



**SADA**  
THE SOUTH AFRICAN  
DENTAL ASSOCIATION

South African Dental Association

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**27 September 2021**

To whom it may concern:

**RE: REFERENCE LETTER - THE ADVISORY BAY (PTY) LTD**

I am quite delighted to submit this recommendation letter based on my experiences with Mr Hiten Keshave of The Advisory Bay (Pty) Ltd

Hiten was appointed as an Independent Non-Executive Director for the South African Dental Association in February 2020. He also is the Chirperson of our Audit and Risk Committee.

I can certainly testify that he clearly has his finger on the pulse of strategic advising which support firms in focusing on long-term sustainable growth and initiatives. Given our unique and specific circumstances, we sincerely believe that his advise is wise, realistic, and suitable. As part of a corporation, it is uncommon to discover an individual that reacts in short timeframes, in a professional and practical manner, which is such a breath of fresh air. Hiten and his team embodies all of the foregoing attributes.

I can say that you may look no further than The Advisory Bay (Pty) Ltd for a reliable strategic consultant and business adviser. They will become a valued strategy partner and business counsel to you.

If you have any more queries, please contact me using the information provided in this letter.

Yours Sincerely

KC Makhubele  
Chief Executive Officer

