

LEROY MUSA NSIBANDE
MPHIL, PGDM, NDCMA, CMILT, M.INST.D, CERT.DIR (IoDSA)

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PROFESSIONAL EXECUTIVE SUMMARY

Leroy Nsibande is a highly experienced professional with a successful career of more than two decades, demonstrating expertise in various critical industries including regulation, aviation, steel, mining, manufacturing, commodities, transportation, and logistics.

As the group's CEO, Leroy is accountable for implementing a cooperative, future-focused, profit-driven plan that has a history of boosting revenue, improving profits, cutting costs, and expanding businesses through successful business strategies for sustained growth in the long run. He possesses a wealth of experience in leading profit and loss responsibilities, with a demonstrated history of enhancing team and financial performance in challenging settings.

SKILLS AND COMPETENCIES

Strategic Leadership	Leroy has developed and executed strategies to optimize operational efficiency, enhance customer satisfaction, and drive revenue growth across all travel services.
Revenue Generation	Leroy has implemented initiatives to increase sales and bottom line, expand market share, and identify new revenue streams through innovative service offerings, strategic partnerships, and acquisitions.
Operational Oversight	Leroy has directed and managed operations to ensure seamless service delivery, including but not limited to reservations, logistics, customer support, product & partner management.
Financial Management	Leroy collaborated with the Finance and Operating teams to develop budgets, drive financial performance, and implement cost-effective measures without compromising service quality
Business Development	Explore new market opportunities, negotiate contracts, and forge strategic alliances to expand the company's footprint and revenue potential.
Leadership	Leroy has led, mentored, and motivated a diverse group of front-line and support teams, fostering a culture of collaboration, innovation, and continuous improvement.
Technology Integration	Leroy has driven the adoption of technology solutions to streamline operations, increase revenue, enhance efficiency, and improve the employee and customer experience.
Risk Management	Leroy has been able to identify operational risks and develop mitigation strategies to safeguard the company's reputation and financial stability.
Collaboration	Leroy has worked closely with other senior executives, including the C-Suit to align operational goals with overall business objectives and drive sustainable growth.

GOVERNANCE EXPERIENCE

AIR SERVICE LICENSING COUNCIL (DEPT OF TRANS)

MAR 22 TO DATE

Chairperson

KEY HIGHLIGHTS

Upon appointment by the Minister of Transport 14 March 2022 as Chairperson of the Air Service Licensing Council in terms of the Air Services Licensing Act (Act No. 115 of 1990) Leroy spearheaded the Council prioritise clearance of the backlog of applications that had not been adjudicated upon while the office of Council was vacant for a period of 18 months.

With Leroy's leadership the Council swiftly began the process of developing its Strategic Plan for the period 2022 to 2025 ("Vision 2025") which was supported by an Annual Performance Plan (APP) 2022/2023. In the FY 2022/23 the Council through the leadership of Leroy was able to expediate the backlog of applications by placing a total of 314 applications on the Council Roll for adjudication, which resulted in 29 approved applications, 118 rejected applications, 137 reserved judgements, 20 withdrawn applications, and 2 applications being struck off the roll. By the end of the FY 2022/23 the backlog had been cleared.

In the FY 2023/24, Leroy led the Council to a surge in the processing of a total of 173 applications, with 121 in 2023 and 52 in 2024. Impressively, 48 licenses were approved, reflecting a 60% increase from the previous year's 29 approvals, a substantial reduction in the backlog which underscored the efficiency of Council's adjudication process.

CROSS BORDER ROAD TRANSPORT AGENCY (DEPT OF TRANS)

JUN 23 TO DATE

Non-Executive Director (NED)

The C-BRTA's board of directors is tasked with overseeing the activities of the agency in terms of the Cross Border Road Transport Act 4 of 1998.

- Member: Sustainability Social and Ethics Committee
- Member: Regulatory Committee

GERT SIBANDE FOUNDATION NPC

OCT 22 TO DATE

Executive Director (Executive Chairperson)

The GSF will endeavour to empower farmworkers and agri-worker communities through education and training, create opportunities through entrepreneurial and business education and training.

- Chairperson: Nomination and Governance Committee
- Member: Social and Ethics Committee
- Member: Sponsorship and Fundraising Committee

LPG HOLDINGS (PTY) LTD

Executive Director (ED)

- Chairman: Executive Committee
- Member: Social, Ethics and Transformation Committee
- Member: Finance and Investment

INTERNATIONAL WORK EXPERIENCE/ASSIGNMENT

Leroy possesses a wealth of international experience, having led various business improvement initiatives and conducted benchmarking studies, which include consulting and advisory roles in Kazakhstan (ArcelorMittal Termitau), Ukraine (ArcelorMittal Kryvyi Rih), Brazil (ArcelorMittal Tubarão, ArcelorMittal Juiz de Fora, ArcelorMittal João Monlevade), ArcelorMittal Luxembourg, and Cargill Netherlands. Additionally, he was accountable for the overall performance of Cargill's transport and logistics operations across five countries in the Sub-Saharan Africa region, namely South Africa, Zambia, Zimbabwe, Mozambique, and Kenya

CAREER SUMMARY

LPG HOLDINGS (PTY) LTD **Group Chief Executive Officer**

MAY 2022-CURRENT

Leroy is the GCEO & Founder of LPG Holdings, a privately owned premier engineering and logistics holding company. As a P&L head the day-to-day executive Leroy is responsible for monitoring and achievement of targets in quantitative terms, finalize annual budgets, monitoring performance against budgets on regular basis for all the LPG Holdings divisions. He is passionate about optimizing end-to-end processes, enhancing customer satisfaction, and delivering value to stakeholders by working and acting strategically. He has a strong track record of leading strategic projects and initiatives that enhance operational efficiency, reduce costs, and increase profitability.

INFINITE GROUP **Business Development Executive**

SEP 2021-APR 2022

Leroy developed and executed a strategic business development plan to enhance sales operations within Infinite Group, focusing on a robust value-chain function. He spearheaded the integration of business development, sales, and customer service, fostering a high-performance culture and ensuring client satisfaction, risk mitigation, and regulatory compliance.

MOZWELI NUCLEAR ENGINEERING **Business Development Senior Lead**

MAR 2020-SEP 2021

Leroy spearheaded strategic initiatives to bolster Mozweli Nuclear Engineering's brand presence, ensuring effective communication, marketing, and media outreach on both local and international stages. He played a pivotal role in mobilizing private sector investment for the deployment of Nuclear Power Plants in alignment with South Africa's Integrated Resource Plan (IRP) and relevant regulatory frameworks.

SIBANYESTILLWATER **Head: Enterprise & Supplier Development**

NOV 2017-AUG 2018

Leroy led the launch of key Enterprise and Supplier Development (ESD) programs aligned with Sibanye Stillwater's Transformation Framework, the MPRDA Act, and BBBEE Codes. He drove transformation by promoting B-BBEE partnerships and enhancing joint ventures through strategic contract restructuring and unbundling thereby increasing B-BBEE procurement spend.

LPG HOLDINGS (PTY) LIMITED (SELF-EMPLOYED)**DEC 2014 – NOV 2017**

Leroy oversaw all operations and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission of LPG Holdings. This also included finding ways to boost profitability by leading the business development and growth of the company. Leroy has a solid background in finance which helped in the creation and management of strategic goals.

CARGILL RSA**Head: Transport & Logistics (Sub-Saharan Africa)****JUNE 2014-DEC2014**

Leroy was the transport and logistics lead during the due diligence exercise for the acquisition of Zamanita Limited, a subsidiary of Zambeef Products PLC (Zambia) for a cash consideration of US\$25.7 million. He was the transport and logistics lead for Cargill in the acquisition of Lesiolo Grain Handlers Limited (LGHL), a bulk grain handling company based in the Nakuru region of Kenya. Leroy developed the rail strategy for Cargill in Zambia by – (1) negotiated with Zambian Railway Limited for the lease of a rail siding in Lusaka to build a grain storage facility with a capacity of 30,000 tons (2) negotiated with Zambian Railway Limited and trialed the transportation cotton from Chipata, through the Chipata-Mchinji rail line to the export port of Nacala in Mozambique through Petauke District.

ARCELORMITTAL SOUTH AFRICA**JUN 2010–MAY 2014**

- **Group Manager & Head Logistics**
- **Project Lead: Transport & Logistics**
- **Procurement Manager: Strategic Support**
- **Principal Business Improvement Specialist**

Leroy was responsible for overseeing and managing all facets of logistics management, which included freight rail, warehousing, logistics operations, logistics planning, port operations, and the contracting of logistics services across five key operating units. These units comprised ArcelorMittal Vanderbijlpark Works and ArcelorMittal Saldanha Works, both dedicated to flat steel production, as well as ArcelorMittal Newcastle Works and ArcelorMittal Pretoria and Vereeniging Works, which focus on long steel production. Additionally, he managed the metallurgical by-products processing division, ArcelorMittal South Africa Coke & Chemicals

In addition to the above roles, he was responsible for the following functions and departments at ArcelorMittal South Africa:

Rail Operations

Leroy was tasked with ensuring safety in rail operations, encompassing inbound, internal, and outbound logistics, with a goal of achieving zero Lost Time Injuries (LTI) for Full-Time Employees (FTEs) and maintaining a Lost Time Injury Frequency Rate (LTIFR) of less than 0.99. He spearheaded initiatives to enhance inbound rail performance for raw materials, elevating it from 68% to 84% by streamlining in-plant logistics and minimizing offloading delays.

Additionally, he strategically improved the turnaround time for empty wagons, boosting efficiency from 33% to 75% through process enhancements and optimal utilization of tipplers. His efforts led to a significant reduction in demurrage costs, bringing them down to R3 million per month and averting potential annual costs of R312 million. Furthermore, he effectively implemented a logistics cost reduction of R467 million by decreasing the road transport of bulk materials from 144,000 tons to 35,000 tons per month

Rail Planning

Leroy held a strategic role in the formulation and oversight of ArcelorMittal South Africa's Integrated Rail, Road, and Sea Transport Plan, referred to as "AMSA's Integrated Transport Plan." This plan facilitated the transportation of materials from the mines and ports to ArcelorMittal South Africa's stockpiles across all five operating units, while ensuring that road tonnages were restricted to less than 800,000 tons annually

Ports and Harbours (Import & Export)

Leroy held the responsibility for the importation of coking and metallurgical coal from Australia, New Zealand, the United States, and Mozambique through the Port of Richards Bay, amounting to approximately 1.75 million tons. Additionally, he managed the coastwise transport of coal to Saldanha, approximately 24,000 tons every two months. His duties also included overseeing the importation of spare parts and consumables, which were fully covered under Cost, Insurance, and Freight (C@F) terms, and dispatched to the Port of Durban/Insimbi Terminal, including items such as vanadium, refractories, and zinc.

Leroy was tasked with supervising the import of billets and iron ore pellets, totaling around 500,000 tons annually, along with metallurgical coal from Poland at approximately 30,000 tons per month, and ad hoc Direct Reduced Iron (DRI). On the export front, he managed the export of steel pipes to the United States via the Port of Richards Bay, with a volume of around 2,000 metric tons, while steel exports fluctuated by approximately 35,000 tons per month, contingent upon optimal plant operations

Procurement and Contracts Management

Leroy directed the procurement and logistics strategy for ArcelorMittal South Africa, employing frameworks such as Total Cost of Ownership (TCO), Supply Chain Operations Reference (SCOR), and Theory of Constraints (TOC). He spearheaded the INTEGRA project under the auspices of ArcelorMittal Global Purchasing & IT, ensuring alignment with global policies and setting a standard in Contract Management and Deployment.

**CROSS BORDER ROAD TRANSPORT AGENCY
Chief Executive Officer****APR 2009-JUN 2010**

Leroy oversaw a dramatic change in the organization by putting in place reliable financial procedures, encouraging responsibility, and fostering efficient governance. By strategically managing the sources of revenue from permits and penalties, he was able to raise agency revenue by 15% in the fiscal year 2008/9. This amounted to a 25% increase over the prior year. Furthermore, total permit income increased by 23% over the same period last year compared to the previous year. Leroy was also a major contributor to the Cross Border Road Transport Amendment Act, 12 of 2008, which was created by amending the Cross Border Road Transport Act, 4 of 1998.

**LPG GROUP (PTY) LIMITED
Chief Executive Officer and Founder****AUG 2006-APR 2008**

Leroy was in charge of setting the organization's vision and strategic path, as well as creating and carrying out long-term strategies to increase shareholder value. He provided inspiring guidance to the top leadership team and the entire organization, shaping the overall company culture. His contributions were crucial in creating a distinctive partnership with Qnamic AG, a company based in Hägendorf, Switzerland, that focuses on designing and providing resource planning and dispatching software solutions for railway companies.

TRANSNET SOC LIMITED

JUN 1999-AUG 2006

- **Executive Manager: Operations**
- **Divisional Company Secretary**
- **Manager: Financial Controlling & Governance**

Leroy enhanced the efficiency of the Group Executive Operations and Chief Operations Officer offices at Transnet Group and Transnet Freight Rail through the implementation of cost management strategies, meticulous budget monitoring, identification of variances, and execution of corrective measures in close collaboration with the offices and the Operations Committee. His efforts involved translating the strategic objectives of Transnet EXCO into practical plans with rigorous monitoring to improve operational supervision. In addition, he played a crucial role in the smooth integration of Metrorail and SARCC into PRASA, acting as the primary link for executive leadership during the transition.

EDUCATION

QUALIFICATION	UNIVERSITY	COMPLETED
Magister Philosophie (MPhil)	University of Pretoria	2010
Postgraduate Diploma	Buckinghamshire Chilterns University College	1999
National Diploma	Cape Peninsula University of Technology	1998

MEMBERSHIP

MEMBERSHIP	INSTITUTION	MEMBERSHIP NO.	YEAR
Certified Director (Cert.Dir)	Institute of Directors of South Africa		13 Jun 2024
Member (M.Inst.D)	Institute of Directors of South Africa		2023
Chartered Member (CMILT)	The Institute of Transport and Logistics)	05 October 2023