

The background of the slide features a large, semi-transparent image of a white truck on a road, with its headlights on. Overlaid on this image are several white circular icons: an airplane, a globe, a Wi-Fi signal, a robotic arm, a shopping cart, a gear with a wrench and screwdriver, a forklift, and a van. The icons are connected by thin white lines, suggesting a network or interconnected system. The overall color scheme is a mix of blue, white, and red.

FMCG, RETAIL AND LOGISTICS

OUR CAPABILITIES

“The story of BDO in South Africa is one of which we are all proud of. Our firm has grown significantly and we are proud of our contribution in making BDO one of the fastest growing professional services firms, not only in South Africa, but also the world.”

Mark Stewart, CEO

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. Seven 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, with 75% of our clients recommending us. We serve more than 49 JSE-listed clients and over 158 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)
- Deep industry knowledge
- Geographic coverage across South Africa and Africa
- Cohesive global network
- Level 2 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, strong relationships.

GLOBAL STATISTICS 2021

GLOBAL HEADCOUNT

91 054

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
Johannesburg
Port Elizabeth
Pretoria
Roodepoort
Stellenbosch



in South Africa

138

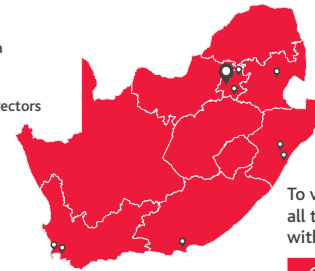
Partners & Directors



R1.3

BILLION

*March 2020



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

[CLICK HERE](#)

Level 2 BEE contributor



FMCG, RETAIL AND LOGISTICS IN SOUTH AFRICA

Given the extremely challenging year we have had in 2020, with the Covid-19 pandemic almost decimating several industries in South Africa, the FMCG, retail and logistics industries face many challenges. By the end of 2020, we were seeing some green shoots in some areas, but with a second wave of the pandemic predicted, many commentators are hesitant to be too optimistic.

Add to this fast-evolving consumer demands, constrained disposal income, rapid changes in technology and the fast growth in online shopping, and retailers need to be agile in their service offerings in order to remain relevant and to continue growing. Retailers and consumer goods companies must focus on what they need to become as opposed to protecting what they currently have. With consumers more and more accustomed to shopping online, retailers may find that there is less need for huge retail space and may have to shift to central distribution warehouse space to cater for higher demand for online shopping.

Today's retailers are confronted by savvy, technology connected customers who are arguably more engaged than ever before. These consumers expect immediate responses to what they want. Social media platforms such as Twitter, Facebook and Instagram have become powerful tools for consumers to engage on virtually all aspects of their lives from news, politics, shopping, travelling - any kind of service they may receive.

We recognise that the retail environment is not just about retail – IT infrastructure, customer loyalty, logistics and property, to name a few elements of the value chain, all have crucial roles to play.

Our FMCG, Retail and Logistics professionals are experienced in understanding the dynamics that small businesses and larger consumer goods businesses face. Being part of the global BDO network, we also provide our clients with support and advisory work as they expand into Africa or internationally.

We look forward to working with you.



Serena Ho
FMCG, Retail and Logistics Leader, BDO in South Africa



THE POWER OF INDUSTRY EXPERIENCE

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.

Our technical knowledge underpins our experience in FMCG, Retail and Logistics which is the result of significant time investment in understanding clients' businesses and providing solutions that add value. We are also well-connected to industry professionals to broaden the depth of our experience.

SERVICE DELIVERY ENABLED BY CORE TECHNOLOGY

We use several technology solutions developed specifically for BDO:

- APT Next Generation - a globally developed Audit methodology, for our professionals to devise proper audit procedures and testing based upon applicable auditing standards as well as to factor in engagement and industry-specific facts and circumstances for all types and sizes of audit engagements. APT provides a globally consistent approach and is accessible by BDO audit teams around the globe on a real-time basis
- The BDO Client portal – enables transparency, accessibility and real-time responsiveness
- BDO Advantage - our customised automation and data analytics tool which combines smart technology with our knowledge and understanding of our clients' businesses to deliver information for in-depth interpretation



OUR FMCG, RETAIL AND LOGISTICS TEAM

At BDO in South Africa, our FMCG, Retail and Logistics team is led by Audit partner [Serena Ho](#). With over 35 years' experience in listed and unlisted entities in a variety of industries and as the lead engagement partner on several international clients, Serena is familiar with international reporting requirements. She has assumed several leadership positions within the firm over the 23 years she has worked with us.

Serena is supported by [Barry Visser](#) (Tax) and [Mark Smith](#) (Advisory), [Shaun Fisher](#) (Audit), [Faheem Hoosen](#) (Audit) and [Melanie van Wyk](#) (Audit).

When you work with BDO, we choose the right mix of partners, associated directors and managers for your assignment, to ensure we deliver on our Exceptional Client Service promise.



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CLIENT FEEDBACK

In South Africa, we use the Net Promoter Score (NPS) to gauge client satisfaction and surveys are regularly sent to all clients. The NPS is an index ranging from -100 to 100 and is a management tool that can be used to gauge client loyalty. It serves as an alternative to traditional customer satisfaction research and has been widely adopted with more than two thirds of Fortune 1000 companies using the metric.

Our 2020 NPS score for BDO in South Africa is 69.

GLOBAL CAPABILITIES

In South Africa, we are supported by our colleagues in Consumer Industries in across 167 countries. The retail and wholesale sector has been at the heart of our client base for many years. The growth and development of BDO's international tax practice and business outsourcing offerings have allowed us to develop our service proposition to the major multinationals within the sector. Over the years, we have had the privilege to support clients throughout all stages of growth, from start up, through first finance raising and on to private equity ownership and listing on a public exchange.

BDO has significant experience in the sports & fitness and travel & tourism industries, working with international businesses across restaurants and bars, betting and gaming entities and hotels. We have a thorough understanding of the sector as a whole and a deep level of expertise in each industry area. The services we provide to our clients include business and risk assurance, tax planning, corporate finance assistance, performance improvement advice and personal wealth management and our success is directly linked to the personal relationships we build with our clients.



OTHER SERVICES

Our team of FMCG, Retail and Logistics specialists work 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.

AUDIT

Your business is about more than financial position and financial results. Our audit teams use a globally developed audit methodology and we provide you with constructive ideas for improving internal controls and business systems. Our team provides the following:

- Compliance and regulatory audits
- Financial reporting advisory
- Financial statement audits
- Global IFRS resources
- IFRS advisory services
- Joint venture audits
- Other assurance services
- Special purpose audits and reviews

TAX

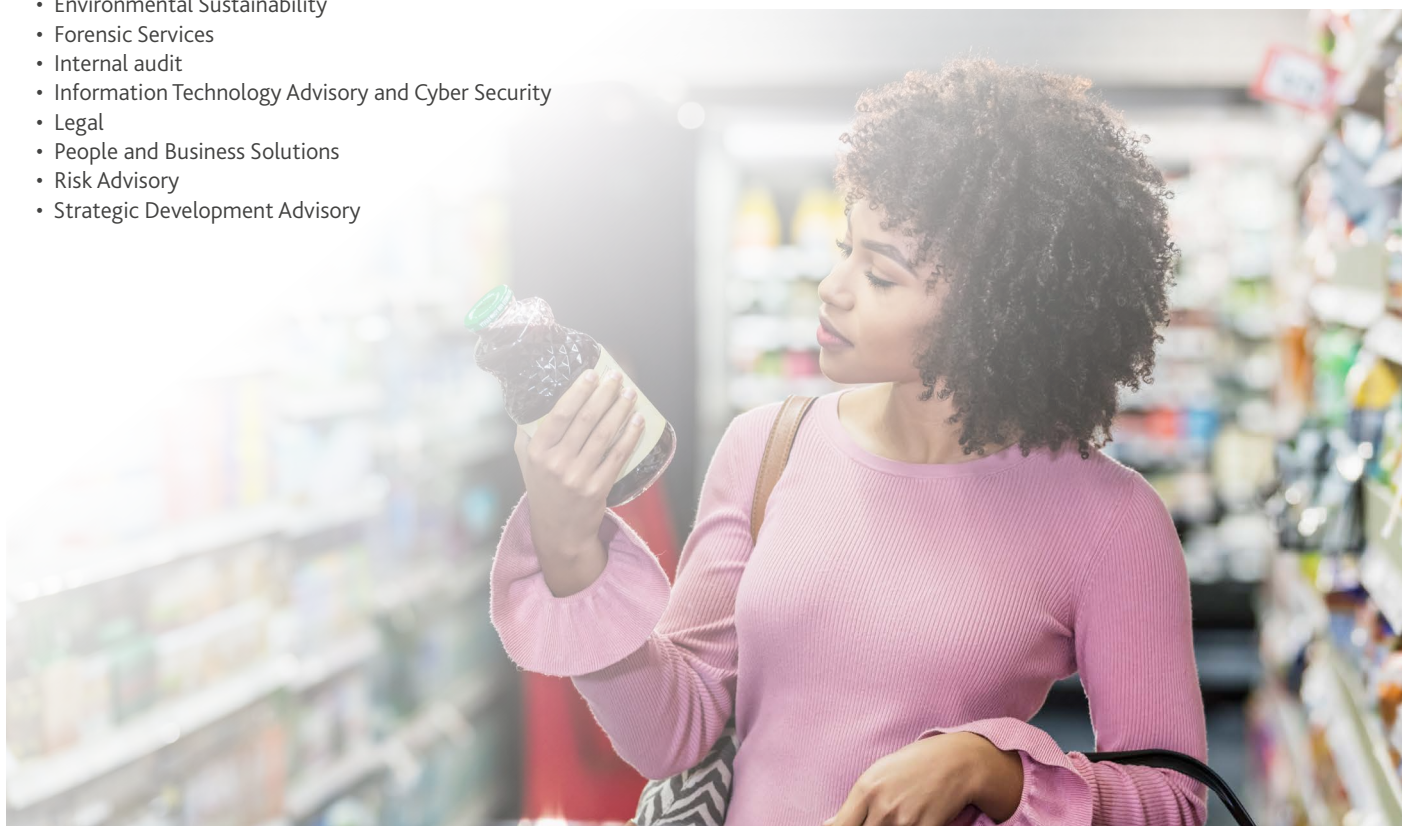
We will offer robust Tax solutions to ensure good corporate governance and the best tax outcomes, while also meeting your commercial objectives. Our Tax team provides services in the following areas:

- Corporate Tax Consulting and Compliance
- Global Employer Services
- Indirect Tax, VAT and Customs
- Individual Tax Compliance and Consulting
- International Tax and Transfer Pricing
- Trusts and Estates

ADVISORY

BDO's Advisory practice provides services to clients navigating a range of business challenges, changes and opportunities, both locally and globally. We work regularly with our global teams to design solutions for clients across the following specialist areas:

- BEE Verifications
- Business Restructuring and turnaround
- Business Services
- Company Secretarial
- Corporate Finance
- Corporate Governance
- Economic Advisory
- Environmental Sustainability
- Forensic Services
- Internal audit
- Information Technology Advisory and Cyber Security
- Legal
- People and Business Solutions
- Risk Advisory
- Strategic Development Advisory



FOR A CLEAR PERSPECTIVE,
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