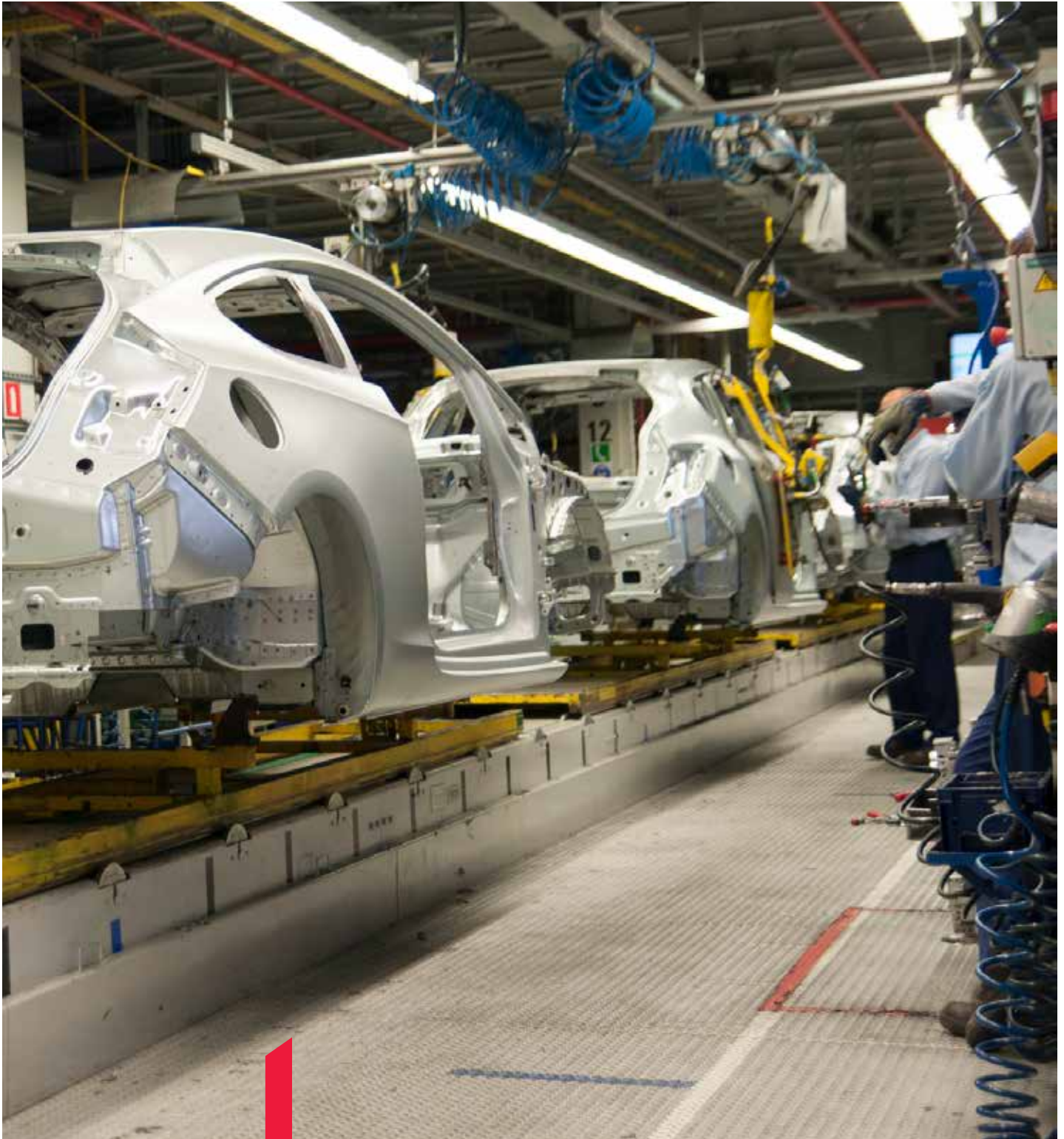


AUTOMOTIVE DESK

# THE BDO ENGINE



# OUR SERVICE OFFERING

AS THE SOUTH AFRICAN MEMBER FIRM OF BDO INTERNATIONAL, WITH OFFICES IN OVER 150 COUNTRIES, WE HAVE BEEN DELIVERING EXCEPTIONAL SERVICE TO OUR CLIENTS SINCE 1963.

BECAUSE OF THEIR SKILLS AND EXPERIENCE, OUR PEOPLE ARE TRUSTED TO DELIVER THE QUALITY OF SERVICE THAT OUR CLIENTS EXPECT. WE OFFER A TAILORED APPROACH TO EVERY CLIENT AND OUR PEOPLE HAVE THE SKILLS AND EXPERIENCE TO TAKE RESPONSIBILITY FOR THE WORK THEY DO. WE ARE AGILE AND QUICK IN RESPONDING TO CLIENT DEMANDS.

OUR APPROACH INVOLVES LISTENING TO OUR CLIENTS, UNDERSTANDING THEIR EXPECTATIONS AND DELIVERING THE CALIBRE OF SERVICE ASSOCIATED WITH A LEADING GLOBAL FINANCIAL SERVICES FIRM.

## WHAT IS OUR AMBITION?

Driven by our own ambition, our clients' needs and a focus on delivering exceptional client service, we're working collaboratively across the world to offer innovative solutions and services to our clients.

We're striving to become a much larger BDO, and to be seen as the only viable choice for our clients whose companies are looking to grow.

We aim to be the one true powerhouse of the mid-tier – a major player on the global stage of our profession.

## BDO IN SOUTH AFRICA

BDO South Africa's four offices and 700 professionals are at your service – no matter where you do business. You will find us in Cape Town, Durban, Johannesburg and Pretoria.

## COMPONENTS:

### Internationally

158 countries  
+ 67 000 people  
+ 1400 offices  
= local resources backed by a truly global network

### Locally

Four offices in SA – Jhb, CT, Durban, PTA  
+ 700 staff  
+ Representation in 54 countries in Africa  
= We are where you are

## WHAT FUELS US?

We could mention:

- comprehensive service offerings,
- our experience across virtually every major industry,
- or the wide range of clients we serve - from regional businesses to global leaders.

But what truly sets BDO apart is our commitment to exceeding expectations on every engagement, big or small, for every client, local or multinational. It's about more than our depth of experience or technical excellence, more than our open, communicative culture. It's about a firm-wide dedication to delivering service to every single client that is, without exception, exceptional.

## OUR ENGINE OUTPUT:

- Audit and Assurance
- Business Services and Advisory
- Company Secretarial
- Corporate Finance
- Economic Incentives
- Employee Benefits
- Healthcare Consulting
- HR Advisory Services
- Internal Audit and Forensics
- IT Audit and Cyber Security
- Legal Services
- Taxation
- Wealth Advisory

# OUR VALUES

OUR VALUES WERE DEVELOPED BY STAFF AND WE TRY AND LIVE BY THESE VALUES EACH AND EVERY DAY, IN OUR INTERACTIONS WITH EACH OTHER, OUR CLIENTS AND OUR SUPPLIERS.

## FUN IS FUNDAMENTAL – TEAMWORK IS EVERYTHING

*It's about care, support and fun*

- We have fun together
- We show sympathy, compassion and understanding
- We give credit and recognition where due
- We understand and respect diversity as well as one another's religious and cultural beliefs

## INSPIRED THINKING BRINGS INSPIRED RESULTS

*It's about the freedom to excel*

- We look for new ways to work more effectively
- We think freely, with integrity
- We think outside the box
- We share knowledge
- We recognise each other's original and innovative ideas

## A PASSION FOR PRINCIPLES

*It's about honesty and integrity*

- We stick to our principles, no matter what
- We respect and trust each other
- We do what we promise to do
- We adhere to statutory and internal rules and regulations
- We ensure our word is honour, we mean what we say

## EXCEEDING EXPECTATIONS, EVERY TIME

*It's about taking personal responsibility for delivering Exceptional Client Service*

- We work with passion and always to the best of our abilities
- We take pride in our work and the quality thereof
- We return calls within 24 hours
- We build client relationships
- We always give at least 100%

---

*"We aim to be the one true powerhouse of the mid-tier – a major player on the global stage of our profession."*

---

# BDO: AUTOMOTIVE SECTOR SPECIALISTS

## OUR COMMITMENT TO THE AUTOMOTIVE INDUSTRY

**BDO is a leading adviser to the automotive industry across all sectors including manufacturers, suppliers, dealerships, bodyshops and affiliated service providers.**

BDO has a long term and well established presence in the automotive sector, worldwide. With a footprint in all of the major automotive regions internationally, the firm brings enormous experience and sector knowledge to the table.

This sector continues to motor ahead of the general South African economy. New vehicles sales are down, however exports have accelerated at full throttle to a historic high. This continued resurgence in the sector has not escaped the notice of the manufacturers who have invested significant amounts in new plants. A number of the "prestige" brands have increased their market share significantly by offering very competitive leasing deals on some of their vehicles. This increase in units has not automatically translated to increased profitability but resulted in a squeeze in gross margin.

Our clients include a number of these "prestige" brands including manufacturers (Volkswagen, Porsche, BMW, Volvo) to dealerships (Aston Martin, Audi, Bentley, BMW, Chrysler Jeep, Citroen, Ferrari, Fiat, Ford, Honda, Hyundai, Jaguar, Kia, Land Rover, Lexus, Mazda, Mercedes Benz, MG Rover, Mini, Mitsubishi, Peugeot, Porsche, Renault, Seat, Skoda, Subaru, Toyota, Vauxhall, Volkswagen, Volvo). BDO's partners have engaged with the world's leading manufacturers and suppliers bringing technical accounting expertise and business advice to every stage of a project's lifecycle.

Even more importantly, BDO is not simply an observer. Our global thought leadership and research in these key sectors is highly regarded and widely read. Our industry specialists are highly regarded as they have obtained over R 75 Billion in tax incentives and grants over the last 25 years. We pride ourselves on our services across developments in the sector and take great pains to stay abreast of industry trends, market movements and legislative imperatives that are likely to impact the sector and its players.

As a truly international sector, automotive requires professional services providers with an international perspective and real depth of technical capability, regardless of location. With experts on every continent, operating in every time zone, BDO is well placed to provide the services that the automotive industry needs, when it needs it, to complement its operations and provide meaningful insight. More importantly, BDO's Global Manufacturing Focus Group ensures that partners across all of our practices remain connected and able to cooperate in order to serve the needs of clients with operations across the globe. We are constantly upgrading and broadening our training and knowledge in the sector to ensure that our clients always get up to date and best practice support.

Our technical specialists are truly global in outlook. BDO has a world class team with a specialist IFRS Leader for Manufacturing and a network of similar specialists all over the world. They are experts in accounting standards and practice and have particular focus on their impact in the automotive sectors. Issues such as the upcoming changes to IFRS 9, 15 and 16, as well as other industry related issues, matter in an ever shifting regulatory environment where transparency and reliability of reporting are paramount. BDO brings high level capability, knowledge and the guarantee of expert advice.

We provide tailored business solutions, with specialised, relevant and local knowledge in the African countries. We understand the issues affecting the automotive industry including:

- Responding to the need for heightened risk management;
- Managing elevated investor expectations;
- Reacting to changing market trends;
- Dealing with the pressure to increase profitability; and
- Dealing with country and political risks

## AUDIT AND ASSURANCE

- partners and managers involved throughout the audit  
**= accessibility at senior levels + more face-time with our partners.**
- internationally-developed methodology  
**= helps you understand what the risks in your business are, and how to face them.**
- Thought leadership: Keep you ahead of relevant financial reporting and related legislative and technical changes  
**= give you proactive advice to maximise business potential.**
- Our audit methodology facilitates and enhances audit quality  
**= designed to meet applicable national and international standards.**

## BUSINESS SERVICES AND ADVISORY

We undertake all accounting and record keeping so that you can focus on your core business. Our services include:

- Annual financial statements
- Cash flow forecasts
- Monthly management accounts
- Payroll processing
- Processing of accounting records
- Trust accounting
- Xero™ cloud accounting
  - Xero™'s first platinum partner in Africa  
**= real-time insights into your business**

## COMPANY SECRETARIAL

Through our associate company, Statucor, we provide:

- Compliance
- Company secretarial
- Governance
- Value-added service:
  - B-BBEE consulting, mediation, trademark registration and company liquidations

## CORPORATE FINANCE

Leading mid-market M&A Adviser within the Audit and Advisory space per the 2015 DealMakers' League Table for the third consecutive year measured in terms of Deal Flow. Our services include:

- Mergers and acquisition services
- Sponsor services
- Transaction services, including due diligence
- Valuations

## EMPLOYEE BENEFITS

To assist you with attracting and retaining quality staff, we will help you with a tailor-made solution to:

- communicate effectively the value of retirement plans to your staff
- control employee benefit costs
- ensure legislative and regulatory compliance.

## ECONOMIC INCENTIVES

Our team is the only provider in South Africa to offer the breadth and depth of experience exceeding the specialist departments within the major advisory firms, at a substantially reduced cost.

Our services include:

- Carbon tax
- Exchange control applications & assurance
- Incentive and grant applications & assurance
- Research & development grant

Automotive Advisory includes:

- APDP applications & assurance
- Cost optimisation & business re-engineering
- Dealership reviews
- Maintenance & warranty reviews
- Supplier development

## HEALTHCARE CONSULTING

We will help you choose the right medical aid for your size of business and your staff profile.

## HR ADVISORY SERVICES

BDO HR Advisory Services supports you and your business by providing people management advice on various issues and arranging interventions that leverage your organisation's earnings and performance.

Our services include:

- HR risk management
- Operational HR
- People effectiveness
- People enablement
- Strategic HR

## INTERNAL AUDIT AND FORENSICS

Our Risk Advisory team is highly skilled in providing the full range of Risk Advisory services to companies:

### Internal Audit

Our internal audit teams look beyond financial risks and statements to the wider issues that help businesses to mitigate the risks to which they are exposed.

### Forensic Services

As a guide, the Association of Certified Fraud Examiners estimates that losses due to fraud are as much as 7% of a company's annual turnover.

BDO will help proactively:

- strengthen your control environment against fraud and misconduct
- better manage the consequences of fraudulent activities.

## IT AUDIT AND CYBER SECURITY

### IT Audit

We help clients achieve balance between reliable performance and continuous improvement by:

- understanding and managing the inherent technology risks in the business and the processes supported by the technology infrastructure
- working with you to identify and prevent the potential risks that may arise when changes are made to services, technology and during business re-engineering.

### Cyber Security

Some 80% of data created today is vulnerable to attack. Such breaches of traditional IT systems can be devastating, resulting in a loss of money, privacy and intellectual property.

We help manage your exposure to the cyber world through:

- Making sure you understand all your cyber exposures (Risk Management)
- Analysing and sizing potential exposure (Risk Quantification)
- Determining factors that create, enhance or minimise your cyber exposures (KRIs)
- Creating strategy to address exposures by Treating, Tolerating, Terminating or Transferring the exposure (Insurance)

We have developed a Cyber and Forensic Laboratory specifically aimed at assisting clients ensure they are adequately prepared for any cyber-attack. We implement sophisticated risk management processes to help them better understand and mitigate the various cyber-related risks to which they are exposed.

## LEGAL SERVICES

BDO Legal offers the same competencies and quality of service that one might expect from a stand-alone legal firm – however, our approach is to:

- support and boost those businesses that often face resource constraints when seeking appropriate legal assistance.



---

*“As the leading mid-tier auditing firm, we take pride in the fact that our partners and managers are involved throughout the audit.”*

---

As your trusted adviser, we can provide:

- a fast turn-around,
- at a competitive fee,
- backed by a local and international (if required) team of professionals.

Our qualified attorneys can assist with:

- Corporate structures and restructuring
- Contract negotiation and drafting
- Legal risk analysis and audits
- Tender support service
- Alternative dispute resolution and commercial mediation
- Contract management and support
- Debtor management
- Intellectual property
- Business rescue
- Legal recruitment
- Customs, excise and shipping

## TAX

Our tax team comprises skilled and experienced registered tax practitioners. We provide the full range of tax services to companies, trusts and individuals.

Our services include consulting, including SARS liaison, directives, opinions and structuring advice. We also have a fully-fledged compliance practice. Our services include:

- Corporate tax consulting
- Employees and expatriate tax consulting
- Expansion into Africa
- Full range of tax compliance offerings
- International Tax and transfer pricing
- Tax risk consulting
- VAT and customs consulting

## WEALTH ADVISORY

At BDO Wealth Advisers we are your confidant in life and business, finding solutions to help you make better decisions so that your wealth can outlive you while seeing positive contributions in your life.

We do this through trusted independent and professional financial and wealth management advice which is delivered by a superior client service experience and supported with long term client relationships. Our services include:

- Administration of deceased estates
- Business assurance including buy and sell arrangements, sureties that are not covered, inadequate provision for repayment of loan accounts and key person assurance
- Consulting on wills and trusts
- Financial plans and investment solutions (local and offshore) for individuals including lifestyle objectives, tax planning, cash flow planning and risk management
- Life and disability cover
- Retirement plans and estate planning
- Treasury and cash management services



---

*“Our diverse technical and professional experience, coupled with the entrepreneurial nature of our global network of member firms, differentiates us and delivers distinct advantages for our clients.”*

---



**WE TAKE IT PERSONALLY. FOR FURTHER INFORMATION, PLEASE CONTACT US:**

**AUTOMOTIVE AFRICA LEADER**

Mark Smith  
masmith@bdo.co.za  
T 011 481 3004  
M 083 704 1937 / 064 759 3104

**HEAD OF AUDIT**

Heemal Bhaga Muljee  
hbhagamuljee@bdo.co.za  
T 010 060 5053

**HEAD OF ADVISORY**

Bert Lopes  
blopes@bdo.co.za  
T 010 0605 059

**HEAD OF TAX**

Ferdie Schneider  
fshneider@bdo.co.za  
T 010 060 5949



/BDOSouthAfrica



/bdoafrica



/bdo\_sa



/company/bdo-south-africa



[www.bdo.co.za](http://www.bdo.co.za)

BDO Advisory Services (Pty) Ltd, a South African company, is an affiliated company of BDO South Africa Inc, a South African company, which in turn is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.