



OUR CAPABILITIES, YOUR INFRASTRUCTURE SOLUTIONS

INFRASTRUCTURE ADVISORY

“The R100 billion Infrastructure Fund is now in full operation, which will blend resources from the fiscus with financing from the private sector and development institutions to achieve a massive rollout of infrastructure throughout the country, that will lead to the revival of the construction industry and the creation of much-needed jobs”

President Cyril Ramaphosa, SONA, 11 February 2021

INFRASTRUCTURE ADVISORY

Infrastructure is the backbone of our country and Government has committed massive investment to build and maintain new infrastructure. The biggest need we have in our country, in both the public and private sectors, is infrastructure projects which are efficient, cost-effective, sustainable, delivered in a transparent manner, and which achieve the country's strategic development goals.

Do your advisers and auditors have the financial experience to advise you with regards to infrastructure projects and can they complete a project assurance review with ease?

At BDO, we have people who help people and businesses achieve their dreams. Our Infrastructure Advisory professionals work in both the public and private sector. We understand that infrastructure advisory demands a special approach: single-minded focus, hands-on delivery, and a commitment to co-operative working. It's this understanding that allows us to advise our clients appropriately during an infrastructure project, from inception through to implementation and contract management. We also provide focused infrastructure audit support to achieve performance goals and the required standard of infrastructure assets. Being part of the global BDO network, we provide our clients with support as they expand into Africa or internationally.

We are clear about our role as a responsible adviser delivering on the expectations of our clients and society. Without clarity, we only deliver transactions, so we ensure that we are a deliberate and direct business partner in everything we do. We know we play a critical role in ensuring South African investors can be both confident and informed in their decision making. As trusted professionals, we recognise the importance of stakeholder reliance on the accuracy, professionalism, and quality of the work that we do. Clarity underpins all our work at BDO, bringing direction and certainty, and building trust among our people, peers, clients, and regulators. This is especially true of our work in Infrastructure Advisory where so much of our work is delivered for the Public Sector.

We look forward to working with you.



THE POWER OF EXPERIENCE IN INFRASTRUCTURE ADVISORY

Infrastructure, whether publicly or privately-owned, comprises a large portion of the economy which attracts significant investment annually - through maintenance, repairs, and new construction.

Over the past few decades, BDO has been involved in several key infrastructure projects which have allowed us to engage through our holistic approach in advising throughout the life cycle of a project.

Our specialist team is a balanced group of individuals with technical infrastructure, regulatory, commercial and financial skills across multiple sectors. Our capabilities include specialists in project finance (including PPPs), risk management, internal audit, information technology and strategic planning. We are focused on delivering the best value to infrastructure-driven institutions and businesses and have been lead advisers with regards to PPPs in Africa across several economic sectors.

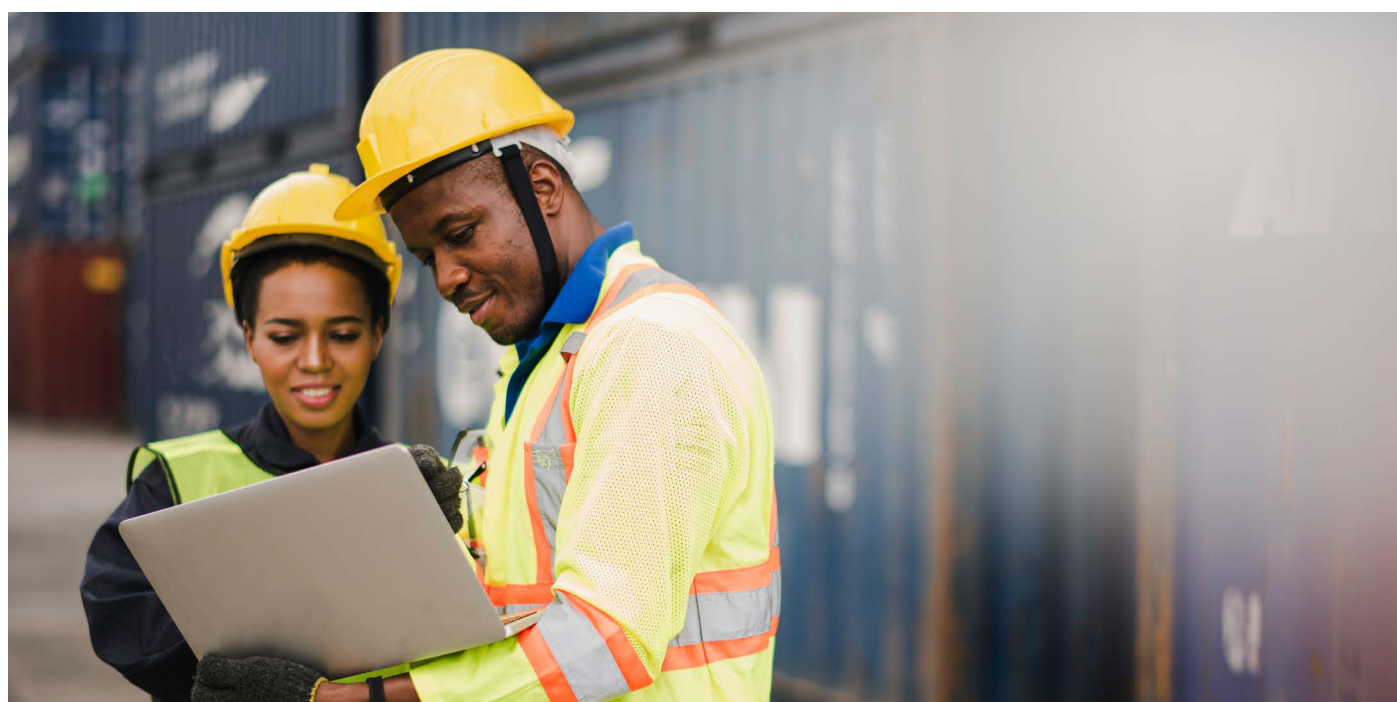
We have strong relationships with funders and keep up to date with the issues impacting the funding markets. Our relationships with developers enable us to have direct conversations with key decision makers.

We work across all sectors but pride ourselves on a specific specialisation in the following areas:

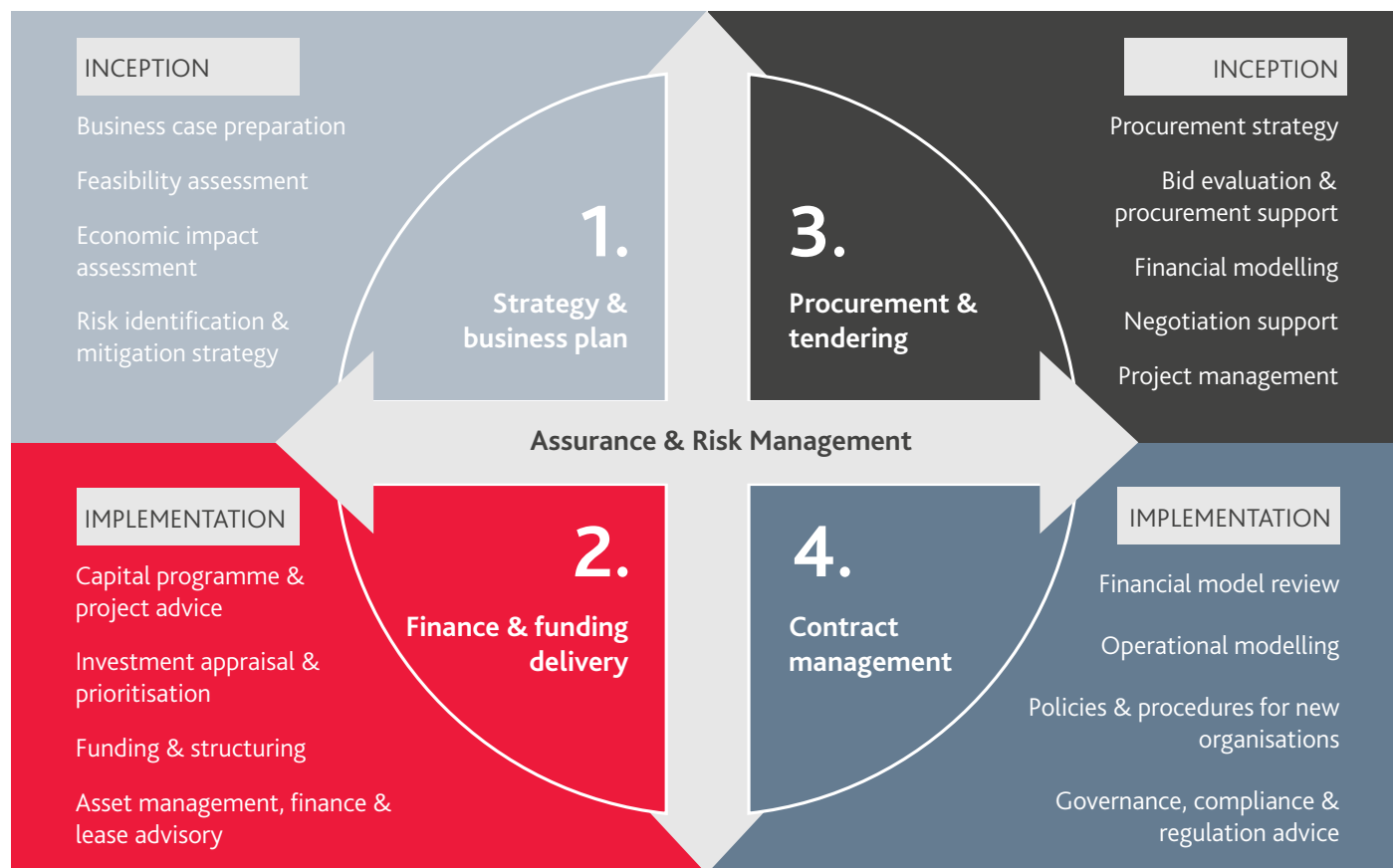
- Government Accommodation
- Water, Energy and Renewables
- Government-owned property and property development
- Social infrastructure (including education, health, transport & housing)
- Tourism infrastructure

We work closely with the public and private sectors, typically advising on the following:

PRIVATE SECTOR	PUBLIC SECTOR
<ul style="list-style-type: none"> ▶ Asset sale ▶ Bid optimisation ▶ Exit strategy ▶ Financial modelling ▶ Financial structuring advice ▶ Financing and refinancing ▶ Full bid support ▶ Funding competitions ▶ Model audit / review ▶ Negotiation support advice ▶ Tax advice 	<ul style="list-style-type: none"> ▶ Asset management plans ▶ Business cases ▶ Develop payment mechanisms ▶ Documentation drafting ▶ Feasibility studies ▶ Infrastructure performance and compliance audits ▶ Infrastructure supply chain management process reviews ▶ Gateway project reviews ▶ Negotiation support ▶ Payment mechanisms ▶ Preparation of business case ▶ Procurement support ▶ Risk advisory services and support ▶ Risk analysis and project steering committee development ▶ Tax advice



THE INFRASTRUCTURE PROJECT LIFE CYCLE



OUR INFRASTRUCTURE ADVISORY TEAM

We have a clear ambition at BDO, one which sets us apart from other large accounting and advisory firms – to provide exceptional client service through demonstrable knowledge, understanding and focus. We deliver this ambition because we are passionate about understanding your business and its key drivers, but also understanding the sector in which you operate, and its challenges and opportunities.

We firmly believe that exceptional client service is all about the qualities, skills and behaviours of the whole service team; everyone in our core team has a genuine desire to deliver their best.

When you work with BDO, we choose the right team for your assignment, to ensure we deliver on our Exceptional Client Service promise.

The Infrastructure Advisory team is led by [Christelle Grohmann](#) (Director) and [Cobie van Antwerpen](#) (Director). They are supported by [Anthony Pillay](#) (Associate Director), [Jabulani Debedu](#) (Senior Consultant), [Mark Willimott](#) (Partner), [Nato Oosthuizen](#) (Partner), [Nicol Marais](#) (Senior Manager) and [Thuto Masasa](#) (Head of Advisory).



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WHY BDO INFRASTRUCTURE ADVISORY?

Understanding of government

Decades of combined experience working both for governments and private clients bidding for government contracts which gives us a uniquely rounded perspective on infrastructure appointments

- Strong track record in providing financial advice and expertise on infrastructure and procurement projects
- Understanding government's broad objectives and where infrastructure and our projects play a role
- We work with National, Provincial and Local government as well as DFIs such as the World Bank

Specialist sector knowledge

In-depth understanding of the infrastructure sector from a commercial, financial and technical perspective built upon a solid track record in municipal procurements and PPP projects

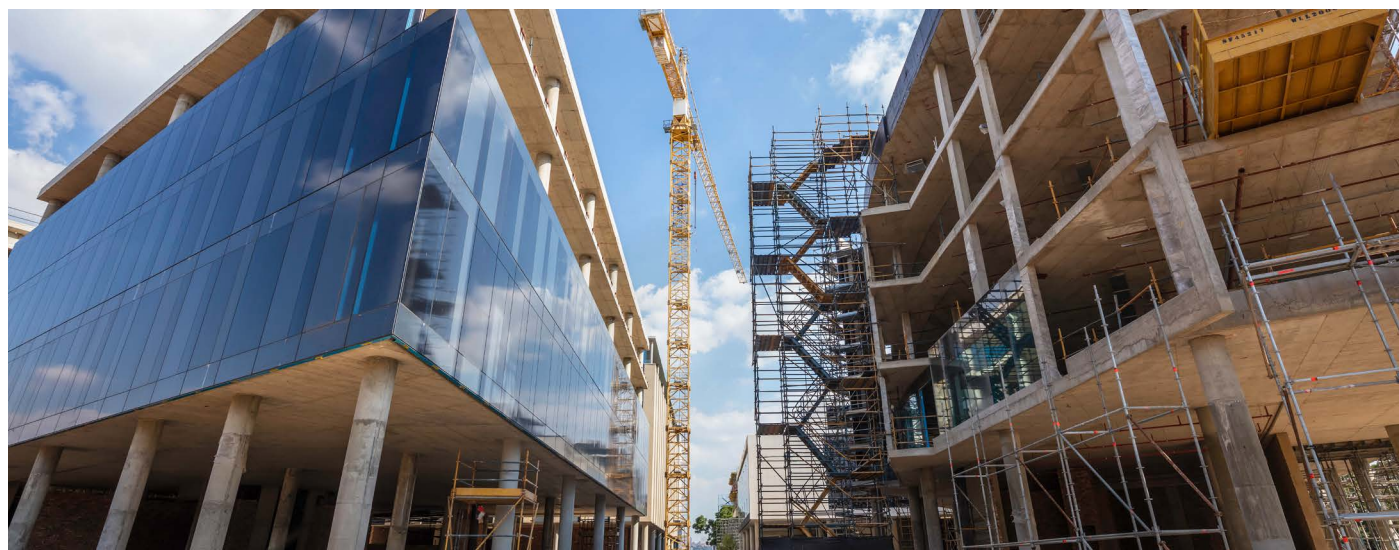
- Ability to produce key project documentation such as the payment mechanism
- Leading edge modelling skills delivered through a hands-on approach
- We understand the Framework for Infrastructure Delivery and Procurement Management. We are able to use the framework to assess your infrastructure delivery model.
- We have in-depth knowledge relating to the PPP Regulatory framework as established by National Treasury. This enables us to advise public and private sector clients in terms of their respective roles.
- Well-balanced specialist team of advisers who has technical infrastructure, regulatory, commercial and financial skills across multiple sectors.
- Solid track record related to Infrastructure Project Assurance Services - including end-to-end procurement and project implementation reviews
- Solid track record related to PPP projects, advising both private and public partners - in different capacities.
- Leading edge modelling skills delivered through hands on approach.
- Ability to identify value for money achieved during the planning, construction and completion process related to infrastructure awareness

Strong network

- We maintain constant dialogue with funders across all sectors to keep up to date with the issues impacting the funding markets
- Direct relationships with developers enable us to have direct conversations with key decision makers
- Strong relationships with construction and engineering companies, legal firms, architects, environmental specialists

Dedicated team

- Specialist team combining commercial, financial, audit and tax skills
- Delivery on time, to budget and to the highest standard of quality through robust quality assurance methodologies



WHAT OUR LOCAL CLIENTS SAY

“The BDO team were instrumental in delivering a completed tender bid in a short timeframe and were always willing to engage and provide value added service and advice.”
(Coega Development Corporation)

“The BDO Internal Audit team displayed expert knowledge and skills The team completed the project within the time allocated We are comfortable that the internal audit work performed complied with the IIA standard and that BDO’s work is of professional and high quality.”
(Department of Public Works and Infrastructure)

“The BDO team has sound knowledge and practical experience of the Public Finance Management Act (PFMA), Treasury Regulations, National Treasury Supply Chain Management and Enterprise Risk Management Framework. Knowledge of the public sector regulation frameworks have enhanced the findings raised and recommendations put forward. We are comfortable that the audit work performed by BDO complied with the Standards and that BDO’s work is professional and of good quality. The recommendations and improvements emanating from BDO’s reviews have added value to the Department. We would therefore recommend them for similar work.”
(Department of Environment Forestry and Fisheries)

“We are comfortable that the internal audit work performed complies with the IIA standards and that BDO’s work is of professional and high quality.”
(Vaal University of Technology)



CLEAR ADVICE FROM ETHICAL, INDEPENDENT AND QUALITY-DRIVEN EXPERTS, THROUGHOUT THE COUNTRY AND AROUND THE WORLD.

Over 1800 people providing clarity in audit, tax, advisory and business outsourcing to companies across numerous industries. Nine offices in South Africa and over 91 000 people in 167 countries around the globe.

We offer industry-specific practices, world-class resources, and an unparalleled commitment to meeting our clients' needs. We serve 45+ JSE-listed clients and over 200+ internationally listed clients, who are clear on why they chose BDO:

- Quality, independence and a high ethical standard across all services
- Unparalleled partner-involvement (10:1 staff to partner ratio, globally)
- Deep industry knowledge
- Geographic coverage across South Africa and Africa
- Cohesive global network
- Level 1 BEE contributor
- Focused capabilities across over 20 disciplines
- Culture defined by values and purpose

Being ethical and quality driven is a given for us, and to show how this is a part of our DNA, we have developed the BDO Clarity Charter. This is our commitment as individuals and as a firm. It underpins all we say and do, from how we live our values to how we engage with you, our clients and all our stakeholders.

Our BRAND PROMISE – exceptional client service, always and everywhere - is founded on three core delivery pillars: being responsive, providing the right resources and strong relationships.

GLOBAL STATISTICS 2021

GLOBAL HEADCOUNT

91 000+

highly skilled partners and staff worldwide



GLOBAL OFFICES

1 658



GLOBAL REVENUE

US\$ 10.3 BILLION*

*December 2020

167

countries
& territories



LOCAL STATISTICS 2021

LOCAL HEADCOUNT

1 800+

highly skilled partners and staff



LOCAL OFFICES

7

Cape Town
Durban
Gqeberha
Johannesburg
Pretoria
Roodepoort
Stellenbosch



in South Africa

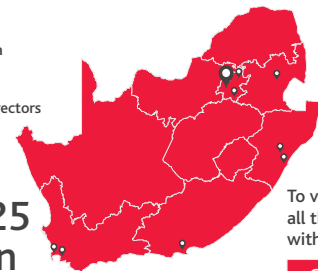
134

Partners & Directors



R1.525 billion

*March 2020



To view the list of all the countries with BDO offices.

[CLICK HERE](#)

Level 1 BEE contributor



KEY CLIENTS

- ▶ Airports Company South Africa
- ▶ Coega Development Corporation
- ▶ Department of Correctional Services
- ▶ Department of Environment, Forestry and Fisheries
- ▶ Department of Trade and Industry
- ▶ Development Bank of Southern Africa
- ▶ Gauteng Economic Development Agency (GEDA)
- ▶ Gauteng Enterprise Propeller
- ▶ Gauteng Infrastructure Finance Agency
- ▶ Dube Tradeport
- ▶ Ekurhuleni Metropolitan Municipality
- ▶ KwaZulu Natal Treasury PPP Unit
- ▶ National Department of Public Works
- ▶ National Treasury Government Technical Advisory Committee (GTAC)
- ▶ South African National Biodiversity Institute
- ▶ SANParks
- ▶ Richards Bay IDZ
- ▶ Saldanha Bay IDZ
- ▶ Wesgro
- ▶ Western Cape Department of Public Works
- ▶ World Bank

OUR COMMITMENT TO CLARITY

Being ethical, independent and quality-driven is nothing new to us. The BDO Clarity Charter formalises the way we choose to work. It shines a light on us and our work to remind us, and all our stakeholders, that what we do and how we do it is important to us all – as individuals, as a firm and as a profession.

OTHER SERVICES

Our team works across the business and as the need dictates, we can introduce subject matter experts from a range of service lines, from Accounting and Corporate Finance to Tax Consulting and Wealth Advisory for high net worth individuals. We are happy to discuss your specific needs and will introduce you to the right people to tailor our offering.

Africa Desk • Audit • BEE Verifications • Business Restructuring • Business Services • Company Secretarial • Corporate Finance • Economic Advisory • Forensic Services • Information Technology Advisory and Cyber Security • Internal Audit • Legal • People and Business Solutions • Risk Advisory • Strategic Development Advisory • Sustainability • Tax



FOR A CLEAR PERSPECTIVE,
PLEASE CONTACT US:

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