

Zunaid Bulbulia (CA)SA

LEADERSHIP PROFILE

Financial Directorship • Operations Leadership • Strategic Leadership (CEO Level) •
Corporate Finance/Mergers and Acquisitions • Business Optimisation

SUMMARY

- I am collaborative and trustworthy
- I have lots of stamina – I am typically able to endure the long slog associated with routine and repetition to get the job done.
- I enjoy variety, which makes me naturally curious to have lots of diverse challenges on my plate.
- I lead a very balanced life (work, sport, family, spiritual) – this creates a very natural and healthy mental state that allows to me absorb and embrace in a more effective manner.
- I have a collaborative leadership style – I typically try to find win-win solutions to resolve deadlock in order to keep momentum in a forward direction.
- I'm a quick thinker.
- I have a sense of humour. I often use humour to bring a sense of perspective to events and make people feel more relaxed.
- I am a Chartered Accountant: CA (SA)
- I am a Team player
- My attitude towards work is attentive and positive
- I am quick at learning new concepts
- I have a strong process bias
- I communicate effectively
- I continuously strive for healthy work, life balance (very active sporting interests)
- I adapt very easily to new systems
- I am diligent, assertive, hardworking and determined
- I am well respected for interpersonal relations, integrity, team participation and for having a pleasant personality
- I am a leader with an engaging style

PROFESSIONAL EXPERIENCE

Morvest Group

Mergers & Acquisitions Consultant

January 2019 – Present

Whiz Biz (Pty) Ltd – Advisory Business

Non-executive Chairman and Founder

October 2020 - Present

Greenstone Energy

Non-Executive Director & Audit Committee Chairman November 2019 – January 2021

Firstrand Islamic Bank

Advisory Board Member of the Gauteng Division March 2018 – March 2023

WITS Business School

Adjunct Professor – MBA/PDBA/PDM November 2016 – Present

Kirusa (USA)

Advisory Board Member October 2016 – January 2022

Huge Group Limited

Chief Financial Officer March 2017 – January 2019

Huge Group Limited

Non-Executive/Executive Director January 2016 – January 2019

MTN Group

Group Chief Operations Executive	August 2014 – December 2015
Chief Executive Officer (MTN SA)	May 2013 - August 2014
Chief Financial Officer (MTN SA)	November 2005 - May 2013
Financial Director (MTN SP)	December 2001 - November 2005
General Manager: Service Operations	November 1999 to November 2001
General Manager: Subscriber Operations	June 1996 - October 1999
Account Management: Service Provider	July 1995 - June 1996
Financial Manager - Analysis	January 1995 - July 1995

Arthur Andersen and Company

Articled clerk and audit senior January 1992 – December 1994

Duties and Responsibilities from Previous Roles

- Currently assisting the previously listed Morvest Group with their mergers and acquisitions strategy across various industry verticals and various geographies (Africa, Europe, USA, Canada, Middle East, Australia).
- Driving the financial and strategic imperatives of the Huge Group. Listed on the main board of the Johannesburg Stock Exchange in March 2016. The company grew its market capitalisation three-fold during my tenure on the back of an aggressive organic and acquisition growth trajectory.
- As Group Chief Operations Executive, I was responsible for the Operational, Financial, Technical and Commercial performance of 19 operating companies within the MTN Group – full Profit and Loss (and all other key market and operational metrics) accountability. Combined Revenues of more than R52 billion, EBITDA of

R20 billion, Capital Expenditure of over R9 billion and staff of almost 40,000. Companies span the length and breadth of Africa and the Middle East. The CEO's of the 19 countries reported to me ("CEO of the CEO's"). Board representation on key operations & a member of the MTN Group EXCO.

- CEO of one of the largest companies in South Africa – MTN SA had a turnover of more than R40 billion and staff of more than 7000 people.
- CFO of MTN SA for more than 7 years
- Experience of leading the acquisition and subsequent operational integration of competitor organisations on at least 6 occasions.
- Vast experience in leading the operational functions in Logistics (inventory value of over \$500million), Customer Service Operations (Including retail point of sale, large call centres, credit operations and administration), Billing (wholesale and retail), Project Management and Process Optimisation
- Experience of leading large-scale projects to replace Billing and ERP systems without disrupting normal operations (on two occasions)
- Chairman of various Boards, Sub-committees and the MTN Retirement Fund for many years.

**Arthur Andersen and Company
Article Clerk & then Audit Senior**

January 1992 - December 1994

Duties + Responsibilities

- Responsible for the planning and implementation of statutory audits
- Responsible for the audit of critical audit objectives in accordance with ISA standards and IFRS
- Responsible for coaching and on the job training of junior engagement team members
- Reporting to management on material weaknesses of internal control as well as other issues identified during the course of the audit

EDUCATION & PROFESSIONAL DEVELOPMENT

Further Education

South African Institute of Chartered Accountants Final April 1993
Qualifying Examination (FQE) - First Attempt
Chartered Accountant

Tertiary Education

University of South Africa December 1992
Honours BCompt (CTA)

University of Witwatersrand (WITS) December 1990
Bachelor of Commerce – Accounting

Secondary Education

Subjects

- | | | | |
|---------------|---|--------------------|---|
| • Mathematics | A | • Biology | A |
| • English | B | • Accountancy | A |
| • Afrikaans | A | • Physical Science | B |

LEADERSHIP POSITIONS - Past and Current

Board membership of the following companies

- | | |
|----------------------------------|--|
| • MTN (Pty) Ltd | • Former Training Officer for MTN TOPP Programme (SAICA) |
| • MTN SP (Pty) Ltd | • MTN Sudan |
| • MTN Business (Pty) Ltd | • MTN Ivory Coast |
| • Oltio (Pty) Ltd | • MTN Dubai |
| • MTN PROPCO (Pty) Ltd | • MTN Foundation |
| • MTN Zambia | • Cell Place (Pty) Ltd |
| • Mascom Wireless (MTN Botswana) | • MTN Network Solutions (Pty) Ltd |
| • MTN Uganda | • Sea Star Motors (Pty) Ltd |
| • MTN Ghana | • I-Talk Cellular (Pty) Ltd |
| • MTN Syria | • An Nakheel Global Investments (RF) Ltd |
| • MTN Cameroon | • DECI Investments (Pty) Ltd |
| • Various (7+) Huge subsidiaries | • Huge Group Limited |

COMPUTER SKILLS

Microsoft Office, Word, Excel and Power Point

REFERENCES:

- 1. Phutuma Nhleko – former Group President and CEO of MTN Group – currently Chairman of the Board**
- 2. Brian Gouldie – former CEO of MTN Uganda**
- 3. Karel Pienaar – former CEO of MTN South Africa**
- 4. Buckley McGrath – former CFO of MTN South Africa**

Due to the sensitivity of my position, please advise if any of the references will be contacted so that I may contextualise the request for them. I will then gladly provide the contact details.

APPENDIX TO THE CURRICULUM VITAE

DETAILED ANALYSIS OF RESPONSIBILITIES AND ACHIEVEMENTS RELATED TO VARIOUS POSITIONS HELD

AUDIT CLERK AND AUDIT SENIOR: ARTHUR ANDERSEN

a. RESPONSIBILITIES

- i) Planning of audits
- ii) Performing the interim & final stages of an audit.
- iii) Making recommendations to overcome weaknesses identified in internal controls.
- iv) Performing system write-ups of statutory companies.
- v) Preparing time & fee budgets.
- vi) Preparing annual financial statements.
- vii) Supervising junior audit personnel.
- viii) Special non-attest assignments, including secondment to existing clients.

b. ACHIEVEMENTS, MAJOR CLIENTS AND FORMAL TRAINING

- i) Achieved deep exposure and experience in the Cosmetics, Cellular Telephony, Steel and manufacturing industries
- ii) Major clients included:
 - a. Rema Tiptop (Pty) Ltd
 - b. Maister Directories (Pty) Ltd (also known as Yellow Pages)
 - c. Avroy Shlain Cosmetics (Pty) Ltd
 - d. Mobile Telephone Networks (Pty) Ltd
 - e. Van Reenen Steel (Pty) Ltd
 - f. Tastic Rice Corporation Limited
 - g. Rowa Television (Pty) Ltd
 - h. PG Autoglass
 - i. Various pension & provident funds
- iii) Training exposure received:
 - a. FASTS (Firmwide Audit Training School) - 2 weeks simulated audit & advisory school, held in Veldhoven, Holland.
 - b. Senior Development School - 1-week course designed to enable staff to assume in-charge responsibilities on accounting & auditing engagements (Nylstroom, June 1993).
 - c. Computer Training - Microsoft Excel, Word & Windows & various in-house software packages.
 - d. Exchange Controls - basic regulations
 - e. Introduction to the JSE - major rules & regulations of the exchange, including reporting requirements.
 - f. Pension & provident funds - auditing of these entities.
 - g. Taxation - preparation of tax computations for companies.
 - h. Statutory records - audit of general statutory requirements for SA companies.
 - i. Inventory observations.
 - j. Audit reports - types of audit reports issued for various types of engagements.

- k. Sampling - understanding the concepts of statistical & judgmental sampling

FINANCIAL MANAGER: ANALYSIS – MTN SOUTH AFRICA

RESPONSIBILITIES

- i) Primarily responsible for the financial analysis of new products & services.
- ii) Participation in initial JAD (Joint Application Design) sessions where the idea of the product or service is debated & alternatives explored.
- iii) Preparation of the financial & business feasibility section of the feasibility analysis document. The deliverable here was to recommend whether the product or service was viable or not from a profitability & business risk point of view. Use of management accounting techniques & tools were extensive here.
- iv) Participation in negotiations with third party vendors who deliver the product or service to market. The deliverable was to secure the best deal for MTN within the constraint of profitability parameters identified within the feasibility document.

KEY ACHIEVEMENTS

- i) Participated in the analysis and launch of several new products and services into the market, including Directory Enquiries (highly profitable).
- ii) Ensured that financial disciplines and commercial principles were embedded into the standard process for the analysis and launch of all new products – this continues to be the case in the current operating model.
- iii) Defined a standard process of evaluating and launching products in a cross-functional operating environment

ACCOUNT MANAGEMENT: SERVICE PROVIDER – MTN SOUTH AFRICA

RESPONSIBILITIES

- i) MTN had 12 service providers who acted as MTN's agents by connecting customers to the network. These service providers thus
- ii) Represented the entire debtors' function of MTN & management of the function represents management of the company's entire revenue stream. Primarily, the responsibilities entailed the monthly billing of the service providers for subscription, airtime & services... Due cognisance needed to be taken of special promotions that were negotiated outside the normal commercial relationship between MTN & the service provider. The invoicing was performed by 6 people, whose skill profile ranged from Bachelor of Commerce graduates to fully qualified chartered accountants and they all reported to me.
- iii) Formulating new incentive agreements (concluded annually) & then negotiating with the service providers to have them signed. In
- iv) Essence, these incentive agreements were the bedrock on which the monthly invoices were based.
- v) Analysing the key financial variables generated by each service provider on a monthly basis. These performance criteria were used to
- vi) Monitor the risk profile of each service provider & proactively identify areas of opportunity for additional business.
- vii) Monthly collection of outstanding debt. This would often involve negotiating with senior management of the different service providers.

- viii) In some cases, legal tools like additional securities & cessions would form part of these negotiations. All negotiations were conducted within the ambit of the relationship defined by the service provider agreements.
- ix) In November 1995, consistent with movements in the cellular industry, MTN decided to actively participate in the procuring of handsets.
- x) These handsets would then be sold to the various service providers. Due to their immense buying power, MTN was able to secure large volume discounts that were beyond the reach of the average service provider. My involvement (with my existing service provider staff & a dedicated stock controller) in this new area of MTN's business was as follows:
- Monitoring of optimum stock levels & ordering of stock from various overseas vendors. This would require negotiating volume discounts, delivery dates & payment terms.
 - Responsibility for physical custody of the stock. Stock was initially warehoused at the local agents of the overseas vendors but due to the logistical problems this presented, the stock was moved to a central warehouse.
 - Invoicing of service providers for handset purchases & collection of outstanding amounts due in respect of these purchases.
 - Reconciliation of stock quantities to physical stock on hand on a daily basis.

ACHIEVEMENTS

- i) In my time as the manager of this function, we managed the entire revenue stream of MTN. Due to the intensive nature of the engagement with the service providers, there was no bad debt written off during this entire period.
- ii) We automated several manual processes in order to optimise the billing cycle by almost two weeks
- iii) I was also simultaneously responsible for some Consumer Operations functions in the M-Tel business that was purchased – I managed to successfully manage the transition into MTN of the various operational functions in tandem with the Service Provider account management function.
- iv) As the systems that were present in M-TEL at the time were deemed to be inadequate to control the stock requirements for both MTN & M-TEL. I was charged with the responsibility for implementing the Oracle stock system as an operational solution for the control of stock in both entities. This project was completed by July 1996 & handed over to the new logistics manager

GENERAL MANAGER: SUBSCRIBER OPERATIONS – M-TEL (PART OF MTN SOUTH AFRICA)

RESPONSIBILITIES

Responsible for the entire operational functioning of M-TEL's subscriber base, incorporating all functions from customer acquisition to customer maintenance to collections & delinquency. The department consisted of some 500 staff members & management was facilitated by 6 managers & 40 supervisors. The main components of the function incorporated the following areas:

1. **Sales Operations & Credit Management:** This department essentially was responsible for managing the risk profile of the business & consisted of the following functional units :
 - Credit Vetting – responsible for the vetting of all new & existing (for additional lines) customers within the required service levels. This centralised function provided service to the entire M-TEL sales channel (Retail, Dealer & Direct) in accordance with the criteria that balances the business's requirement for acquisition & financial stability. The department handled some 700 applications per day.
 - Consumer Collections – management of the monthly collections function. With the use of a carefully designed collection path & some technological collection tools (predictive dialling, voice messaging & SMS), the department collected approximately R80 million per month.
 - Nursery – a dedicated group of credit controllers made “welcome calls” to customers with the objective of explaining as much as possible about the new technology so as to reduce inbound calls from the customer. The department also managed the collections of these customers for the first 3 months, after which it is released into the normal collection department.
2. **Customer Call Centre:** This department was responsible for all activities associated with maintenance of the customer after acquisition (excluding formal collections). The main functional areas include a 24 hour, 60 representative call centre responsible for all inbound calls, banking, retentions, account queries and an administration department that managed all paper (& associated transactions) sent to the company by customers.
3. **Legal Action:** Management of the formal relationship with external collection agents & lawyers. The department was also responsible for the centralised storage of all customer correspondence.
4. **Billing Operations:** Management of the various billing runs during the month from a financial & operational data integrity perspective. The complete printing & mailing of all bills was also undertaken here. Data integrity between the MTN & M-TEL billing systems was also maintained here.
5. **Regional Operations:** Centralised co-ordination & facilitation of all regional service centres & regional financial functions as far as policy, process & procedure were concerned. The function also facilitated the roll out of service strategies to dealers & retailers.
6. **Risk Management:** Administration of all irregular customer & network activity, including operational revenue assurance & report generation.
7. **Corporate Operations:** Management of the corporate part of the business as a self-contained unit.

ACHIEVEMENTS

- i) Growth in subscriber base of greater than 50% per annum.
- ii) Improvement of collection performance from an average of 70% of target to consistent 100%+ of target.
- iii) Improvement of bad debt as a percentage of risk revenue from 8% to below 3%.
- iv) Improvement of call centre abandonment percentage from an average of 30% to below 5%, with the help of process improvements & the introduction of technological tools like IVR.
- v) Improvement in query resolution times from several weeks to 24 hours.
- vi) Significant process improvements in various functional areas, culminating in significant headcount efficiencies.
- vii) Formalisation, documentation & training of policies, processes & procedures.
- viii) Creation of structures that facilitate management, service & control throughout the operation.
- ix) Reduction of monthly RD %'s from 12% to below 8%.
- x) Management of the M-TEL acquisition of the Transtel & Firstcall businesses. The businesses were purchased as going concerns & integrated into the M-TEL business after a period of segregated project management.
- xi) Detailed specification of the functionality of the new Customer Care & Billing System (CCBS) to be purchased & commissioned into M-TEL & MTN in the first quarter of 1999.
- xii) Increased the debit order penetration to above 85% of the entire base, significantly reducing the risk & manually intensive nature of collections.
- xiii) In addition, I was also appointed as the Acting Billing Manager of the MTN Billing function for a 6 month period during assignment.

The function incorporated monthly service provider billing, system development, management accounting & financial reporting. The department consisted of 25 staff members, ranging from business analysts to chartered accountants to data analysts. A dedicated manager was appointed in May 1997.

GENERAL MANAGER: SERVICE OPERATIONS – MTN SOUTH AFRICA

RESPONSIBILITIES

- i) This function amalgamated the Subscriber Operations environment within M-TEL into the Customer Operations environment within MTN South Africa into one integrated department called Service Operations.
- ii) The function therefore combined all the areas in Subscriber Operations (4 above) into the Call Centre of MTN South Africa and comprised of some 2,000 people in total.
- iii) The combined area was effectively the “one-stop shop” for all MTN service related activities across prepaid, post-paid and corporate segments of the business.

ACHIEVEMENTS

- i) Integrated all the service related activities of two separate companies into one cohesive operation
- ii) This entailed the reworking of all key processes to effectively portray a unified customer experience at the key customer touch points across the country.
- iii) The key processes included:
 - a. Credit vetting

- b. Credit Operations
 - c. Delinquency management
 - d. Call Centre operations
 - e. Billing Operations
- iv) This integration was achieved with minimal disruption to normal service levels and during a period of unprecedented growth in the MTN Subscriber base.
 - v) During this period, I also managed the transition to a new billing system for the post-paid business – this entailed the specifying of the requirements on the new system (substantial improvements from the old system in terms of functionality), as well as the actual migration of the customer data to the new system and the subsequent operation of the new system in a live customer environment.
 - vi) I also personally oversaw the creation of the Business Optimisation Division – this area was responsible for the end-to-end management of all Business Analysis, Project Management and Training across MTN South Africa and consisted of approximately 100 business analysts, project managers and training practitioners
 - vii) During this and the previous assignment, I also managed the acquisition and subsequent integration of approximately 6 service providers into the MTN business. This ranged from 30,000 to 100,000 subscribers per transaction and was done with minimal disruption to service levels during the integration processes.

FINANCIAL DIRECTOR – MTN SERVICE PROVIDER (PART OF MTN SOUTH AFRICA)

RESPONSIBILITIES

- i) Traditional Chief Financial Officer responsibilities associated with an end to end Finance function incorporating:
 - a. Month end preparation of accounts
 - b. Financial operations, incorporating creditor management, salaries, revenue management, treasury
 - c. Year-end financials and audit
 - d. Audit Committee and Board
- ii) The function also encompassed the Business Optimisation function (as described above) as a broader part of the Finance team.
- iii) During my tenure, my responsibilities were increased to encompass the Distribution and Fulfilment divisions – this entailed the management of the inventory warehouse and manufacturing facility and encompassed:
 - a. Purchase, warehousing and distribution of approximately 5 million handsets from Original Equipment Manufacturers – value of approximately R2 billion.
 - b. Creation and distribution of more than R30 billion of physical and logical airtime
 - c. Management of the national handset repair function
 - d. Credit operations of all the above operations to the retailers, dealers and wholesalers of several billion rand.

ACHIEVEMENTS

- i) Management of consecutive years of bottom line growth in line with shareholder expectations. Continuous improvement in the control environment of the various financial functions – as attested by external and internal audit assessments on a cyclical basis.
- iv) Enhancement of distribution service levels to all key distribution touch points, as well as reduction of associated delivery costs.
- v) Enhancement of the Revenue Assurance function
- vi) Successful integration of the Distribution and Logistics operation into the broader Financial operations into one cohesive and functional unit.

CHIEF FINANCIAL OFFICER – MTN SOUTH AFRICA

RESPONSIBILITIES

- i) The separate financial functions in MTN Service Provider and MTN South Africa were amalgamated into one department. This included the Distribution and Fulfilment and Business Optimisation divisions.
- ii) The larger environment encompassed the traditional Chief Financial Officer responsibilities associated with an end to end Finance function incorporating:
 - a. Month end preparation of accounts
 - b. Financial operations, incorporating creditor management, salaries, revenue management, treasury
 - c. Year-end financials and audit
 - d. Audit Committee and Board
- iii) The Distribution and Fulfilment divisions were retained in Finance and this encompassed:
 - a. Purchase, warehousing and distribution of approximately 5 million handsets from Original Equipment Manufacturers.
 - b. Creation and distribution of more than R30 billion of physical and logical airtime
 - c. Management of the national handset repair function
 - d. Credit operations of all the above operations to the retailers, dealers and wholesalers of several billion rand.
- iv) The Business Optimisaton Division, the area responsible for the end-to-end management of all Business Analysis, Project Management and Training across MTN South Africa and consisting of approximately 100 business analysts, project managers and training practitioners, was retained in the Finance division as well.

ACHIEVEMENTS

- i) Management of consecutive years of bottom line growth in line with shareholder expectations. The EBITDA margin went from 29% to 35% over the period.
- ii) Continuous improvement in the control environment of the various financial functions – as attested by external and internal audit assessments on a cyclical basis. Outstanding audit points were managed to current status over the years across the business.
- iii) Enhancement of distribution service levels to all key distribution touch points, as well as reduction of associated delivery costs.
- iv) Enhancement of the Revenue Assurance function.
- v) I was made responsible for the integration of the newly acquired Internet Service Provider into the main MTN Business and the creation of the Enterprise Business Unit, which encompassed the Corporate business unit and the ISP. This project impacted approximately 400 staff and took more than 1 year to amalgamate and rework key processes and was handed over to the newly appointed Executive for Enterprise Business unit when it was completed.
- vi) I literally created a new identity for MTN South Africa Finance over the next 8 years. I set about repositioning the environment as business partners as opposed to just number crunchers. I created a new concept called “Business Finance” and put these senior managers into the various functional areas (Marketing, Sales, Technology, etc.) as “mini-CFOs of the environments – dedicated, professional and focused on the specific business of the specific functional area and they literally became an indispensable part of the way those functional areas executed their operational and strategic mandates. This model has since been replicated pretty much across the entire MTN Group OPCO footprint.
- vii) I created a “Lead, Support, Govern with Insight” operating model for the Finance function in this period. This created far more business context for the members of the Finance function and created more value add for the customers of the Finance environment – effectively, a 360 degree holistic business approach for finance professionals. I want to write a book about this and point b above one day.
- viii) On a personal level, I continued to grow by volunteering to sit on a number of Boards and Committees outside MTN South Africa. At its peak, I sat on about 13 boards and chaired some of them and many sub-committees.

CHIEF EXECUTIVE OFFICER – MTN SOUTH AFRICA

RESPONSIBILITIES

- i) CEO of one of the largest companies in South Africa
- ii) South Africa – MTN SA had a turnover of more than R40 billion and staff of more than 7000 people.
- iii) Full accountability for the operational, technical, financial and commercial performance of the company
- iv) MTN SA has more than 25 million customers, covers more than 90% of the country, more than 20,000 points of distribution and an EBITDA margin of 35%

ACHIEVEMENTS

- i) When I was appointed, the company was rapidly losing market share (approximately 5 basis points of share had been lost in the preceding 6 months). This trend was stopped and market share was stabilised through repositioning of the prepaid value proposition in the market and a very concerted direct to customer (below the line) marketing campaign. As a result of this effort, prepaid revenue started to reflect growth once again as the market share stabilised.
- ii) The headcount of the company was reduced by approximately 1,600 across the various operational units in order to better manage costs in the face of a reducing revenue profile. This was done with very minimal disruption to the operation.
- iii) Substantial improvements were made to the internal control environment in the various functional areas, specifically related to vendor selection and the use of intermediaries.
- iv) Virtually the entire Executive team was replaced (Marketing, Sales, Finance, Enterprise, Network, Corporate Services and Information Systems) in order to rejuvenate the required focus to drive the company forward.
- v) The acquisition of the majority share of the company's largest on-line Internet Service Provider was negotiated and concluded over a 6 month period (Afrihost)
- vi) The acquisition of the company's largest independent service provider for a price of R1,2 billion over a 12 month period (Nashua Mobile)
- vii) A successful process was negotiated with the Regulator to delay and reduce the intended reduction in the interconnect rates for the industry. This was partly concluded through a legal process.

GROUP CHIEF OPERATIONS EXECUTIVE – MTN GROUP

RESPONSIBILITIES

- i) Responsible for the Operational, Financial, Technical and Commercial performance of 19 operating companies within the MTN Group – full Profit and Loss (and all other key market and operational metrics) accountability. Combined Revenues of more than R52 billion, EBITDA of R20 billion, Capital Expenditure of over R9 billion and staff of almost 40,000.
- ii) Companies span the length and breadth of Africa and the Middle East. The CEO's of the 19 countries report to me ("CEO of the CEO's")

ACHIEVEMENTS

- i) All key operational, technical and financial Key Performance Indicators at a total level achieved for both years under my stewardship.
- ii) Restructured the management structure to facilitate the management of the Tier 2 and Tier 3 countries, with the latter being effected via a dedicated Operations Executive
- iii) Defined and implemented an operating model that encompassed the various Group Functional Areas. The new model was designed to manage:
 - a. Key performance area management (weekly, monthly, quarterly, annually)
 - b. Delivery of key strategic initiatives
 - c. Harnessing and seamlessly executing best practices across the OPCO footprint.
 - d. Rehabilitation plan definition and execution for OPCOs not meeting their KPIs
 - e. Strategic and business plan definition
 - f. Key initiatives prioritisation framework across both Group and OPCOs.

NON-EXECUTIVE DIRECTOR, CHIEF FINANCIAL OFFICER OF THE HUGE GROUP

RESPONSIBILITIES

- i) Served as a non-executive director initially
- ii) Worked on all the relevant board sub-committees
- iii) As the Group grew, there was a need to create a group investment holding company structure and I was asked to be the CFO with all the associated responsibilities of the function

ACHIEVEMENTS

- i) Creation of the group investment holding company structure
- ii) Oversaw the acquisition of two companies that doubled the revenues and profits of the group
- iii) Grew the market capitalisation of the group by more than 3 times in 18 months.