

No.	Date / Period	Institution / Body Dismantled or Destroyed	References (All Sources Found)	Impact Summary: Oversight & Public Protection Loss (<50 words)
15	2015 – 2017	Denel SOE Board – Gupta Capture [Type: State-owned defence manufacturer board – captured and collapsed]	<ul style="list-style-type: none"> • OUTA, 'OUTA hands Denel information to State Capture Inquiry,' Sep 2018 https://www.oua.co.za/blog/newsroom-1/oua-hands-denel-information-to-state-capture-inquiry-194 • Daily Maverick, 'Lynne Brown told us You're captured – Denel senior staff tell commission,' Mar 2019 https://www.dailymaverick.co.za/article/2019-03-19-lynne-brown-told-us-youre-captured-denel-senior-staff-tell-commission/ • NewsDay, 'The downfall of one of South Africa's best-run SOEs,' Nov 2025 https://newsday.co.za/south-africa/10658/the-downfall-of-one-of-south-africas-best-run-state-owned-enterprises/ • Zondo Commission Report Part 2, February 2022 • Wikipedia, 'Lynne Brown' https://en.wikipedia.org/wiki/Lynne_Brown • Helen Suzman Foundation, 'Denel – Debt, Governance and the Asian Venture' https://hsf.org.za/publications/hsf-briefs/denel-debt-governance-and-the-asian-venture 	<i>Denel's board capture destroyed one of Africa's most capable defence manufacturers. Gupta-linked appointments enabled irregular contracts and asset stripping. The collapse cost thousands of skilled jobs, eliminated strategic defence capabilities, and exposed South Africa's military procurement to foreign exploitation. Billions in public assets were lost through deliberate institutional destruction.</i>