billion) to interrogate, analyse and identify sources of the then R15m annual demurrage costs. Successfully oversaw a robust implementation plan resulting in the elimination of restrictions on their logistics bottlenecks to avert regular "bailouts" by shareholders.

**Contact: Mr Yekani Tenza 082 921-9749 (former Chief Financial Officer)**

- 4.3 Bolloré Africa Logistics, Johannesburg (September 2011):** Assigned to assess and monitor market intelligence within the aviation logistics management industry. The focus was primarily on defence aviation logistics, SAA Technical and Inflight Services. The business was in distress, and its breakeven point was exceeded. A turnaround strategy was developed within the company's broader international roadmap. It was predominant in Francophone Africa.

**Contact: Mr Arend Du Preez 083 395 6092 (former Managing Director)**

- 4.4 LBMC Consulting (Pty) Ltd Johannesburg (July 2015):** Engaged by principals of the joint venture business within the construction sector in which project management processes and procedures were poorly managed. The risk level regarding delivery on business mandates was low, the review and evaluation of the future of the business was likely to imperil the implementation of the turnaround strategy plan. The principals agreed to separate their interests for interest of the future of the business and averted protracted litigation which could have resulted in job losses, financial disability and reputational disarray.

**Contact: Mr Bonang Moletsane 076 038 6095 (Owner & director)**

- 4.5 Ntsumi Communications (Pty) Ltd Johannesburg (July 2020):** I was appointed to assist the entity to collaborate with stakeholders, including creditors, shareholders, and management, to negotiate and secure agreements for debt restructuring and financial support. Business rescue was the ultimate solution & this intervention helped to restore the business' future operations and to save jobs.

**Contact: Mr Solly Mlondobozi 079 898 9165 (CEO)**

- 4.6 NAPS Management (Pty) Ltd, Johannesburg (November 2017):** Managed the restructuring of a shareholder loan and had it converted into equity at **Quintosys (Pty) Ltd**, a short-term insurance brokerage company licensed by the Financial Services Board. Oversaw the introduction of Quintosys' products and services to several blue chip entities, including PRASA, Trans Caledon Tunnel Authority "(TCTA)", Metropolitan City of Tshwane, Metropolitan City of EThekweni, Metropolitan City of Joburg, Metropolitan City of Ekurhuleni, Airports Company of South Africa "(ACSA)", Eskom SOC, Transnet Limited SOC, South African Airways SOC "(SAA)", Rand Water, Maxi Bus Company. I engineered the restructuring process, resulting in 39% of shareholders exiting without resorting to liquidation or the sale of assets to realise redemption of investment.

**Contact: Mr Josta Nkosi 083 278 0879 (CEO)**

- 4.7 Khabokedi Waste Management (Pty) Ltd (November 2018):** developed a turnaround strategy for this distressed business. Debtors, who included Matjhabeng Local Municipality (Welkom), Maluti-A-Phofung Local Municipality (QwaQwa), Emalahleni Local Municipality (Witbank), Dihlabeng Local

Municipality (Clarens/Bethlehem) and King Sabata Dalindyebo Municipality (Mthatha/Qunu), were engaged with the objective of ensuring they fulfilled their financial obligations to Khabokedi to avert financial ruin for the entity. I provided guidance and support to the Khabokedi management team in implementing operational improvements and cost-saving measures.

**Contact: Mr Siphon Makhasana 079 509 8929 (CEO)**

- 4.8 Ondero Investments (Pty) Ltd, Windhoek, Namibia (October 2018):** Developed and implemented tailored business rescue plans, considering the unique needs and circumstances of Rolling Stock Repairs Namibia. I introduced a South African strategic equity partner for the acquisition of Rolling Stock Repairs Namibia, a major service provider to SOE TransNamib (Pty) Ltd in delivering reliable, quality and efficient service to the Namibian market. Oversaw the additional equity in the business and ultimate restructuring of the entity, resulting in RRL Grindrod Locomotives through their vehicle, Grindrod Namibia.
- Contact: Mr Ntobeko Nyawo 082 561 3330 (Director)**

- 4.9 Wholesale & Retail SETA, Centurion (October 2016):** Minister of Higher Education Blade Nzimande dissolved the board on 3 October 2016 and placed the entity under administration. I was subsequently appointed as Advisor to the Administrator responsible for strategy & organisational performance. This national entity was established in terms of the Skills Development Act with the mandate to promote skills development for the wholesale & retail sectors.
- Contact: Mr Pascal Mokupo 081 458 6401 (Administrator).**

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