

## Resume



**Name:** Shweshwe Michelle Ndlovu  
**Contact numbers:** +27 79 581 0736  
**Alternative Contact:** +27 72 249 6971 (leave a message with Sydney Ndlovu)  
**E-mail Address:** shweshwe.ndlovu21@gmail.com

As the Chief Operations Officer in the turnaround and restructuring practice of Chrisyd Advisory Services, I have a proven track record of delivering successful improvements for business operations, team development and profitability in various challenging and competitive industries.

Over the past 6 years, I have worked with clients from the heavy manufacturing, agricultural, energy, telecommunications, laundry-care sectors providing them with tailored solutions and best practices to enhance their performance and sustainability. I am highly skilled in conducting comprehensive business and market analysis, developing and implementing strategic plans, and leading operational, procurement and human resource teams to deliver business growth and profitability. I have also demonstrated my ability to work and manage complex projects with multiple stakeholders and deadlines.

I am currently part of a dynamic and experienced team that works with businesses that are in financial distress and have been involved in business rescue, turnaround, and restructuring activities at various stages of the process. I have contributed to the formulation and execution of business operational strategies, covering aspects such as human resources, finance, legislative compliance, health and safety and loss control. I have also supervised the purchasing, estimating, and plant operations functions, ensuring optimal efficiency and quality standards.

I have been part of projects in the following companies as a turnaround specialist and business rescue consultant:

## Business Turnaround and Restructuring

Client	Reason for distress	Active role	Period	Nature of intervention	Outcome
Cast Products South Africa (Pty) Ltd Reg no: 2017/057592/07	Financial distress	Turnaround specialist	24 Jan 2022 – current	Actively involved in Turnaround/ Operations	Turnaround still in progress
KT Wash (Pty) Ltd Reg no: 2006/013814/07	Financial distress	Turnaround Advisory	26 July 2023- Current	Provided business rescue advisory services	Financial restructuring still in progress
EML Energy (Pty) Ltd. Reg no: 2011/011941/07	Financial distress	Turnaround specialist	01 March 2020-May 2021	Actively involved in Turnaround/ Operations	Business sold to strategic partner

## Business Rescue Experience

Client	Reason for distress	Active role	Period	Nature of intervention	Outcome
Dynamic Fibre Moulding (Pty) Ltd Reg no: 2011/115294/07	Financial distress	Turnaround specialist	5 August 2023 – current	Actively involved in Turnaround/ Operations	Business rescue still in progress
Bukabopa Holdings (Pty) Ltd Reg no: 2013/032915/07	Financial distress	Business operations/ turnaround	5 July 2023 - current	Actively involved in Business Rescue/ Operations	Business assets sold to a new investor
Sustainable Fibre Solutions (Pty) Ltd Reg no: 2004/006741/07	Financial distress	Business operations/ turnaround	29 Nov 2019 – 31 May 2022	Actively involved in Turnaround/ Operations	Winding down: The company was sold to a new investor
Quorus Biotech (Pty) Ltd Reg no: 2011/003615/07	Financial distress and	Business operations/ turnaround	4 May 2021- May 2022	Actively involved in	Business Rescue: Winding

	company closed			Turnaround/ Operations	down in progress
SA Ladder (Pty) Ltd Reg no: 1980/008370/07	Financial losses due to mismanagement	Business operations/ turnaround	1 Mar 2019 – 31 Jan 2021	Business Rescue/ Operations	Business sold to a new investor as a going concern

### My Responsibilities

I work very close with the Business Rescue Practitioner in the formulation and execution of operational and procurement strategies in a variety of matters. My responsibilities included but were not limited to:

#### 1. Cast Products South Africa (Pty) Ltd Reg no: 2017/057592/07

- Assisted Business Rescue Practitioner with managing the day-to-day operations by spearheading implementation of short-term and long-term strategies to achieve turnaround plan and profitability goals.
- Assisted with the implementation of policies and standard operating procedures relating to customer services and logistics.
- Delivered positive customer experiences by assisting with the implementation of effective quality assurance practices.
- Collaborated with staff to maximize customer satisfaction, streamline procedures, in an effort to improve bottom-line profitability.
- Managed and supported the turnaround operations team in the development of comprehensive operational and contingency plans
- Sourcing plans for low-value projects/turnarounds as well as executed on transactional tasks as deemed necessary.
- Kept the employees, creditors and customers up to date on the business rescue proceedings by drafting reports and conducting presentations.

**Outcome: Turnaround process still in progress.**

#### 2. Bukabopa Holdings (Pty) Ltd Reg no: 2013/032915/07

- Assisted Business Rescue Practitioner with conducting analyses of the business, and potential for revival.
- Reviewed the company's financial records to assess the extent of financial distress.
- Together with the Business Rescue Practitioner, met with key customers to assess if business still has a sustainable market beyond business rescue
- Worked on building relationships with the company's financiers to assess their commitment to supporting the business once the business plan is formulated.
- Together with the Business Rescue Practitioner, met with finance houses to assess their appetite to provide post-commencement finance.
- Meeting with financially exposed key suppliers to assess their likelihood to offer ongoing support to the business during and after the business rescue process.

- Conducted meetings with the employees to gain insights into the historical operational management of the company.
- Kept the employees, creditors and customers up to date on the business rescue proceedings by drafting reports and conducting presentations.
- Assisted Business Rescue Practitioner with ensuring employees are protected against unpaid remuneration, and ensuring legislative compliance to employment contracts when retrenchments were contemplated.
- Together with the business rescue practitioner, drafted a business rescue plan
- Coordinated the duties of the auctioneers to ensure smooth project communication as well as running any project meetings to ensure auctioneers meet project timelines.
- Held regular meetings with the legal team to ensure compliance with all legislative requirements throughout the business rescue process

**Outcome: Business rescue process still in progress.**

### **3. Dynamic Fibre Moulding (Pty) Ltd Reg no: 2011/115294/07**

- Together with the Business Rescue Practitioner, negotiated and communicated with staff members (and trade unions) on their employment contracts on behalf of the business rescue practitioner.
- Assisted with the management of the company's operations during the business rescue process.
- Met with key suppliers who were financially affected by the company's distress to try and ascertain their desire to continue their ongoing support of the company.
- Conducted business analysis and evaluated the feasibility of revival plans with the business rescue practitioner.
- Reviewed the company's financial records and determined the level of financial distress.
- Worked with the Business Rescue Practitioner to determine financiers appetite to provide post-commencement finance to support the company during the business rescue process.
- Ensured compliance with all legislative requirements throughout the business rescue process in collaboration with the legal team.
- Conducted regular update meetings with the legal team, creditors, employees and customers to keep them informed and engaged during the business rescue process.
- Assisted with maintaining customer relationships and explored more favourable payment terms with both customers and suppliers to reduce the working capital needs of the business.
- Together with the business rescue practitioner, drafted a business rescue plan

**Outcome: Business rescue process still in progress.**

### **4. KT Wash (Pty) Ltd Reg no: 2006/013814/07**

- Meet with the company's auditors to try and get an understanding from their perspective as to what might have caused the financial distress and how they believe it should be addressed.
- Reviewed reports to management on audit findings to see if there are any matters that would highlight the reasons for the distress and matters raised that have not been addressed.
- Conducted meetings with directors' and shareholders' meetings, to map out any problems that were being experienced and steps that were being taken to address these problems.
- Conducted meetings with financiers to assess their ability to supply credit to support the businesses turnaround operations
- Assisted in creating realistic financial models to help the businesses test different scenarios and determine the impact of various variables on their bottom line.
- Provided recommendations to shareholders and directors as to the best course of action if the business is to trade out of financial distress and avoid business rescue.

**Outcome: Turnaround process still in progress.**

#### **5. EML Energy (Pty) Ltd. Reg no: 2011/011941/07**

- Assisted Business Rescue Practitioner with conducting analyses of the business, and potential for revival.
- Reviewed the company's financial records to assess the extent of financial distress.
- Together with the Business Rescue Practitioner, met with key customers to assess if business still has a sustainable market beyond business rescue
- Supported the Business Rescue Practitioner in negotiating new contracts with suppliers
- Collaborated in the development of automated fuel system operations and procedures
- Coordinated and led health and safety and current hazard analysis
- Conducted regular inspections of facilities to ensure compliance with health, safety, and environmental standards
- Arranged and executed investigations involving plant quality issues
- Conducted site inspections for planning purposes and/or necessary curative action
- Supported the Business Rescue Practitioner during executive decision-making processes by generating daily reports to recommend corrective actions and improvements.

**Outcome: The company was sold to a new investor as a going concern.**

#### **6. Sustainable Fibre Solutions (Pty) Ltd Reg no: 2004/006741/07**

- Initiated the development of capital budgets for ongoing projects for network equipment and fibre
- Directed supplier operations to verify quality, delivery schedule and conformance to contract specifications
- Executed on formal procurement strategies as well as planning and scheduling the procurement of services and materials associated with assigned turnarounds (normally

does not include sourcing). The role can include responsibilities associated with tendering, negotiating with materials suppliers and service contractors, and creating purchase orders

- Managed the working of technical personnel and ensured accurate definition of job scope requirements
- Developed comprehensive contract criteria and supported the Business Rescue Practitioner in negotiating new contracts with suppliers
- Led supplier selection processes, and aided in the preparation of contracts with suppliers

**Outcome: Company was non-operational, sold to a new investor.**

#### **7. Quorus Biotech (Pty) Ltd Reg no: 2011/003615/07**

- Worked with the operations team to supervise relationship with suppliers
- Supported the Business Rescue Practitioner in negotiating with and responding to queries from suppliers
- Engaged with senior level management in formulating operational turnaround strategies
- Directed contact with management team throughout the project regarding operational enhancements

**Outcome: Business Rescue process still in progress.**

#### **8. SA Ladder (Pty) Ltd Reg no: 1980/008370/07**

- Provided guidance and support to operational management team by identifying opportunities to streamline processes and increase production output
- Created technical documentation and system specifications for new equipment systems.
- Conducted plant inspections to investigate engineering problems and provide recommended solutions.
- Established and utilize a site/field support network to aid in the timely acquisition of required turnaround materials and services
- Attending meetings with planners, schedulers, engineering, materials supplier coordinators
- Serving as the direct procurement contact for urgent procurement matters, and concerns.
- Providing status updates, information and data to the Business Rescue Practitioner and the Turnaround Team members.
- Maintained well documented inspection files to accurately present a clear audit trail regarding engineering, procurement, fabrication, inspection, and delivery activities
- Together with the business rescue practitioner, drafted a business rescue plan

**Outcome: The company was sold to a new investor as a going concern.**

#### **Technical Skills**

- Strong understanding of business and management principles.

- Advanced knowledge of production machinery, processes, and standards
- Short term cost reduction and cash management
- Developing viable, cost-effective, and strategic sourcing and procurement strategies
- Understanding of processes involved in product design and development
- Knowledge of production machinery, processes, and standards
- Formulation and implementation of Business Rescue Plans
- Competency in financial modelling, Budgeting and forecasting
- Competency in Companies Act, Chapter 6

### **High School Education**

Highest Grade Passed: Grade 12 with 5 distinctions (2010)

High School Attended: Potchefstroom High School for Girls

### **Tertiary Education**

University Attended University of Pretoria (Gordon Institute of Business Science)

Qualification Master of Business Administration  
(Graduated 14 September 2021)

University Attended University of the Witwatersrand

Qualification Bachelor of Science in Chemistry  
(Graduated 27 March 2015)

University Attended University of the Witwatersrand

Qualification Bachelor of Science in Chemical Engineering  
(Graduated 13 December 2016)

### **Additional Education**

Institution Attended National Occupational Safety Association

Year Completed 2018

Qualification Diploma (Safety Management Training Course)

### **Work Experience**

### **1. Chrisyd Advisory Services Pty Ltd (May 2019- Current)**

Executive member

- Direct managerial, operational, and administrative procedures,
- Co-ordinate reporting structures and operation controls to the company.
- Communicate and foster growth among the executive team and all employees.
- Establish policies that promote company culture and vision,
- Oversee operations of the company and the work of executives
- Set comprehensive goals for performance and growth
- Write and submit reports to the CEO in all matters of importance

### **2. Chrisyd Construction and Projects CC (September 2017- Current)**

Chief Operations Officer

- Direct all organizational operations, policies, and objectives to maximize productivity and returns.
- Analyse complex scenarios and use creative problem-solving to turn challenges into profitable opportunities.
- Interview, appoint, train employees, and assign responsibilities.
- Monitor cost-effectiveness of operations and personnel
- Coordinate and approve budgets for projects, marketing, overhead, and growth.
- Planning and defining scope of work for projects, activity planning and sequencing, resource planning, developing schedules and estimating project times.
- Source new clients and business opportunities.

### **3. Rand Water (June 2017 – September 2017)**

Process Quality Engineer

- Testing samples of process water for compliance to specifications and standards while adhering to the ISO 9001 Quality Management System.
- Laboratory based analysis for the ploy dosage requirements for water treatment processes on the plant.
- Writing reports to the Process Controller and Plant Operator.
- Supervising plant operators to ensure process efficiency during sample collection and preparation and to confirm that the quality of the production adheres to international quality standards and specifications.
- Overseeing and advising plant operators on ways of improving the process quality.

### **4. Xuma Infrastructure Group (Pty) Ltd (February 2017 – June 2017)**

Project Engineer

- Optimisation and improvement of the company's existing coal and chromium mining processes
- Coordination of the production of coal and chromium
- Preparing reports to plant manager, flow diagrams and charts.
- Support management staff in analyzing lab data and improve processes and project plans and drafting projections.
- Working closely with the Project Management team provide in coordinating project plans and schedules.



## **5. Rand Refinery (Pty) Ltd (December 2014 – January 2016)**

Process Engineer

- Contributing to administration of process assaying techniques used in analysing for gold bullion and other product streams during gold refining
- Writing reports and doing presentation to executive management
- Development of precious metals recovery process control improvement strategies
- Improvement of sampling and analysis techniques at the Smelter Department
- Writing reports and conducting presentation to executive management team

 <p><b>CHRISYD</b> ADVISORY SERVICES</p>	<b>REGISTRATION NUMBER</b>	2018/361798/07
	<b>ADDRESS</b>	3 <sup>RD</sup> FLOOR, BOWMAN BUILDING 3 11 ALICE LANE, SANDTON, 2196.
	<b>CONTACT NUMBER</b>	010 025 0450
	<b>CELLPHONE</b>	+27 61 820 2440
	<b>WEBSITE</b>	<a href="http://www.chrisydadvisory.co.za">www.chrisydadvisory.co.za</a>

27 February 2023

**Letter of Reference for Ms. Shweshwe Ndlovu**

Dear Sir/ Mam

I am writing to recommend Ms. Shweshwe Ndlovu. She has been an employee with Chrisyd Advisory Services since 2019. She has been involved in the business rescue projects as the Chief Operations Officer under the leadership of the Chief Executive Officer of Chrisyd Advisory Services and Business Rescue Practitioner Ms. Refilwe Ndlovu. Ms. Shweshwe Ndlovu has been part of the team working with businesses in financial distress and has been involved in the following projects:

1. SA Ladder (Pty) Ltd (March 2019 - January 2021)
2. Quorus Biotech (Pty) Ltd (May 2021 - Current)
3. Sustainable Fibre Solutions (Pty) Ltd (September 2021 - May 2022)
4. Cast Products (Pty) Ltd (January 2022 - Current)
5. Bukabopa Holdings (Pty) Ltd (July – Current)
6. Dynamic Fibre Moulding (Pty) Ltd (August – Current)

Ms. Shweshwe Ndlovu participated and contributed to the above matters in the following capacity:

1. Formulating Business/ Turnaround strategies
2. Providing input in the business rescue plans
3. Administration of Companies Act, Chapter 6 section 147 and 148 meetings
4. Assisting implementation of operational strategies according to Turnaround Plan
5. Supporting Turnaround Operations team in the development of operational plans
6. Documentation of engineering, procurement, fabrication, inspection, and delivery activities
7. Managing the working of technical and operational personnel
8. Aiding Business Rescue Practitioner in negotiating new contracts with suppliers
9. Ensuring compliance with health, safety, and environmental standards
10. Executing on formal procurement strategies

11. Aiding the preparation of contracts with suppliers and contract management
12. Supporting the timely acquisition of required turnaround materials and services
13. Documenting policies and process (operations, supply chain, human resources)
14. Member of the interim management (BR) team
15. Participating in Post Commencement Funding, and Stakeholder Management activities

I confirm that Ms. Shweshwe Ndlovu has contributed meaningfully to the business rescue or turnaround outcome of the projects she has been involved in and I recommend her for a junior business rescue practitioner role.

Yours Sincerely

A handwritten signature in black ink, appearing to read 'Refilwe Ndlovu', is written over a horizontal line.

**Refilwe Ndlovu**