



FTI Consulting South Africa



EXPERTS WITH IMPACT™

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Overview

SA Economy

Introduction

In 2019, South Africa was in a period of fiscal fragility compounded by declining fiscal revenue, high unemployment, low investment and a rising debt-to-GDP ratio that saw 15% of public revenues servicing the debt burden.¹

Emerging from this, we faced even tougher storms unleashed by the COVID-19 pandemic devastation as the headwinds of global and domestic events further buffeted the country. In July 2021, violent civil disturbances left more than two million additional people unemployed, wiped off more than R50 billion from the economy,² and left 350 people dead.

In February 2022, Russia invaded Ukraine. The immediate impact on South Africa was a steep rise in food and fuel prices. In June 2022, the price of a litre of petrol increased by more than 10%.³



Steps taken

The economy has required several steps to induce real growth to avoid the looming debt crisis, including expanding social welfare, recapitalising businesses, implementing structural reforms and fiscal consolidation.

Increasing and extending social relief grants, apart from its obvious humanitarian impact on people's lives, also puts money in the hands of 10 million unemployed, to spend and help stimulate the economy.⁴ In February 2022, the R350/month paid out under the COVID-19 Social Relief of Distress Grant was extended for another year.

Encouraging industrialisation serves as a catalyst for growth, guaranteeing jobs, ensuring infrastructure development, and boosting the country's trade balances. The government's Public Private Growth Initiative⁵ identified interventions to accelerate growth and employment.

It facilitated engagement between the government and private sector on policy alignment and certainty, unlocking the "idle money" that the private sector had ostensibly been sitting on due to economic policy uncertainty.

The government recognised that state-owned enterprises (SOEs) – especially Eskom, Transnet National Ports Authority (TNPA), Transnet Freight Rail – needed to collaborate with the investment and support of the private sector.

¹ Impact of covid-19 on the South African Economy, SA-TIED Working Paper 111 | April 2020

² <https://www.dailymaverick.co.za/article/2022-04-01-cyril-ramaphosa-attempted-july-insurrection-left-2-million-jobless-and-wiped-r50bn-from-the-economy/>

³ (R21.84 to R24.17 for unleaded 95)

⁴ World Social Protection Report 2020-22, ILO Flagship Report

⁵ ITI Lessons Learnt Case Studies No. 10 Public Private Growth Initiative, March 2022

Energy and Transport

The regulatory reform enabling the private sector to generate electricity finally has been addressed by the National Energy Regulator of South Africa (Nersa), lifting the threshold for generation plants without a licence from 1MW to 100MW. Early in 2022, two privately-owned and built 100MW solar power plants were registered by Nersa.

Three major metros – Johannesburg, Cape Town and eThekweni – have tabled plans to “disconnect” from the national grid. The metros will leverage investor interest in renewables through the renewable energy independent power producer programme (REIPPP) and create more public-private partnerships (PPPs).

The government is restructuring Eskom, has reactivated the REIPPP and hopes to capitalise on the massive gas fields at Mossel Bay. This may bring about the energy transition necessary to keep South Africa’s place as one of the continent’s economic powerhouses and favoured investment destination.

In May 2021, Public Enterprises Minister Pravin Gordhan stated that Transnet’s new private sector participation (PSP) strategy could herald a new dawn for South Africa’s infrastructure development.

The National Treasury continues to reduce sovereign debt, while the Reserve Bank has raised interest rates steadily since November 2021, keeping inflation under control.

Growth

During the fourth quarter (October–December 2021), real gross domestic product (GDP) grew by 1.2%, bringing the annual growth rate for 2021 to 4.9%.⁶ Agriculture and mining grew the most in 2021, with finance, personal services and manufacturing the largest positive contributors to overall growth. However, they remain a relatively low export revenue earner. The agribusiness will also have to deal with increased production costs as fertiliser and fuel prices soar.

Unfortunately, the construction industry, for the fifth consecutive year, contracted in 2021 (-1,9%).

Ratings upgrade

By May 2022, the ratings agency S&P upgraded South Africa’s sovereign outlook to “positive” and confirmed foreign and local currency ratings were on “favourable terms of trade (and) a path toward contained fiscal expenditure”.

President Cyril Ramaphosa held the line, pushing back – albeit incrementally – against the proponents of radical economic transformation (RET). It has been no easy task. Prominent members of the ruling African National Congress, including contenders for the party leadership like Ace Magashule and Lindiwe Sisulu, have continued the push for RET.

The top export sectors contributing to job creation remain agriculture and forestry.

South Africa is likely to see a slight slowdown in exports, which rose by 30% from March 2021 due to commodity demand and prices (based on S&P GSCI Commodity Index). However, this commodities tailwind – along with corporate earnings – blew in more than R1.5 trillion for the taxman in 2021/22 – more than 25% up on the previous year.



⁶ <https://www.statssa.gov.za/?p=15214>



Conclusion

South Africa still offers more opportunities than challenges. The government has vocalised desired policy changes and there is a greater willingness and acceptance of the role that PPPs can and will play, extending to industry interventions identified in the Public Private Growth Initiative and measures to improve business and investor confidence. A lot hinges on the speed and efficiency at which these changes can be pushed through.

FTI Consulting

FTI Consulting, active on the African continent for more than a decade, established an office in South Africa in 2005. In 2015 we added economic and financial consulting to our strategic communications capabilities, and following that, forensics and litigation consulting, corporate finance, business transformation, and technology services divisions.

Our experience extends over four decades in impacting on some of the world's largest and most complex business challenges, many of which have dominated global business and financial and public policy discourse. Annually, we help more than 5,800 organisations globally to transform the way they anticipate and respond to events, both at critical moments and in the long term.

We are committed to building our understanding of the constantly transforming the African continent and continue to invest in our offices in Cape Town and Johannesburg, as well as our network of strategic communications and other affiliates across the continent.

Our Industry expertise

FTI Consulting South Africa offers deep industry expertise across a broad range of sectors that ensures successful solutions for clients regardless of complexity, geography, size or the markets in which you operate. We are organised to service key industry groups with seasoned practitioners who have many years of hands-on management and operational experience.



In South Africa, FTI Consulting has dedicated industry teams. Our experts are regionally and globally recognised in their area of expertise:



Energy & Utilities

We provide a wide array of advisory services that address the strategic, reputational, financial, regulatory and compliance needs of energy and utilities clients involved in the production of crude oil, natural gas, refined products, chemicals, coal, electric power, emerging technologies and clean energy.



Public Sector

We combine public policy, capital markets and sector-specific expertise to offer a unique capability for clients operating at the critical intersection between business and government.



Financial Services

We help financial services firms navigate through constantly changing regulatory, economic and competitive challenges, litigation threats and enforcement actions.



Retail & Consumer Products

Clients rely on our seasoned experts' advice and support to grow revenues, control costs, better manage cash flow, explore strategic alternatives, mitigate risk, and navigate through an increasingly complex regulatory environment.



Healthcare & Life Sciences

We offer in-depth knowledge of the financial, operational and regulatory challenges that confront pharmaceutical and healthcare companies and develop appropriate strategic options for clients to pursue.



Telecoms, Media & Technology (TMT)

Our highly experienced team of strategy, finance and operations specialists provide targeted performance improvement strategies and implementation, valuation, interim management, transaction advisory, restructuring and strategic communications services.



Mining

Providing the essential resources to advance and develop our world, the business of mining continues to evolve; applying new methods and efficiencies against the challenges of cyclical markets, increasing regulation and heightened community expectations.



Environmental, Social Governance (ESG)

Whatever the challenge may be, FTI Consulting provides extensive support as you navigate today's evolving, and rapidly shifting, ESG-driven demands.

Our industry teams apply global insights combined with local knowledge. This enables us to drive solutions and mobilise our extensive expertise, resources and capabilities.

About FTI Consulting

FTI Consulting is an independent global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional.

Investors need to understand the markets, the people and the regulatory and political landscapes of the countries and industries in which they plan to invest. In a rapidly changing environment, the need to understand what is taking place is ever more important.

FTI Consulting, with its experience in navigating these evolving landscapes, is ideally placed to help companies maximise the opportunities that Africa presents.

We have four decades of experience in making an impact on some of the world's largest and most complex challenges, many of which have dominated global business, financial and public policy discourse.

OUR CREDENTIALS



NYSE Publicly Traded



\$5,4 Billion Market Capitalisation



FTI Consultancy was founded in 1982



With more than 5,800 employees located in 27 countries



9 Specialised Industry Practices



Adviser to all of the World's Top 10 Banks



Adviser to 92 of the World's Top 100 Law Firms



48 of Global 100 Corporations are clients



Trusted Advisors with expertise and credentials

FTI Consulting Sustainability Report

At FTI Consulting, we aim to successfully anticipate the Environmental, Social and Governance (“ESG”) risks and opportunities that are unique to our company. Within our inaugural Corporate Sustainability Report, we announced our commitment to reaching net-zero greenhouse gas (“GHG”) emissions by 2030.

We believe proactively identifying and addressing ESG risks and opportunities are both integral to sustaining our strong growth trajectory and critical to maintaining our license to operate in today’s dynamic market. Throughout this report, we share our approach to our company’s unique ESG risks and opportunities, our ESG-related programs, policies and commitments and our ambitions to deliver for all of our stakeholders.

As a participant to the United Nations’ (“UN”) Global Compact, FTI Consulting supports the Ten Principles (the “Principles”) on human rights, labour, environment and anti-corruption. The UN Global Compact and its Principles are ingrained in our culture, policies and day-to-day operations. Our commitment to these Principles as well as the UN Sustainable Development Goals (“SDGs”) is detailed in this report.

FTI Consulting’s disclosures reflect our company-specific sustainability initiatives that seek to align with established reporting frameworks and standards, including the Task Force on Climate-Related Financial Disclosures (“TCFD”) and the Sustainability Accounting Standards Board (“SASB”).

In 2021, we also responded for the first year to the Carbon Disclosure Project (“CDP”) Climate Change questionnaire. These disclosures are reflective of our commitment to transparent reporting of our sustainability journey to our stakeholders.

“We at FTI Consulting aspire to create long-term, sustainable value through ESG-related initiatives for all stakeholders — our people, our clients, our shareholders and our communities. Though we recognise there is more work to do, we are inspired by the collective contributions by our colleagues across the globe this past year.”

Steve Gunby
President and Chief Executive Officer

Diversity, Inclusion & Belonging at FTI Consulting South Africa

At FTI Consulting, we recognise that our ability to build and extend a world-class global consulting firm requires attracting the best professionals from every talent pool available.

We acknowledge that meaningful change takes time and, while there is always more to do, we will not waiver in our commitment to remain transparent and accountable for building a diverse and inclusive firm that embraces belonging.

Our commitment is based on our belief that we must attract the best professionals in the market and invest in them to deliver innovative and collaborative solutions for our global clientele.

FTI Consulting's Diversity, Inclusion & Belonging efforts extend globally through a multi-pronged approach focused on attracting, developing and retaining diverse talent.

"We have been working tirelessly to create an inclusive and high-performing culture in which our professionals can grow their careers and achieve their full potential. While there has been focus on creating a more diverse and inclusive culture within our organisation, we recognise that we need to do more to accelerate the pace of change."

Holly Paul
Chief Human Resources Officer

LEADERSHIP

We believe the most effective way to accelerate change is to build a diverse and inclusive leadership team.

Our Corporate Governance Committee and Board holds diversity as a key attribute when considering director nominees.

Our Board of Directors strongly believes that diversity of gender, cultural background, professional skills and work experience brings unique perspectives to the Board and helps broaden the Company's understanding and knowledge of the markets we serve.

SENIOR PROFESSIONALS

At our Senior Managing Director level we have set aggressive goals to increase the number of female and previously disadvantaged Senior Managing Directors in the firm.

JUNIOR PROFESSIONALS

Below the leadership ranks, we will continue to focus on attracting diverse professionals to ensure we are building an inclusive and equitable firm and culture.

COMMUNITY ENGAGEMENT

Through our Corporate Citizenship program, FTI Consulting partners with local charitable organisations, who share our desire to foster diverse and inclusive communities.

TALENT DEVELOPMENT & RETENTION

In addition to attracting diverse talent, we are committed to developing and retaining our employees. From a development standpoint, we require Unconscious Bias training for all employees with management responsibilities to ensure they are creating an inclusive team environment.

At FTI South Africa, we believe in the impact of one-on-one mentor-mentee relationships based on trust, respect and empathy to provide an environment for skills development, learning and growth. Our local mentorship programme is designed to provide support, development and empowerment of future leaders of FTI South Africa and aid employee retention. Through regular open and honest conversations, mentors gain valuable perspectives and insights into individual and organisational issues which can assist with creating a culture that promotes collaboration, inclusiveness, equity and diversity. Mentees are provided with skills development opportunities, encouragement, guidance and support to maintain high standards of job performance, while preparing for future leadership roles.



Our support

We support our employees' professional development with emphasis on everyday coaching, feedback, mentoring and sponsorship.

Service Overview

FTI Consulting is organised into six segments, each of which is a global leader in its own right for one simple reason: our commitment to having a tangible, positive impact on how our clients confront and manage change, risk and disputes.

1. CORPORATE FINANCE

As a trusted partner to companies, boards of directors, investors, lenders and creditors around the world, the Corporate Finance & Restructuring segment is focused on delivering mergers & acquisitions (M&A), valuation, business transformation and transaction services solutions. Committed to our clients' success, our award-winning professionals address the full spectrum of financial, operational and transactional risks and opportunities across diverse industries. Included among our core strengths is providing expertise in guiding companies through the value creation life cycle.



Managing change

3. ECONOMIC CONSULTING

A global standard-bearer in economic consulting, we provide law firms, corporations and government agencies with sophisticated analyses of complex economic issues to assist clients in understanding the challenges and opportunities they face. Our Economic Consulting practice is involved in a wide range of engagements that provide critical insight and expert testimony in legal and regulatory proceedings, strategic decision making and public policy debates. We also have deep expertise in Competition policy. Our experts have provided advice and testimony in a large number of complex competition matters, assisting clients with many of the high-profile competition cases over the last 20 years.



Managing change

2. BUSINESS TRANSFORMATION

We lead with our industry expertise, working side-by-side with management, boards of directors and investors to help align business activities to a critical few priorities, striking a balance between short-term and long-term goals. Focused across the five major elements of the enterprise, our global team of more than 600 highly experienced business transformation professionals provides an expert-driven partnership model to our clients.



Mitigating risk



Resolving disputes

4. FORENSIC & LITIGATION

We provide the industry's most complete range of forensic, investigative, data analytic and litigation services. As an independent consulting firm, we have unmatched qualifications in all types of risk, dispute, investigations and litigation scenarios. We have extensive experience serving leading corporations, governments and law firms around the globe.



Managing change

6. TECHNOLOGY

FTI Technology solves data-related business challenges, with expertise in legal and regulatory matters. As data grows in size and complexity, we help organisations govern, secure, find, analyse and rapidly make sense of information better. Innovative technology, expert services and tenacious problem-solving provide our global clients with defensible and repeatable solutions. Organisations rely on us to root out fraud, maintain regulatory compliance, reduce legal and IT costs, protect sensitive materials, quickly find facts, and harness organisational data to create business value.



Managing change

5. STRATEGIC COMMUNICATIONS

As a leading global communications consultancy with more than 30 years of experience advising management teams and boards of directors, we help clients communicate effectively to protect and enhance their business interests with key stakeholders. We have a comprehensive view of strategic communications with an integrated suite of services in financial communications, corporate reputation and public affairs in all the major markets around the world.

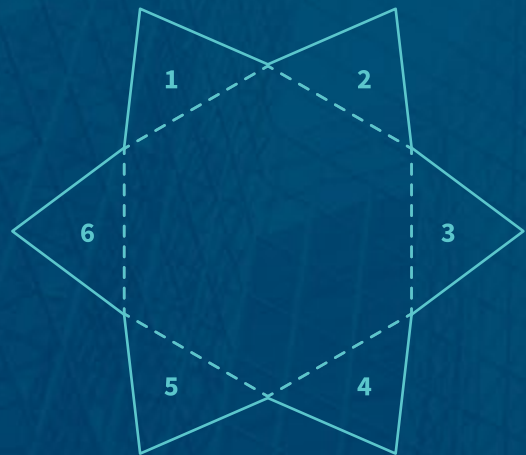


Mitigating risk



Resolving disputes

SIX SEGMENTS - ONE PURPOSE -



1. CORPORATE FINANCE

FTI Consulting South Africa Corporate Finance helps clients maximise value throughout the deal life cycle. From origination to exit, we use knowledge driven skill and experience, focusing on critical financial, commercial and operational opportunities, to help create and enhance shareholder value.



MERGERS & ACQUISITIONS

FTI Consulting's M&A team help clients maximise value throughout the transaction process from origination to exit/closing. We act as Transaction Advisors in both Sell side, or Buy side, mandates. We advise on Selling, or Buying, companies, divisions, assets, brands etc.

The M&A team recently announced the successful completion of Project Marathon.

Our services:

As exclusive Transaction Advisors to the sellers, our services included:

- Indicative pricing
- Preparation of sale marketing documentation
- Deal origination through the introduction of appropriate potential buyers (both trade and financial investors)
- Facilitation of the due diligence and Q&A process
- Ongoing engagement with the selected preferred bidder throughout the extensive due diligence phase
- Support in final negotiations and assistance in finalisation of transaction legal documents to close the transaction

The ultimate investors, a Private Equity Investor Consortium comprising RMB Ventures and Bopa Moruo, acquired a majority stake in the business, significantly improving the B-BBEE credentials of the business. They invested alongside a Management Team from the business. The original, founding shareholders both retain minority equity stakes in the business.

Client Testimonial - Project Marathon

“As an owner-manager, not having been through a transaction of this nature before, I value and appreciate the honest, efficient and professional approach of the FTI Consulting team every step of the way. The M&A team has walked with us step-by-step through this process, bringing their network relationships with both trade and Private Equity investors, industry experience and process understanding to each stage of the transaction. They have been actively involved and have added value consistently throughout the process, from the initial stages of performing an indicative valuation of our business, to identifying appropriate potential investors, to preparation of the relevant sale documentation and providing ongoing value enhancement in discussions and negotiations with potential parties.”

Sebastiano Iorio
CEO & Co-Founder, Cargo Compass SA



Our approach

Is rooted in our industry strength and our deep level of understanding of our clients' challenges, opportunities and competitive landscapes.



TRANSACTION SERVICES

Our team of experts, who have been providing financial due diligence and other transaction advisory related services to JSE Listed Companies, Private Companies and to the Private Equity sector for the past 20 plus years, assist clients in assessing price, funding requirements and other financial matters which need to be considered in the valuation, sale and purchase agreement and/or for post deal rectification.

Our work includes a comprehensive analysis of the key drivers of business performance, including analysis of quality of earnings, cash flows, working capital and net debt. We provide input into deal negotiations providing a valuable cross-link from the financials to the sale and purchase agreement. Our private equity clients include RMB Corvest, RMB Ventures, Metier Private Equity, Agile Capital, Rockwood, Ethos, Capital works, Trinitas, PAPE Funds and Aleyo Capital.

How we can make the Critical Difference

Using an industry-first approach, our senior experts work with the largest Private Equity firms, Investment Banks and Corporates providing transaction and execution – orientated services throughout the deal life cycle.

From orientation to exit, we use knowledge-driven skill and experience, focusing on critical, financial, commercial and operational opportunities to help create and enhance enterprise value.

Across the deal life cycle

Our services are designed to address your strategic, operational and financial needs at every stage of the life cycle of your investment.



Our typical services include:

1. BUY-SIDE FINANCIAL DUE DILIGENCE

We assist potential buyers in assessing price, funding requirements and other financial matters which need to be considered in the sale and purchase agreement. Our work includes a comprehensive analysis of the key drivers of business performance, quality of earnings, cash flows, working capital and net debt. We provide input into your deal negotiations providing a valuable cross-link from the financials to the sale and purchase agreement.

2. VENDOR FINANCIAL DUE DILIGENCE

Our vendor financial due diligence greatly reduces disruption; we work closely with Management to produce one central set of financial information and explanations to address the concerns and issues relevant to even the most demanding purchaser. This reduces the necessity for each buyer to have substantial business access to do their own due diligence work as they will be able to rely on our work and allows the seller to remain in control of the transaction for the longest possible period.

3. VENDOR ASSIST SERVICES

We provide bespoke solutions to the seller to prepare a business for sale. Then, once the disposal process is underway, we assist management through to its conclusion. Vendor assist services are typically commissioned where either experience or resources within a company are insufficient to credibly prepare the relevant financial information or where the available financial information is not consistent across periods.



Our approach

- We offer senior teams with unparalleled global experience.
- We are less encumbered with conflicts than many others, being free of retained audit clients, offering a more nimble response and approach better aligned to clients needs.
- We are driven by data, facts and hypotheses.
- Our range of capabilities is unique, combining a variety of skills which have been sourced from the Big 4.



INDUSTRY EXPERTS - CORPORATE FINANCE SOUTH AFRICA



Operational Diligence & Transformation

- Operational restructuring
- Operational due diligence
- Development and implementation of performance improvement plans
- Post Merger integration
- Interim Management



Merger & Acquisitions

- Execution and project management of M&A transactions
- Valuation, Structuring, Negotiation support and diligence co-ordination
- Market testing, accelerated and distressed M&A



Financial Due Diligence Services

- Buy and sell side financial due diligence
- Vendor assist services to prepare a business for sale
- Financial modeling to support a transaction and debt financing



Valuation Services

- Providing valuation analysis and/or opinions
- Buy and sell side financial advisory
- Independent expert opinions for JSE, Companies Act & Reserve Bank
- Valuations
- Fair value for business combinations, share-based payments, impairment defence
- Valuing identifiable, intangible assets and asset portfolios



VALUATIONS

FTI Consulting South Africa provides robust, independent valuations informed by the disciplined application of data, insights and relevant frameworks. With decades of experience and a global network and expertise, our Valuations offering helps our clients support valuations under financial reporting frameworks. These include defending impairment, estimating the value of assets such as interests in businesses, cash generating units, tangible and intangible assets. We perform valuations for transactions, financial reporting and for regulatory purposes including the JSE and other stock exchange fairness opinions, valuations for the South African Reserve Bank and revenue authorities. We help our clients identify and enumerate the value of their assets and understand the impact of key levers on their assets' values. We also help our clients to meet reporting and regulatory requirements in respect of their assets' values. Our clients include leading financial institutions, legal firms, listed corporates as well as businesses and public enterprises across sectors. We are not a provider of statutory audit services and therefore we are independent and free of actual and perceived conflicts of interest when undertaking valuation work. We appreciate and understand the processes and methodologies around valuation within investment holding and private equity houses.



Services

Key valuation and valuation-related services demanded by our clients in this sector include:

- Supporting investments' valuations for external financiers (independent valuations for various controlling stakes).
- Successfully defending against impairment for financial reporting purposes. Our knowledge of and understanding of the requirements under IFRS statements particularly IAS 36 and IFRS 13 enables us to support management with technical motivations. We also use data and insights to present strongly motivated and defensible positions.
- Independent market data for financial reporting level 1, 2 and 3 valuation input calculations (particularly for IFRS 13, IFRS 3 and IFRS 2) both for once-off and annual needs.
- Performing purchase price allocations to support management teams where our client's investments acquire controlling interests in assets or investments are consolidated. However, we note that some of our clients have opted for the IFRS 10 exemption and we assist them with fair value determinations/inputs in those instances.
- Supporting investment teams in preparing working papers and packs for various committees.
- Support in preparing valuation models that will be used throughout the investment horizon.

PROJECTS

Some of the investment holding and private equity houses that our team has worked with and foreseeable future include:

- The Public Investment Corporation (Valuation assessments of unlisted equity and debt, fund of fund reviews and over-the-counter derivatives)
- Remgro
- Community Investment Holdings
- Net1
- Wiphold
- Thesele Group
- Transnet
- DRD

“From orientation to exit, we use knowledge-driven skill and experience, focusing on critical, financial, commercial and operational opportunities to help create and enhance enterprise value.”



2. BUSINESS TRANSFORMATION

Management performance expectations have never been higher. Executives must provide strategic vision and leadership, as well as tactical solutions that enhance performance, build long-term value and foster a culture of excellence. In times of opportunity and disruption, many of the world's top organisations turn to FTI Consulting for independent enterprise-wide transformation expertise.

Our global team of senior professionals creates an industry-informed partnership with you, deploying best practices tailored to your company and industry dynamics, focusing on the specific challenges and opportunities that impact performance.



“We are laser-focused on improving efficiency and effectiveness, executing with a balanced approach between short-term benefits and long-term strategic goals.”

Leveraging expertise in growth, finance, operations, supply chain, real estate optimisation, technology and transactions, we help drive change across the enterprise.

Our regional team and global teams are located in every major financial center in the world, we assist you wherever opportunities and challenges arise and will work side by side with you to implement successful solutions.

We understand the competing considerations that underlie your business decisions, and we develop and execute strategies that deliver sustainable transformation, in an accelerated timeframe, always striking a balance between short-term and long-term goals.

“Our solutions are never cookie-cutter. Rather, they are tailored, actionable, and always supported by deep data insights and analytics. Simply put, we bring a unique “get things done” style to your organisation with a focus on delivering successful results.”

OUR UNIQUE STRENGTHS



Industry depth

Our approach is rooted in our industry strength and product depth. Our bench of senior-level industry experts understand our clients' challenges, opportunities and competitive landscape.



Hands on

We sit beside our clients, not opposite them. Our teams are lean and fast, in both the assessment and the implementation of our recommendations, and we provide the resources to take the project from start to finish.



Best-in-class

We are respectful, but bold, with a bias to action. Our fact-based, collaborative/analytical approach is focused on the client's objectives, culture and working style.



Expert-driven

Whether you are seeking operational or financial due diligence of a target, or the implementation of a strategy to drive revenue growth and cultural change, we bring on point expertise, providing seamless execution of our solutions across the business.

GLOBAL TRADE & EXCISE (GTE) OFFERINGS

Our GTE offering as part of the Business Transformation Services team, comprises admitted attorneys, chartered accountants and information technology specialists that provide integrated solutions to assist clients with customs and excise technical advice, accounting entries and ERP optimisation. Our market leading approach allows us to provide services such as the following:

- Excise accounting outsourced solutions for clients in the petroleum, alcoholic beverages and Health Promotion Levy industries.
- Outsourced customs refund services
- Enterprise Resource Planning optimisation to ensure customs and excise triggers are properly documented, defined and comply with legislation from source to general ledger level.
- Development of industry-specific key controls to simplify the external audit process.
- Trade visibility and import data analysis services.
- Excise data analysis services.
- Landed cost modelling through the FTI Africa Trade Portal.
- In-country customs information, rates, levies and fees associated with trade in goods.
- Preparation for Revenue Authority Modernisation initiatives such as Preferred Trader Programs.
- Trade and excise advocacy services, strategy and submissions to fiscal entities.
- Customs and excise training, development of KPIs and third-party service provider reviews.
- Customs and Excise due diligence services.

Why GTE services?

- Brexit, NAFTA, SACU and African Trade blocks impacts all aspects of multinational and local business operations.
- Corporate accountability in developing countries demands more than mere reporting on FCPA and anti-corruption and bribery.
- Entrance into developing markets requires an understanding of all trade regulations, supply chain and landed costs considerations as well as the accounting impact thereof from both an audit and risk perspective.
- Current trends indicate that Customs and Excise duties and levies on regulated products will continuously be extended to include additional products under the future “sin taxes” such as sugary beverages and environmental levies, resulting in increased risk for non-compliance, illicit trade and cost manipulation.
- Constant changes in the regulatory environment, trade wars and the introduction of self-assessment programs broadens the risk of non-compliance that could have a financial and reputational impact.
- In addition, new Customs and Excise legislation is pending in various jurisdictions that will substantially alter the manner in which goods are moved, reported and accounted for.



“Current trends indicate that Customs and Excise duties and levies on regulated products will continuously be extended to include additional products under future “sin taxes”, resulting in increased risk for non-compliance, illicit trade and cost manipulation.”



Our services

Range from technical opinions and guidance on tariff classification, customs valuation and international trade agreements, to development of Customs and Excise Control frameworks, landed cost modelling, outsourced accounting services and dispute and litigation support.



Our focus

We focus on helping you deliver transformation benefit earlier, prepare better for the transformation and mitigate the disruption risk associated with new implementations.

HOW WE CAN HELP

The FTI Consulting provides solutions to help finance functions optimise performance while supporting the CEO and CFO to drive enterprise value and business strategy.

From strategy and assessments to implementation and interim management, our solutions focus on delivering impactful results.

1. Strategy & Planning



Solutions based

To help you create value for your organisation and enhance your decision-making capabilities, we create and implement solutions that build confidence, clarity, controls and consistency.

Enhanced by innovative engagement tools, we offer you strategies and solutions that drive value and improve the way finance operates:

- Planning and performance management: EPM and FP&A, financial modeling, performance reporting and analytics.
- Finance function strategy: Vision, organisational design, technology.
- Finance operating model: SSO, GBS, BPO, talent and centers of excellence.
- Strategic initiatives and event readiness: Corporate development, M&A, merger integration and carve-outs, IPO and transaction readiness.

2. Finance Operations & Technology



Improved finance operations

CFOs are tasked with improving finance operations and how they respond to changing business dynamics. They rely on FTI Consulting to provide the necessary data analytics, toolsets and insights that improve their ability to add value to the business decision-making process.

We collaborate with CFOs and their teams to improve the day-to-day finance operations such as:

- Accounting and financial reporting: Controllarship and audit support, complex transaction and technical accounting, controls and process improvement, and accounts and legal entity rationalisation.
- Finance transformation: Assessment and roadmap, operating model optimisation and implementation, finance process improvement and automation, and training and capability development.
- Finance technology: Finance data management, digital finance and intelligent automation, system evaluation and selection/optimisation, implementation planning and management, integration and separation support, and IT cost transparency.

3. Cash, Cost & Capital Management



Organisation management

Organisation management that optimises working capital and reduces enterprise costs paves the way to transformation, growth and competitive advantage. Your goal is our goal — to create and maintain a stable, efficient organisation, implement solutions that maximise performance, and lead your organisation's transformation from good to great, all in the most cost-effective ways.

These include:

- Treasury and cash flow management: Liquidity forecasting, controls, policies and governance, banking structure and cash management, financial risk management, and debt capacity and capital funding support.
- Cost optimisation: SG&A optimisation, spend rationalisation, organisation right sizing, and cost benchmarking and target setting .
- Working capital improvement: Cash conversion cycle, process optimisation, and reporting and dashboarding.

OUR FOCUS AREAS



The case for change

Our expert consultants will help you prepare the case for change, including the business case, benefits framework and implementation roadmap.



Clarity of business process

We will map your existing processes to a transformed to-be process layer, ready for enablement by the new technology layer. This helps in understanding the change and people element.



Technology selection

SAP S4/HANA may not always be the right answer. We help you consider your choice of technology and can run the technology selection process on your behalf.



Data cleaning & preparation

Our heritage of managing large volumes of data means that we can help you prepare your data for the move to SAP S4/HANA.



Transformation Office

We are experts at running large transformations and can remove the pressure of running the transformation and business as usual from you. Our approach is agile and lean.



3. ECONOMIC CONSULTING

FTI Consulting's Economic & Financial Consulting practice provides clear analysis of complex economic issues to help clients better understand the challenges and opportunities they face. We present expert testimony in legal and regulatory proceedings and contribute critical insight in strategic decision-making.

Our economists and accountants apply the theory and principles of microeconomics and finance to analyse issues and provide advice to clients. We approach problems in a highly structured, but practical way and present complex concepts and data in an understandable manner.

We have extensive modelling experience, building robust and relevant econometric and financial models for a variety of uses.



Application

Applying the theory and principles of microeconomics and finance, we perform many different types of economic and financial analyses, always approaching problems in a highly logical, structured and practical way.



Our aim

Our aim is to bring the unparalleled depth and breadth of our expertise to serve our clients in South Africa and across the continent.

COMPETITION

Competition policy is a key area of expertise for FTI Consulting in South Africa. FTI Consulting experts have provided advice and testimony in a large number of complex competition matters, assisting clients with many of the high-profile competition cases of the last 20 years. We have been retained on matters across a range of industries, including energy, financial services, healthcare, oil and gas, transport and telecommunications. We use a combination of industrial organisation theory and sophisticated economic and econometric analyses to analyse the full set of competition issues.

ECONOMIC REGULATION

The FTI Consulting team has deep and broad experience across regulated sectors, including energy, telecommunications, transport, water and healthcare. Our experts advise regulators, boards and investors in countries across Europe, the Middle East and Africa on a wide range of strategic regulatory issues.

CASE STUDY

ECONOMIC REGULATION- PRICE CONTROLS

Situation

During 2020, the Competition Commission completed their market investigation on data prices in South Africa. The aim of this process was to determine whether data prices are high in South Africa, compared to benchmark countries, and what remedies could be imposed to rectify this. Following various rounds of questions and presentations by stakeholders, the Commission found that data prices were indeed high. Their recommendations included various forms of interventions, including forms of price controls.

Our role

FTI Consulting experts made submissions on behalf of Cell C (one of the smaller mobile network operators (MNOs)), on the possible effects of such price controls on the operating model of smaller MNOs.



Our impact

The outcome of the inquiry was that several MNOs made public commitments to data price reductions and the expansion of zero-rated educational and other content.

STRATEGIC CONSULTING, PUBLIC POLICY & TRADE

FTI Consulting advises companies and other organisations facing a diverse set of strategic challenges, for example; regulatory and taxation changes, and pricing and investment decisions.

Example

IMPACT ASSESSMENT

We have extensive experience in undertaking both qualitative and quantitative impact assessment across a large number of sectors, including healthcare, agriculture and telecommunications. In particular, we work with companies and other affected parties to analyse and articulate the effect of regulatory interventions and proposed policy changes on their operations, as well as the impact on other industries and the wider economy. Often this involves scenario analysis, where we work with stakeholders to identify a set of possible scenarios that are then modelled.

“In our work with both government and stakeholders, we use economic analysis in a highly practical way to inform and improve policy-making and avoid unintended consequences.”

DISPUTES

FTI Consulting has unparalleled expertise in providing expert evidence on valuation issues and the quantification of economic losses in commercial litigation, as well as commercial and investment treaty arbitrations. Our experts also assist in settlement negotiations and have been appointed to make expert determinations. We work closely with clients, their legal advisors, witnesses of fact and experts in other technical disciplines to provide reliable, coherent and independent testimony. Our experience covers many different types of dispute, including construction, expropriation and insurance claims, as well as shareholder, procurement and matrimonial disputes.

Our team provides support throughout the dispute resolution process: providing an initial view on the potential value of damages claims and associated issues; preparing detailed assessments and expert reports; performing critiques of other expert reports; providing oral testimony at hearings; and assisting with post-hearing activities. We also help clients with disclosure and document identification for document requests.

“With more than 300 professionals across 12 countries, the Economic & Financial Consulting practice is a global team of highly skilled economists, accountants, financial analysts, econometricians, industry specialists, former executives, former regulators, traders and petroleum engineers.”



OUR AWARDS



MOST EXPERTS NAMED TO CONSULTING EXPERTS GUIDE

Who's Who Legal (2016 – 2021)



COMPETITION ECONOMIST

Expert of the Year 2019



GCR (GLOBAL COMPETITION REVIEW)

Economist of the Year Finalist 2020



4. FORENSIC LITIGATION CONSULTING

FTI Consulting is an internationally recognised leader in independent investigation services to the business and legal community.

Our multi-disciplinary team of specialist investigators, forensic accountants, forensic lawyers, data analysts and computer forensic experts undertake investigations involving corporate fraud, whistle-blowing, employee negligence, white-collar crime, regulatory violations, financial misstatement as well as bribery and corruption allegations. In addition, we can act as an expert witness in court.

WHERE WE CAN HELP

We help clients protect their enterprise value by quantifying damages and providing expert testimony in intellectual property, professional malpractice, lost profits, valuations, breach of contract, purchase price disagreements, business interruption, environmental claims, construction claims and fraud cases. We employ forensic accounting and complex modeling expertise to unravel complex financial transactions, independently gathering and analysing critical information, and offering industry-leading electronic evidence services that identify, collect and preserve relevant, structured information and analyse complex enterprise data.



Investigations

An investigation requires immediate action. Data needs to be collected and analysed, key witnesses and suspects interviewed, and business intelligence gathered and reviewed. At the same time, the company should continue 'business as usual' whilst safeguarding its reputation.

OUR OFFERINGS

We bring a multi-disciplinary approach to complex factual, financial and business-critical investigations, including:

1. Information & Evidence Collection
2. Electronic Data Review & Analysis
3. Recommendations & Findings
4. Fraud Prevention/Mitigation

“Whatever help you need, our multi-disciplinary team can assist at every stage of an investigation - tailoring our services to match the specific requirements of the case.”

SUPPORT AT EVERY STAGE OF AN INVESTIGATION

Investigations can vary widely, have sudden changes in scope and are often time-critical. They require immediate, decisive action and specialist support from experts, to help you respond effectively and efficiently.



OFFERINGS DETAIL

1. Information & Evidence collection

- Search of publicly available material along with our own discreet source enquiries
- Conduct interviews.
- Trace assets.
- Investigate beneficial relationships
- Identify and preserve data from servers, computers, mobile phones and other forms of electronic media.
- Manage hard copy evidence from end-to-end.

IRIS: Risk & Intelligence Services new investigative service offering comprising corporate intelligence, reputational due diligence, and verification.

The problem

In the information age, data and risk data is readily available, but businesses are not equipped to identify, contextualise material, or synthesise it into a clear and useable report.

The risks

If businesses are not comprehensively and objectively informed, they may enter into transactions with adverse economic, regulatory and reputational consequences for which they are not adequately prepared.

The solution

We assist clients by identifying, assessing, contextualising and synthesising key information on target companies and individuals so that clients are fully equipped ahead of significant decisions including investments, new business partnerships and new hires.

2. Electronic Data Review & Analysis

- Use advanced analytics through document review and discovery platforms to help hone in on the relevant documents quickly.
- Uncover activity on devices, including recovery of deleted items and attempts to wipe data.
- Use various tools to analyse structured data sets of any size to establish patterns and anomalies.
- Reconstruct accounting records.

3. Recommendations & Findings

- Produce a report for key stakeholders based on our investigation.
- Provide information to assist lawyers on the appropriate case strategy and advise on possible next steps as well as manage and present large volumes of evidence.
- Offer crisis communications support to create a communications strategy and tactical implementation plan.

4. Fraud Prevention/ Mitigation

- Evaluate compliance programs and make recommendations for enhancements.
- Implement fraud prevention strategies.
- Develop and participate in implementation of modified controls and corporate practices
- Monitor and test policies and procedures.
- Train staff.

OUR EXPERIENCE IN AFRICA

Fraud investigation in South Africa

FTI Consulting was retained by a mining company to investigate allegations of fraud in its South African subsidiary. The team planned the investigation, reviewed evidence and assisted in conducting interviews with staff. FTI identified substantial sums as being potentially removed from the company and worked with lawyers to ensure that assets were frozen and recovery procedures commenced.

Fraud investigation in East Africa

FTI Consulting assisted an East African Central Bank investigate allegations of fraud involving one of its mid-tier banks. The bank was placed into Receivership following disclosure by the bank's Board of alleged fraudulent activity and subsequent cover up, spanning at least 12 years, which upon discovery, revealed a significant hole in the bank's financial position. An FTI team, comprising forensic accountants, data analysts, and forensic technology specialists has been on site since October 2015, preserving data, extracting information and analysing the bank's underlying accounting records. The FTI team works closely with the Central Bank and its lawyers to assist with numerous civil proceedings that have been commenced by multiple parties in relation to criminal investigations.



OUR UNIQUE STRENGTHS

 <p>Internationally recognised leaders in forensic investigations</p>	 <p>Multi-lingual capabilities, with over 20 languages spoken</p>
 <p>Ability to swiftly deploy teams anywhere in the region or the world to conduct a complete investigation</p>	 <p>Innovative use of technology to streamline the investigation process</p>
 <p>Integrated, multi-disciplinary team with a mix of specialist skills and industry expertise</p>	 <p>In-depth experience acting on pan-African and multi-jurisdictional investigations</p>
 <p>Commercial, pragmatic approach focused on what's best for the client</p>	 <p>Support clients facing high stakes litigation, arbitration and compliance investigations, and regulatory scrutiny</p>

OUR AWARDS



INVESTIGATIONS DIGITAL FORENSICS FIRM OF THE YEAR

Who's Who Legal (2021)



LAWYER INTERNATIONAL GLOBAL AWARDS 2018

Best Forensic & Litigation Firm in South Africa



WWL INVESTIGATIONS 2019

Forensic Accounting Firm of the Year



ANTI-MONEY LAUNDERING & SANCTIONS

Our professionals offer comprehensive solutions to financial institutions and other organisations facing unprecedented scrutiny and pressure to serve as the first line of defense in the global war on money laundering and terrorist financing. Clients benefit from our world-renowned expertise and cutting-edge technical capabilities. We approach client challenges with diligence, ingenuity and purpose. Our diverse background offers clients solutions of unmatched breadth and depth.



Invested in helping

FTI builds solid and strong relationships with its clients by showing that they are not just there to perform a piece of work, but more so, to be invested in helping the organisation fight financial crime.

“FTI Consulting is committed to getting to the client to ensure they mitigates the risk of falling prey to a money launderer or terrorist/proliferation financier's abuse.”

The FTI Consulting advantage

- Distinguished technical and subject matter experts.
- Top rated data warehouses and analytical computing power.
- In-house licensed private investigators.
- Customised technology applications and platforms.
- Global presence and local language capabilities.
- Industry-recognised software services.



HOW WE CAN HELP YOU



Expert witness services

- Analysis of policies and procedures, KYC documents, customer transactions.
- Assistance in developing and responding to discovery requests.
- Critiques of opposing expert analyses.
- Advice in the settlement process.
- Preparation of expert opinions, affidavits and reports.
- Research on relevant regulations and compliance matters.



Lookback transaction reviews

- Data mapping, extraction, validation, analysis and hosting.
- Payment message linking and de-duplication.
- Filter and detection scenario design and execution.
- Design and implementation of review protocols.
- Comprehensive record review.
- Global investigative research of high-risk parties.
- Thorough and objective reporting of findings.



Compliance program development, assessment & remediation

- Analysis of policies and procedures, KYC documents, customer transactions.
- Compiling risk management and compliance program.
- Developing customer risk assessment frameworks.
- Designing enterprise wide risk assessments
- Develop new and assess existing compliance programs.
- Implementation of KYC procedures.
- Governance training and expert support.
- Regulatory gap analysis and consulting.
- Evaluation of transaction monitoring rules and algorithms.
- Bespoke compliance training.
- Sample testing of KYC files, alerts, investigations and SARS filings.
- Global investigative research and due matters.



Regulatory advisory

- Independent forensic transaction reviews (lookbacks).
- Independent program assessments.
- Supervisory examination support.
- Enforcement inquiry and incident response.
- Data extraction, management, and hosting.



GLOBAL TRADE REGULATORY SERVICES



COVID-19 impact

The impact of COVID-19 on African countries resulted in unprecedented fiscal demands for governments already subjected to increased health, socio-political and economic risks.

“The challenges of balancing economic recovery with effective revenue collection efforts leads to increased scrutiny of tax payers in highly regulated industries.”

This applies to industries within

- Oil & Gas
- Mining
- Alcoholic Beverages
- Tobacco

Why Global Trade & Regulatory services?

Mounting fiscal pressures give rise to audits by revenue authorities, primarily focusing on false customs declarations, under-valuation of goods, incorrect treatment of royalties and licence fees, tariff classification and the utilisation of import and export permits by third parties.

Given the complexity of most regulated industries, audits are conducted by revenue authorities with limited understanding of the taxpayers’ specific ERP systems, the industry in which it operates as well as accurate scrutiny of publicly available data, usually generated by governmental institutions.

The latter results in massive assessments based on unscientific sampling of data and documentation of importers, exporters and third-party service providers such as clearing and freight forwarding agents.

In addition, revenue authorities resort to unsubstantiated demands to raise forfeiture, attachments on property and bank accounts at financial institutions as well as termination of regulatory governed licenses whilst subjecting taxpayers to lengthy, litigious proceedings.

The matters are complex and in almost all instances involve cross-border and inter-continental transactions, therefore, requiring in-depth experience and expertise on a global scale.

There are a variety of risks compliant taxpayers face under these circumstances which, due to the magnitude of claims, market activity and transactions involved, can threaten their very existence.

Often the matters are widely reported in the media for revenue authorities to illustrate attempts to fulfill their mandates.

Media exposure occurs often for the wrong reasons and based on taxpayers’ confidential information, mostly regulated by the laws in the affected jurisdictions.

Inaccurate reporting causes substantial reputational risks for compliant taxpayers, which is another aspect requiring careful management of stakeholders and strategic communications to the relevant parties.

THE RISKS AMPLIFIED BY INTERNAL ORGANISATIONAL RISKS SUCH AS:



Our team of Forensic Investigation, Global Trade & Excise and Strategic Communications professionals comprise chartered accountants, admitted attorneys, information technology specialists and communications specialists who regularly assist various clients to implement cross-border trade related risk and governance solutions ranging from ERP optimisation, advocacy work to ensure a company's freedom to operate and internal audit controls to trade and supply chain data management. Our approach and methodology has been utilised to formulate and substantiate submissions for revenue authority assessments, litigation and settlement procedures and dealing with conveying difficult messages in the most appropriate and effective manner. Our trade governance solution offering is client and country specific, ensuring an integrated approach to organisational and reputational risks within Africa and abroad.

Our team assisted multi-national clients with:

- Developing outsourced Customs and Excise accounting solutions within the petroleum, alcoholic beverages and sugar industries.
- Enterprise Resource Planning optimisation to ensure all trade related triggers are properly documented, defined and compliant to legislation from source to general ledger level to simplify reporting, internal and external reporting requirements to revenue authorities, trade regulatory bodies and enforcement.
- Landed cost modelling through the FTI Africa Trade Portal.
- In-country customs information, rates, levies, fees associated with trade in goods.
- Preparation for Revenue Authority Modernisation initiatives such as Preferred Trader Programs.

- Trade and excise advocacy services, strategy and submissions to fiscal entities.
- Customs and excise training, development of KPIs and third-party service provider reviews.
- Future-proofing a business by modelling the risks it might face and developing a stakeholder and advocacy campaign to ensure the best possible outcomes.
- Development of industry-specific key controls to simplify the external audit process.
- Trade visibility and import and export data through data analyses services.

Our approach assists in simplifying:

- Management of large volumes of documents.
- Addressing lack of early filing and preserving of underlying support and control over evidence.
- Quantification and/or confirmation of claims made by authentication and investigation of large volumes of transactions.
- The imbalance between the government's right to claim on the strength of extrapolations and the end-user to disprove or investigate by the transaction.

“Current trends indicate that Customs and Excise duties and levies on regulated products will increasingly be scrutinised to identify opportunities for fiscal recovery given the increased risk for noncompliance, illicit trade and cost manipulation.”

OUR EXPERIENCE

CASE STUDY 1

MONEY LAUNDERING INVESTIGATION

Situation

FTI was contracted by a respected local Regulatory Authority to conduct a complex and intricate money laundering investigation. The investigation spread across various continents and included conduits in the Middle East, Mauritius and across the African continent.

Our role

The initial phase of the investigation consisted of analysing thousands of transactions of which the majority were carefully constructed over a period of not less than 5 years to break the audit trail and transfer funds offshore illicitly. As with most money laundering investigations, the gatekeepers of the integrity of the financial and legal system were brought in to create ostensible credibility to the flow of money.

The second phase created a platform for both criminal and conduit to face hard-line questioning and with the right amount of pressure, the ultimate race for confessions.

A complex money laundering investigation like this required an in-depth understanding of the financial systems and more specifically the banking system, the application of the civil procedure law, the accounting of legal practices and engineering-related procurement.



Our impact

The investigation exposed deliberate abuse of the legal system, failing procurement processes without any supporting consequence management and the epitome of a money laundering scheme which involved all 3 stages i.e. placement, layering and integration of the proceeds of crime.

CASE STUDY 2

RISK MANAGEMENT & COMPLIANCE PROGRAMME IMPLEMENTATION

Situation

With the implementation of the updates to the Financial Intelligence Centre Act, 38 of 2001 in South Africa, the accountable institutions in South Africa were inundated with the requirements to complete an end-to-end Risk Management and Compliance Programme (RMCP).

Our role

FTI was contracted by a number of financial institutions and non-banking financial institutions to implement an effective and well-grounded RMCP across their businesses.

The biggest challenge across all assignments was to create a bridge between the old rules-based compliance regime which governed the industry from 2002 to a more risk-focused application of mitigating money laundering, terrorist and proliferation financing risk.

In laying a solid foundation of managing risk, there was little room for the old tick-box approach to manage compliance risk.



Our impact

FTI built solid and strong relationships with its clients in the RMCP implementation process. By showing the client that FTI was not just there to perform a piece of work, but more so, we are invested in helping the organisation fight financial crime and that FTI is committed to getting to know their business and ensuring that the client mitigates the risk of falling prey of a money launderer or terrorist/ proliferation financier's abuse.

CASE STUDY 3

IMPLEMENTATION OF AN AUTOMATED AML SOLUTION

Situation

FTI was requested to provide and implement an automated AML solution, with particular focus on automated customer risk rating at the time of on-boarding, ongoing risk rating thereafter, and automated transaction monitoring.

Our role

FTI was also required to project-manage the implementation of the system which included:

- Compiling Functional Specifications.
- Building data extraction processes, data loading and data validation.
- Configuring customer risk rating framework.
- Mapping of source systems.
- Testing of all functionalities to ensure alignment with the Business requirements.
- Logging and resolution of bugs.

“Our professionals offer comprehensive solutions to financial institutions and other organisations facing unprecedented scrutiny and pressure to serve as the first line of defense in the global war on money laundering and terrorist financing. Clients benefit from our world-renowned expertise and cutting-edge technical capabilities.”

5. STRATEGIC COMMUNICATIONS

FTI Consulting Strategic Communications helps clients use their communications assets to seize opportunities, manage crises, navigate market disruptions, articulate their brand, stake a competitive position and preserve their permission to operate.

We do so by focusing on opportunities that arise from: new markets and geographies; industry consolidation and M&A across international borders; changing local, regional and international legislative and regulatory environments; growth in activist scrutiny; the need to educate and persuade stakeholders about the benefits of operational change and development; and the drive by clients to attract and retain industry-leading talent.



“As companies feel the effects of COVID-19, there will be increases in restructuring cases and distressed transactions.”

ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG)

Investor sentiment is increasingly placing ESG investment considerations centre stage. Shareholder activism is coercing businesses to place greater emphasis on their policies and improve practices.

We offer a holistic approach to determine how companies can manage this risk and leverage the opportunity of ESG from a regulatory, political, and marketplace perspective.

Specifically, we advise how organisations and management teams can action their ESG efforts to remain ahead of the curve and best equipped to weather any storms in the future.

“ESG factors are taking their place as a central and more relevant part of company disclosure and that is going to continue to evolve.”



CORPORATE REPUTATION

The Corporate Reputation team at FTI Consulting specialises in protecting and enhancing reputations; building an organisation's profile as a leader; and, ultimately, supporting business outcomes that contribute to an organisation's enterprise value. Our specialists work with clients to achieve these outcomes with tailored corporate reputation and public relations services that deliver credible and consistent messages to priority stakeholders through a variety of channels.

PUBLIC AFFAIRS

Legislative and regulatory pressure is becoming more prevalent around the globe, which increases a company's compliance obligations and jeopardises its licence to operate. Managing political risk is a growing imperative for effective corporate governance and business planning. FTI Consulting combines public policy, capital markets and sector-specific expertise to offer a unique capability for clients operating at the critical intersection between business and government.

CRISIS & ISSUES MANAGEMENT

When a company faces an unforeseen crisis, billions of dollars in market value can hang in the balance. FTI Consulting has helped manage some of the most high-profile crises for clients across industry groups and geographies. By helping clients prepare for the unexpected and respond quickly when trouble arises, FTI Consulting ultimately protects a company's reputation and its permission to operate.

M&A COMMUNICATIONS

In situations where a company's reputation or enterprise value is placed at risk, FTI Consulting takes a campaign-like approach to these challenges, closely coordinating with management teams, as well as legal, financial and other advisors to provide strategic counsel on all aspects of internal and external communications. As companies feel the effects of COVID-19, there will be increases in restructuring cases and distressed transactions. Our diverse expertise ensures we deliver holistic solutions that protect and enhance our clients' reputation, ensure license to operate and mobilise workforce commitment to achieve restructuring objectives. FTI Consulting provides an integrated, specialist-driven approach that allows us to address organisational challenges with broad capabilities in Corporate Reputation, Financial Communications, Public Affairs and Workforce Restructuring.

CAPITAL MARKETS COMMUNICATIONS

Our teams consist of senior-level investor relations counsellors armed with sector, financial research and digital expertise in every major financial market in the world. With an in-depth understanding of what the investment community wants and needs, FTI Consulting helps corporate leaders navigate through moments of transition, deliver a consistent and credible corporate narrative to the market and cultivate a growing shareholder base.



Service Excellence

Our clients receive our highest attention at all times, no matter their business size or the breadth of our assignment. We resource our teams according to our clients' needs, reflecting the part of the sector in which they operate, required languages and cultural fit.

WE MAKE A DIFFERENCE

FTI Consulting Strategic Communications has the breadth and depth of experience to help clients ensure that the right message reaches the right audience at the right time. In addition to being the No. 1 global M&A communications advisor, we have one of the largest global networks in the market.

OUR AWARDS



CONSULTING MAGAZINE

- Winner for '2019 Best Firms to Work For'
- Caroline Parker - 'Women Leader in Consulting 2021'

CONSULTING

THE PEOPLE • THE PROGRESSION • THE LEGENDS

SABRE AWARD 2020

Won 'Best Thought Leadership in PR'

THE
SABRE
AWARDS
EMEA



COMMUNICATIONS FIRM OF THE YEAR

The M&A Advisor (2021)

THE M&A ADVISOR



OUR UNIQUE STRENGTHS

 <p>Bank Advisors Advisor to the World's Top 10 Bank Holding Companies</p>	 <p>Legal Advisors Advisor to 95 of the World's Top 100 Law Firms</p>
 <p>Crisis Management The No.1 Crisis Management Firm</p>	 <p>Fortune 100 Advisors Advisor to 51 Fortune 100 Corporations</p>
 <p>Anti-Trust Economics The No. 1 Anti-Trust Economics Practice</p>	 <p>Worldwide Consultants Approximately 700 consultants worldwide</p>



6. TECHNOLOGY

TECHNOLOGY CONSULTING

FTI Consulting delivers proven expertise in computer forensics to help you collect, process and analyse essential data to uncover the necessary insights to present the strongest possible case, including the application of computer-assisted review using industry-leading solutions.

We offer specialist advice in forensic analytics, electronic discovery, cyber response, decision analytics, data extraction and preservation, data transformation and management, and operational analytics and visualisation.

We've earned our reputation by helping clients navigate and solve their data-related business challenges. As data grows with complexity, we help organisations govern, secure, find, analyse and rapidly make sense of information. Innovative technology, expert services and tenacious problem-solving provide our regional clients with defensible and repeatable solutions.

Organisations rely on us to root out fraud, maintain regulatory compliance, reduce legal and IT costs, protect sensitive materials, quickly find facts, and harness organisational data to create business value.

“FTI Consultancy aids to better govern, secure, find, analyse and rapidly understand data.”



Expert Services

Advanced analytics, expert services and tenacious problem-solving to deliver results for corporations, law firms and government agencies.

Corporations and their law firms choose FTI Consulting to effectively deliver a wide range of solutions, including:

Data & Analytics

Our Data & Analytics team delivers strategic business solutions to clients requiring in-depth analysis of large, disparate sets of financial, operational and transactional data.

The complexity of financial systems and globalisation of business processes challenge organisations to preserve and analyse transactional data to identify relevant transactions specific to a litigation and to prevent and detect fraud.

The independent, trusted professionals at FTI Consulting are experts at using data to reveal underlying truths of business operations, and to support companies during regulatory inquiries, competition law, sanctions and with disputes.

E-Discovery & Investigations

Our E-Discovery, Forensic & Collections experts have a keen understanding of the risks and roadblocks associated with complex legal proceedings. We understand the intricacies and implications of company data under legal scrutiny, and the international protection and privacy issues that apply to electronic documents in these contexts.

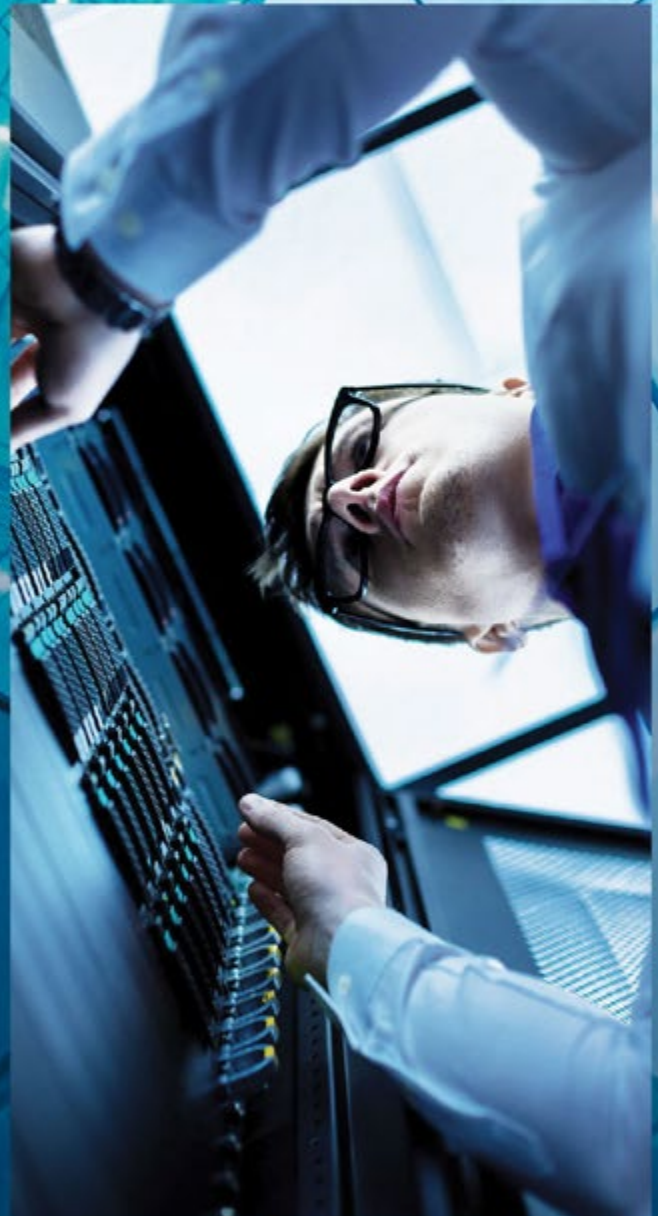
Our technical experts work closely with our forensic accountants and financial investigation professionals to efficiently recover, organise and analyse electronically stored information, regardless of the format or language of that data.

FTI delivers proven expertise in computer forensics to help you collect, process and analyse essential data to uncover the necessary insights to present the strongest possible case, including the application of a computer-assisted review through our court-proven proprietary Ringtail® E-Discovery platform.

Our Cyber Security Incident Response experts understand that cyber incident response capability must seamlessly integrate across existing mission critical functions, and they have the expertise to respond to all types of threats. We deploy a custom application of the fundamental incident preparedness and response components.

This personalised approach maximises the efficiency and effectiveness of the incident response.

"We focus on each individual phase of the incident response life cycle to deliver custom tailored plans to meet your needs."



CYBERSECURITY

In today's increasingly connected world, all organisations are at risk from cyber-related threats. A cyber-attack can both cripple operations and permanently damage the reputation of your business. FTI Cybersecurity uses an intelligence-driven, expert-driven, strategic approach to the global cybersecurity challenges affecting your organisation.

Cyber Readiness

All organisations are vulnerable to cyber attacks, and building a robust security posture is the best way to prevent a breach from occurring. We evaluate specific needs to tailor solutions that enhance security and resilience against the unique cybersecurity risks facing organisations.

- Cybersecurity Program & Vulnerability Assessment.
- Penetration Testing & Red Teaming.
- Threat-Hunting Operations.
- Policies, Procedures & Staff Gap Analysis & Design.
- Cybersecurity Compliance.
- Crisis Simulation & Table-Top Exercises.
- Employee Training.
- Dark Web Research & Analysis.
- Information Governance, Privacy & Security.

Incident Response

Quick and effective response is critical when it comes to limiting long-term damage. We understand that cyber incident response capability must seamlessly integrate across existing mission critical functions and have the expertise to respond to all types of threats.

- Preparation.
 - Detection & Analysis.
 - Containment, Eradication & Recovery.
 - Post-incident Activity.
 - Strategic Communications & Reputation Management.
-

Complex Investigations

Our team routinely tackles global, large-scale, and complex issues, that often stem from data privacy related concerns, and demand intricate solutions. We quickly unearth key facts and data sets to enable timely and strategic decisions in investigations, leading to cutting-edge and data-driven results.

- Litigation Support.
- Quantify Damages.
- Expert Witness Testimony.
- Evidence Collection, Handling & Preservation.
- Forensic Analysis & Complex Modeling.
- E-Discovery.

Why FTI Cybersecurity

Multi-disciplinary Expertise

- Intelligence-led, expert-driven, strategic approach to cybersecurity challenges.
- Core team from intelligence agencies, law enforcement, and global private sector institutions, multi-disciplinary expertise.

Globally Positioned

- Ability to respond anywhere in the world.
- Ability to staff the largest and most complex engagements and investigations.
- Relationships with the top global intelligence agencies, regulatory authorities, and private agencies.

Integrated & Comprehensive

- No other firm in this space has a crisis communications practice.
- Integration of FTI Consulting's expertise across the platform.

WHERE WE CAN HELP



Forensic Specialists



Forensic Data Analytics Process



Cyber Security & Electronic E-Discovery Experts



Chartered Financial Analysts

“Cyber security is one of the most critical commercial and reputational risks facing South African organisations today.”

ESG & Sustainability

A tectonic shift in focus on Environmental, Social and Governance (“ESG”) and Sustainability issues has occurred across corporations, law firms and the capital markets. ESG is no longer a fringe issue and organisations cannot stand still. Addressing how your organisation proactively advances and assesses ESG risk, opportunity, compliance and investment will be critical to engaging all stakeholders — clients, shareholders, employees and the communities in which you do business. From developing your ESG strategy and narrative and its implementation, to assessing and mitigating ESG-related risk and capitalising on ESG opportunities, the FTI Consulting approach is both holistic and distinctive.

Whatever the challenge may be, FTI Consulting provides extensive support as you navigate today’s evolving, and rapidly shifting, ESG-driven demands. From materiality assessments and sustainability reporting, to net-zero strategies, supply chain audits, and ESG-related internal investigations, among many other offerings, our diverse group of experts guides you throughout your ESG journey to support a more sustainable and inclusive future for your organisation and the world more broadly.



How we help

1. Building an Authentic ESG Program

While no two ESG journeys are the same, corporate sustainability programs must be measurable, transparent and accountable. Drawing upon our regulatory, financial, political and commercial expertise, our experts partner with you to identify, develop and execute an integrated, data- and values-driven program that best communicates your story to your stakeholders:



ESG Assessments & Due Diligence

From policy gap analysis to on-the-ground investigations, we help you build a clear ESG profile of your supply chain and potential investments. We apply sophisticated intelligence collection and analysis of your distinct, complex and sensitive ESG risks to help identify strengths and weaknesses in your approach to ESG.



Sustainability Reporting

Our intimate understanding of the ESG landscape and stakeholder expectations reinforces our skill to guide your organisation in developing ESG narratives and disclosures that both resonate with your key stakeholders and align with the prevalent ESG-related reporting frameworks.



Materiality Assessments

Through quantitative and qualitative analysis, we identify factors that may have a material impact on your organisation. Our experts partner with management teams to prioritise key ESG risks and develop comprehensive ESG programs that help achieve your strategic growth objectives.



Supply Chain Audits

We employ blockchain technology to deliver solutions that provide secure, efficient, cost-effective and transparent programs for businesses committed to ethical supply chain practices. Our end-to-end visibility in the value chain offers the compliance, tracking and transparency required to build resilience against ESG risks.



ESG Program Development

From strategy development to project implementation, we work closely with you to evolve your ESG program, by collaborating with management to improve governance, develop new policies and initiatives, select metrics/KPIs, provide guidance on data collection and internal coordination, and establish challenging and realistic performance targets that differentiate you from your peers.

2. Stakeholder Engagement

Within the ESG agenda, “Social” reflects a company’s social license and its extended corporate values – from supply chain management to human capital commitments and engaging with the communities in which it operates. We help you develop an authentic ‘ESG’ voice that speaks to all of your stakeholders, from building core programs to crisis response.



Advocacy & Public Policy

Organisations taking a stance on social issues must increasingly meet the stakeholder expectations for both current performance and future ambitions. Our research-based approach helps you develop tailored government relations and public affairs strategies for achieving effective messaging and authentic narratives and engaging with all of your stakeholders.



Community Engagement

A strong community engagement program creates opportunities to demonstrate purpose; establish allies among partners, regulators, and policymakers; anticipate and address reputational risk; and deliver enhanced value. We help you develop clear and consistent programs that build credibility and trust between your organisation and the communities in which it operates. A targeted community engagement plan strengthens how a company advocates on critical societal issues and engages with local stakeholders on matters ranging from corporate giving to operational commitments that protect its license to operate.



Shareholder Engagement

We help to articulate a clear and compelling equity story and develop best practice investor relations programs, providing a solid foundation for successful ESG-related shareholder engagement.



Crisis Communications

A company’s approach to crisis response must be grounded in its broader ESG programing, reinforced by its values, operational commitments and corporate governance structure. Our professionals work across a variety of crisis events from operational incidents to board investigations and cyber attacks. We ensure that your company’s response is consistent with your ESG commitments, as you implement the appropriate oversight structures to respond and rebuild your corporate reputation in a post-crisis scenario.



Diversity, Inclusion & Belonging

We develop an incremental approach to building an inclusive corporate culture, helping you to continue to attract, develop and retain professionals with diverse and distinct expertise and respond to the evolving demands of social issues.

3. Climate Change Strategies

As companies seek to advance their role in the transition to more sustainable energy sources, our experts bring significant capabilities to bear to assess and build strategies aligned with your climate goals.



Climate Change Strategy

We help you develop robust strategic narratives to address risks and opportunities arising from climate change. Drawing upon the qualitative and quantitative assessments of key risks and opportunities, we help you with developing unique frameworks for evaluating such risks and communicating an approach to key stakeholder audiences in a compelling way.



Asset Life Cycle Management

We assist in developing and implementing strategies, plans, processes and tools to optimise the life cycle value of your changing asset portfolio while still ensuring reliable service throughout the energy transition.



Energy & Net-Zero Strategies

Our services help you to quantify the risks and opportunities related to climate change through emissions benchmarking, reporting decarbonisation and net neutrality strategies, enabling you to prepare for the energy transition in a cost-effective manner.



Climate Change Scenario Analysis

We conduct economic impact analyses to help you assess the potential risks and opportunities associated with the transition to a lower-carbon economy.



Environmental Solutions

We provide services across multiple areas including alternative dispute resolution (arbitration and mediation), forensic historical research, cleanup cost and damages allocation, NCP consistency, environmental claims analysis and financial and cost accounting.

4. Shareholder Activism & Corporate Investigations

As the capital markets and international regulatory landscape continue to advance, organisations must navigate the shifting expectations of shareholders to manage and control ESG issues. This includes enhanced policy disclosure, targeted engagement strategies and adoption of KPIs/targets tied to executive compensation in the ESG space. Our experts apply sophisticated intelligence collection and analysis of the complex and sensitive ESG risks, while keeping the interests and support of shareholders top of mind.



Shareholder Activism

Our team works to develop strategies to secure ongoing shareholder support, from identifying vulnerabilities to strategy development, communications and engagement with shareholders and proxy advisors.



ESG Investigations

We conduct ESG-related investigations ranging from on-the-ground inquiries related to labour practices and sanctions, to diversity- and human capital-related investigations for Boards of Directors.



Cybersecurity & Risk

As more devices come online and interconnectivity increases, your ability to respond and manage a cybersecurity incident or data privacy attack is directly related to your company's ESG commitments and assessments, including protecting critical infrastructure and governance of sensitive information. We build a safer future by helping clients understand their own environments, harden their defenses, rapidly and precisely hunt threats, holistically respond to crises and recover operations and reputation after an incident.



ESG Risk Assessments

Identifying ESG factors that may have a material impact on your organisation is a critical risk management endeavor. We help companies maintain a long-term perspective and evaluate the extent to which stakeholder activity affects the company's ability to operate and preserve shareholder value over the long term.

FTI CONSULTING CONTACTS

FTI Consulting is an independent global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional.

Our locations

FTI Consulting has offices in Cape Town and Johannesburg which are home to our Forensic & Litigation Investigations, Economic & Financial, Business Transformation, Corporate Finance and Strategic Communications teams. With offices in 29 major financial centres across the globe, we successfully serve clients wherever and whenever challenges and opportunities arise. A list of our EMEA offices is as follows:

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