

GAPIC



OVERVIEW...

WHO WE ARE

CAPIC is a 100% South African-owned, specialist consulting services firm in the infrastructure development, construction and engineering industries.

We package and advise on a diversity of infrastructure projects, frequently with external project finance, and then manage them from cradle to grave including providing specialist claims, disputes and arbitration / litigation support services.

The name CAPIC has its roots from the acronym, which stems from the consolidated, concise description of our expertise, being **Capital Asset Project Integration Consultants**, particularly integrating the respective multi-disciplinary technical, financial and legal professionals and developers.

Ownership & Transformation

CAPIC formerly traded as Driver Trett South Africa, a subsidiary of Driver Group plc, a global leader in construction and engineering focused commercial and contractual consultancy services.

We have maintained our ties with Driver Group and enjoy a continued collaborative relationship.

We are committed to South Africa and transformation. This is evident by our buy-out of the business, which includes a 51% stake held by 100% black-owned Masiza Capital, with whom we have had a long-standing joint venture. We have established a sustainable platform to not only trade competitively and profitably in South Africa and also Africa, but to provide broad-based economic participation opportunities, mentoring and skills transfer.

Services

We contribute to shaping Africa's skyline through our ongoing commitment and support towards the development, establishment, management and finance of a broad spectrum of projects, facilities and operating capital assets.

Our services are provided through four core business streams:

- Advisory & Management
- Project Finance & Modelling
- Commercial, Contracts, Claims & Dispute Resolution
- Planning & Delay Analysis

Sector Experience

Our services cut across most sectors, including:

- Agriculture
- Transportation
- Healthcare
- Industrial and Process
- Infrastructure
- Leisure and Hospitality
- Oil and Gas
- Power and Energy
- Property
- Resources

Our People

Our highly skilled team of professionals includes engineers, across all disciplines, quantity surveyors and chartered accountants, all experienced in infrastructure development. They have experience in the leadership, strategic planning and management of all aspects of a project from development and inception, through to final operation and maintenance.

MANAGEMENT...



Peterson Khumalo Non-Executive Director and Chairman

Peterson is a registered Chartered Accountant experienced in external audit, internal audit, risk management, business consulting and corporate governance. In his previous capacity, Peterson worked as a Chartered Accountant with one of the "Big 4" audit firms. Peterson is currently also the Managing Director of Khumalo and Mabuya Chartered Accountants. He actively consults in risk management, both in the public and private sector, and has facilitated various risk management workshops, developed risk profiles, risk policies and mitigating strategies. Peterson has exposure to several key markets, including consumer products, retail, technology, construction and media. He also acts as Corporate Governance Advisor and Trainer.



Gerhard Bester Managing Director

Gerhard was a co-founder of Driver Group Africa, the original name under which CAPIC was established in 2010, he is the Managing Director and has been from the start. He is a Professional Engineer and construction project manager, with an entrepreneurial passion. He has been a founding member, shareholder and director of a number of consulting practices and businesses, all of which are still operationally active. It is this same passion that he brings to projects. Gerhard started his career as a consulting civil engineer, where he gained experience in site investigations, design, technical specifications, contract documentation, construction supervision, contract management and design team and project management, predominantly on civil infrastructure projects. Since 2005 Gerhard has focused on transaction advisory and project management of multi-disciplinary teams on bankable feasibility studies, and turning projects into businesses particularly PPPs/PFIs. He has the necessary experience in project finance, risk management, commercial, legal and contractual aspects of infrastructure development to manage the necessary integration of these specialisms to ensure project delivery success.



Christo de Witt Operations Director and Head of Commercial, Contracts, Claims & Dispute Resolution

Christo started his career in the built environment in 1994, and has a wealth of experience in Project Management, Contract Management, Construction Site Supervision, Quality Assurance, Risk and Environmental Management and Health and Safety. Christo's experience also includes the management of both delay and quantum construction claims teams on multi-disciplinary projects. Christo is a RICS certified expert witness. He has held senior positions in construction management of large multi-disciplinary projects including housing developments, bridges, roads, airports, civil infrastructure and mining infrastructure projects. Christo's experience includes all aspects of engineering consulting and management in a variety of disciplines including site investigations, preliminary design, feasibility studies, detail design, drafting, scheduling and contract documentation, construction claims on particularly roads, pavements and bridges but also other civil and mining infrastructure.



Mthe Masiza Director

Mthe's background includes more than 7 years' experience in Strategic Planning and Project Co-ordination in the Aviation Industry, where he started work as an Aircraft Maintenance Engineer. Mthe first joined the Driver Trett South Africa team as strategic project manager under an Enterprise Development Agreement with Masiza Capital, and he is now actively involved in day-to-day operations, specifically in the Advisory & Management business stream. Mthe has strategic interest and relationships in fuel and commodities trade, renewable energy and water treatment. Mthe shares our passion for socio-economic upliftment through integrated developments and in particular through public-private partnerships and community initiatives.

MANAGEMENT...



Jurgens Kühl Technical Director: Head of Advisory & Management

Jurgens is a Professionally Registered Chemical Engineer as well as a Chartered Member of the MIChemE, and has advisory consultant experience across various sectors. His skills include transaction advisory, management consulting, project preparation and development, project and engineering management and operational improvement across the full project life cycle. He is experienced in the development of feasibility studies, project execution plans and business strategies. Jurgens currently advises on alternative energy, water, intensive agriculture and transport projects, as well as operational and business improvement projects. He has a passion for sustainable economic development, the optimised use of natural resources and the minimisation of waste.



Grant Penrose Technical Director: Head of Project Finance & Modelling

Grant is a registered Chartered Accountant with extensive experience in the areas of finance, project finance, financial modelling and finance raising experience. His previous experience includes seven years with the project finance division of PKF in the United Kingdom, and 4 years as the head of the Infrastructure Advisory, Financial Modelling and PPP division at Grant Thornton in Johannesburg, South Africa. Grant has worked on a number of PFI/PPP transactions in the UK, Middle East and Southern Africa and has extensive experience in financial advisory, financial analysis, infrastructure procurement as well as advanced financial modelling of infrastructure transactions. Grant also has extensive knowledge of Accounting Standards in relation to Project Finance as well as accounting-based decision making for Project Finance Transactions. Areas of expertise include renewables, waste management, transport, infrastructure, strategy, policy and decision making.



Janus Botha Technical Director: Head of Planning & Delay Analysis

Janus is a qualified Mechanical Engineer and Delay Analyst with an extensive project management, commercial management and controls background. Janus is also a RICS certified expert witness. He has extensive experience in engineering, procurement and construction, working with various contractors, clients and consultants with expertise in the Energy, Mining and Petrochemical sectors. Janus has a comprehensive understanding of the full project life cycle, and is a specialist in the preparation and review of project programmes, delay analysis, construction project management and distressed project recovery. Janus supports with the quantification of project delay in preparation for claims, mediation, arbitration and litigation. He is familiar with internationally recognised project planning practices and tools, and is also well acquainted with FIDIC, GCC and NEC construction contracts.

SERVICES...

ADVISORY & MANAGEMENT

We offer strategic advice through our in-depth experience over the full project life cycle, from inception and project development through to commissioning, hand-over, day-to-day operations, maintenance and eventual closure.

Our strength lies in the ability to integrate the entrepreneurial, technical, commercial, legal and financial aspects of a project, and our skill to coordinate and align the associated interfaces – both intra- and inter-discipline. We integrate lessons learnt from our broad base of during- and post-contract experience into our pre-contract strategy, to ensure that projects are appropriately packaged and procured from the outset.

We employ class-leading value engineering, risk comprehension, allocation, management and mitigation practices – rationalising risk premiums, ensuring investment-friendly developments and delivering an optimised strategy towards successful, delivery, implementation and operation of asset and concession.

Who Do We Assist?

We have experience in servicing a diverse client base in the private and public sector. We have advised on a range of projects globally, also in some of the most challenging environments:

- Government departments, parastatals and state-owned companies as well as local government and municipalities
- Investment fund managers
- Lenders, including banks, development finance and funding institutions
- Equity investors
- Tenants or purchasers
- Public-Private Partnership (PPP) / Project Finance Initiative (PFI) concessionaires, funders and end users
- Insurers
- Developers
- Contractors and sub-contractors
- Financial advisory, accounting and audit firms
- Consulting Engineers

Ensuring Success

Through strong project packaging, planning, design development management, value engineering implementation and operational management, we address key project risks to optimise business success and provide our clients with the following benefits:

- Bespoke services tailored to the specific risks of our clients and their projects
- Specialist, cross-cutting engineering and construction sector expertise
- Continuous identification of project risks and assessment of potential impact
- Improved allocation, management and mitigation of risks
- Specialist insight into facility and supply chain risks throughout the project lifecycle
- Focus on projects as businesses and our clients' financial objectives
- Realising confidence, opportunities and repeat business for lenders and funders
- Improving returns and the certainty of returns in challenging markets

SERVICES...

ADVISORY & MANAGEMENT

Key Services

In summary, our services under this business stream include:

- PPP/PFI transaction advisory
- PPP/PFI lenders' technical advisory
- Project preparation and development
- Conceptual design and feasibility studies
- Programme management
- Strategy formulation and implementation
- Project company, JV and SPV structuring
- Pre-contract, mergers and acquisitions due diligence
- Design reviews
- Project management and acting as principal agent
- Client representative support
- Change management
- Implementing and operating project controls
- Risk review, management and mitigation
- Value engineering support
- Commercial and contract management
- Procurement advisory and management
- Quantity surveying and cost engineering
- Budget compilation and management
- Planning and scheduling services
- Contract administration
- Document control
- During- and post-contract due diligence, audits and forensic investigations
- Construction supervision and quality control
- Contractor and consultant mentoring and support
- Projects in distress and recovery
- Operations and maintenance review and optimisation
- Operational strategy and effectiveness
- Business process development and optimisation



SERVICES...

PROJECT FINANCE & MODELLING

Our Project Finance & Modelling services are closely linked to our Advisory & Management services and there are indeed overlaps, but can be distinguished by the skills and expertise of its resources, who are all either Chartered Accountants or have financial qualifications, but with project finance expertise.

This knowledge and experience allow for the Project Finance & Modelling business stream to apply accounting, tax, detailed financial modelling and financial advisory to permit us to service our clients throughout the project life cycle from pre-inception through to operational modelling.

As projects change through the project life cycle, so do our service offerings, allowing us to provide relevant and appropriate advice and services where they are best needed.

At the heart of our service offering is the development of our financial models which are developed to be robust, relevant and adaptable to ensure that they can assist with decision making from inception to exit.

Our Offering

Finance forms the heart of any project and it is generally the interrogation of the finance, funding and returns where strategy and decisions are determined.

Our Project Finance & Modelling offering applies class leading methodologies in the development of risk profiles, financial modelling as well as negotiation and procurement support.

We routinely work with both the public and private sector and this gives us valuable insight into how both parties approach transactions, allowing us to assist with procurement, refinancing, negotiation and ongoing monitoring and evaluation.

Key Areas

Our key areas of expertise include:

- Accommodation PPPs
- Energy and Renewables
- Infrastructure
- Transport
- Waste Management
- Marine Services

Key Services

In summary, our services under this business stream include:

- Feasibility Studies
- Business Cases
- PIM Preparation
- Risk Analysis
- Documentation drafting and review
- Payment Mechanism preparation
- Bid evaluation
- Procurement support
- Negotiation support
- Funding competitions
- Tax advice
- Financial modelling
- Model review
- Financing
- Asset Sale
- Valuations
- Development funding
- Commercial and project finance
- Deal making
- PPP/PFI project finance
- PPP/PFI lead financial advisory
- Finance raising
- Independent financial due diligence
- Public Sector Comparator Analysis
- Value-for-money analysis
- Budget compilation and management
- Operational modelling
- Refinancing

SERVICES...

COMMERCIAL, CONTRACTS, CLAIMS & DISPUTE RESOLUTION

We provide practical advice and support throughout the project lifecycle, delivering dispute avoidance and resolution to both contractors and project owners or employers on local and international projects. Our consultancy team has a sharp commercial focus, ensuring results which will assist to overcome any contractual challenges.

Many construction claims are complex and require an in-depth understanding of the contract documents, contract legal context and factual matrix. Our thorough understanding of these aspects establishes a robust and effective claims submission or claims defence. As part of our core skill set, this knowledge is invaluable in the submission, claims defence and/or negotiation of any claim.

Our Offering

We understand that all projects demand strong commercial leadership, solid commercial and project controls, strategic procurement advice and a sound contracting strategy. These elements are fundamental to the success of your project, and they are entrenched in our approach. We support owners, employers and contractors in all contractual related matters, irrespective of the size or location of the project.

Our People

Our experienced team is dedicated to meeting the requirements of your project on time and within budget, either as a stand-alone service or integrated with your existing commercial and construction management team.



Key Services

In summary, our services under this business stream include:

- Claims Preparation, Quantification, Support and Defence
- Expert Witness (Quantum and Technical)
- DB (DAB) management and referrals
- Contract Management, Support and Administration
- Commercial Management and Support
- Contract Advisory
- Dispute Avoidance and Resolution
- Change Management and Control
- Cost Plans
- Estimating, pricing and production of bills of quantities
- Quantity Surveying
- Mediations
- Arbitrations
- Adjudications

SERVICES...

PLANNING & DELAY ANALYSIS

We recognise the central role played by planning and scheduling in the management of capital projects. Our planning specialists are drawn from diverse backgrounds across construction and related industries. They employ a wide variety of techniques and are conversant with all leading software.

Our team provides support and monitoring of projects from inception through to completion and post contract. We offer project audits, providing independent monitoring and reporting; together with feasibility audits, for the purposes of funding and economic evaluation.

Our Offering

Our consultants draw on industry wide expertise to provide robust delay and schedule analysis. This includes prospective and retrospective extension of time entitlements, in addition to the analysis of delay, acceleration, disruption and loss of productivity.

Effective planning and programme controls are an essential aspect of programme management ensuring that feasible, efficient schedules are prepared, agreed and monitored. This provides early warnings of potential issues, enabling corrective actions to be implemented in a timely and cost-effective manner.

Our programming techniques include:

- Critical Path Analysis
- Earned Value Analysis
- Line of Balance
- Programme Evaluation and Review Techniques (PERT)
- Time Location Diagrams

Delay analysis methods applied:

- Time Impact Analysis
- Impacted As-Planned
- Collapsed As-Built
- As-Planned vs. As-Built
- Windows Analysis



Key Services

In summary, our services under this business stream include:

- Planning, Programming and Scheduling
- Forensic Delay Analysis
- Delay Technical Expert Witness
- Planning Training



Specialising in:

- **Advisory & Management**
- **Project Finance & Modelling**
- **Commercial, Contracts, Claims & Dispute Resolution**
- **Planning & Delay Analysis**



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