

PwC has Africa covered to bring a wider perspective to your issues

PwC firms help organisations and individuals create the value they're looking for. We're a network of firms in 158 countries with close to 169,000 people who are committed to delivering quality in assurance, tax and advisory services. Tell us what matters to you and find out more by visiting us at www.pwc.com

We are able to draw resources from other PricewaterhouseCoopers network offices when we need them. Yet we work locally, bringing appropriate local knowledge and experience to bear – and using the breadth and depth of our resources to bring you a professional service, specifically tailored to match your needs.

Your partner in the region

To ensure that we deliver what we promise, we have assembled a team of top professionals who share a common passion for providing you with world-class services and support and will use their vast industry experience in dealing with organisations of similar size and complexity to yours, to ensure we meet your expectations.

In Sub-Saharan Africa

In Sub-Saharan Africa, we're the largest provider of professional services with firms in 31 countries and 7,700 people. In the Africa Central sub-region, our nine firms operate in Angola, Ghana, Kenya, Mauritius, Nigeria, Rwanda, Tanzania, Uganda and Zambia and we offer services

in Burundi, Djibouti, Eritrea, Ethiopia, Liberia, Seychelles, Sierra Leone, Somalia and Sudan. Combining global expertise with local know-how, our 1,950 people in Africa Central can help you grow and manage change.

In Zambia

PwC Zambia has a long established practice serving government, donor and other international financing communities, as well as the private sector through its offices in Lusaka. Our local capability comprises 5 Partners and over 120 professionals who are able to combine their in-depth understanding of local business, social, cultural and economic issues with their deep functional and industry knowledge. This local expertise, combined with collective geographic and functional knowledge of our global network, will ensure you benefit from ideas that challenge conventional thinking and gain new perspectives.

...using our coverage in Africa to bring a wide perspective to your issues

- We provide insight and help clients maintain controls and driving operational efficiency.
- We understand the challenges of the business, the business model and the needs of stakeholders.
- We implement enablers including Change Management and make change stick by defining a roadmap based on measurable objectives.

- We have considerable experience of carrying out financing options studies and providing project finance advisory and transaction support in the region.
- Our Transaction Advisory practices across the Region provides innovative business advisory services across a range of sectors providing our clients with advice on Privatisation/ PPP transactions, Project Finance, Disposals, Mergers & Acquisitions, Valuations and Restructuring, Business Strategy, Business Plans & Feasibility Studies, Financial Projections, IPO Support, Performance Improvement, Organisational Redesign and Crisis Management.
- We offer tax services around Income tax, VAT, Customs & Excise and Transfer Pricing;
- We are the market leaders in tax services in Zambia. We believe that we have the best people, processes and technology. We have worked with and continue to work with the leading companies in Zambia and have shown that we can provide value added tax advice; and
- We have developed superior tax services experience with both local and international companies.

PwC Zambia has a history of delivering world class audit and tax services to some of the largest companies in Zambia. In developing our relationship with you, we take pride that we have the ability to bring the following to bear:

- A leading edge audit and tax service that mirror the way you manage your business and focuses on business, audit & tax risks;



- The best tax advice needs breadth and depth of knowledge. We pride ourselves on what we believe is a unique ability to provide both the tax experience, technical knowledge and negotiating skills that you require as your business grows;
- Ability to deliver the best of technical expertise available in our firm both locally and globally in a timely and consistent manner;
- Experience and leadership as PwC maintains professional relationships with its clients; and
- Strong professional independence and ethical beliefs that we share in all PwC firms across the globe.

Our commitment to quality, our leadership position in the profession, our reputation and experience in Zambia, the region and globally makes us the perfect partner for you.

Advisory

PwC helps organisations to work smarter and grow faster.

We collaborate with clients to transform their organisations and deliver tangible results in real time.

We turn strategy into reality by consulting with our clients to build effective organisations, innovate and grow, reduce costs, leverage talent and manage risk and regulations. We support our clients in designing, managing and executing lasting and beneficial change.

Clients engage us to help solve their strategic and day-to-day problems. The focus is often on the bottom line, cross-border collaboration, new business models and integration. Particularly in Africa, as the complexity of business operations deepens, our clients are faced with multiple and frequently changing business issues. Our advisory practice combines very different skills sets to address complex, multi-functional business needs and to provide brand-defining solutions.

We draw upon our experience of planning and running efficiency programmes in all kinds of industries. We share what we know and work with you on a plan, so you're in the best shape to get bigger and spend less. And maybe open up opportunities you haven't seen yet.

Business Recovery Services

Troubled or underperforming companies, their shareholders, lenders, creditors and other stakeholders need support to help make informed decisions. From turnaround strategies to exit plans—and a range of tailor-made solutions in between—we have the in-market experience to make a difference.

We work with colleagues across the entire breadth and depth of our network, from tax and assurance to advisory, to provide you with the specialist situational knowledge you need. In-country or across borders, our team is ready to work with you to develop practical and effective solutions.

Our team will work with you to identify improvement areas, defining and prioritising remedial actions. We offer a full range of services to identify problems, gain cooperation, develop viable solutions and implement them with sensitivity and precision.

Solutions include:

- Operational restructuring
- Financial restructuring
- Corporate insolvency
- Crisis & stakeholder management
- Independent business reviews
- Insolvency solutions
- Interim management

Finance & Accounting

We support CEOs, CFOs, controllers and treasurers to optimise the structure of their finance functions and improve their contribution to the business. Our clients are looking for solutions around compliance and control, efficiency and flexibility.

Our clients are also looking for insight. Control and efficiency are still important, but finance and accounting functions are now being asked to support business decision-making. This is new territory for many, and we can help you to deliver effective support.

Balancing these competing demands isn't easy. It means keeping a careful eye on the details as well as the big picture. We can help through a variety of solutions:

- Finance process improvement
- Strategic planning, value driver analysis and performance management and reporting
- Finance organisation reviews and process improvement
- Performance management and reporting
- Financial management solutions
- Supply chain management
- Operations management
- Enterprise-wide cost management



Governance, Risk & Compliance

We work closely with our clients to design and implement governance and compliance programmes and to identify and manage risks. In recent times, there has been a major shift in the way that corporate governance, compliance and business ethics are approached. It's a shift that continues to be driven by performance expectations, stakeholder demands and growing public scrutiny.

Our clients are companies, governments, regulators, investors and other stakeholders concerned about new levels of accountability. Effective, robust and reliable governance and compliance tools are an essential part of protecting your organisation's reputation.

Building a culture of doing the right thing isn't easy. It can be difficult to understand the total cost of compliance or to realise the full benefit of an investment. We can help through a variety of solutions:

- Advice on board and management performance and accountability
- Improved stakeholder and regulator relationships and communication

- Processes mitigating inherent business risk
- De-layered risk and compliance processes
- Reduced incidence of compliance failure and greater value for compliance spend
- Sarbanes-Oxley 404 and IFRS compliance assistance
- Embedded governance solutions

Investigations

Whatever the complexity or urgency of the situation your organisation faces, PwC's investigations practice can provide seasoned support and solutions. We combine forensic accounting and investigative skills to help you make intelligent, informed decisions.

Supported by our state-of-the-art forensic technology, we can provide a clear evaluation of the problem or opportunity, options for approaching them and action plans to achieve the optimal outcome. We understand the importance of reacting quickly and confidentially to a crisis situation. We appreciate the need to stop irregular activity, safeguard your company's assets and reputation, prevent recurrences and arrive at a solution—with as little disruption as possible to the regular flow of business.

Our forensic experts identify financial irregularities, recover stolen assets and introduce controls to mitigate the future risk of fraud. We have also developed and pioneered new technology specialising in the capture, management and analysis of data to support investigations and dispute resolution.

Whether reacting to an incident or offering proactive solutions, our network of forensic services practices combines a

global reach with dedicated local teams to support your business.

We can help you with:

- Independent evaluations of loss and damage arising from a breach of contract
- Investigation and analysis of a claim in a country using local knowledge of business/accounting practice
- Addressing fraud or asset misappropriation
- Respond to bribery and/or corruption claims or the suspicion of accounting manipulation or inappropriate/inadequate disclosure
- Ensuring that you are in compliance with anti-money laundering and other financial crime regulations
- Concerns about the effectiveness of anti-fraud programmes, controls over financial reporting

People & Change

Organisational change is complex because of the interdependence between stakeholders, the organisation, and its people and supporting technologies; any change in one aspect is likely to affect one or more of the others. The softer aspects of business change, such as changing behaviours, gaining buy-in from staff, managing transfers into and out of organisations, and providing training at the right time, are critical to achieving the desired outcomes.

Services we provide include:

- Executive selection and search (recruitment)
- Salary and benefits consulting
- Institutional development & capacity building

- Organisational reviews including restructuring
- Human resources due diligence
- Change management
- Change readiness

Getting the best from people at every level when there is constant change is the key to sustainable competitive advantage. Solid strategies, processes and technology alone do not deliver results. It takes people to accept, adopt, drive and sustain the change to realise tangible impact. Success in business hinges on strategic agility and the ability to execute.

People, we frequently hear, are at the top or near the top of the agenda for every CEO. Why are people issues so important? Because:

- Once thought of primarily in terms of cost, people are now being valued as rich sources of talent, skill and diversity, which are critical for success. Yet, 70% of CEOs surveyed in our annual CEO Survey indicated they lacked the right talent in their business to be able to execute their plans.
- People can create value, but they can also destroy value. People behaviour has been the major contributing factor in most of the organisational collapses we've seen over the last decade. It is people who deliver strategy and change, not systems or processes.
- Today people—at up to 70% of overall costs—are often the biggest expense for the organisation. Yet by and large organisations do a much better job at measuring and ensuring the effectiveness of their physical assets than they do measuring the impact of people on business results.

We can help through a variety of solutions:

- You want to structure your organisation with the right capabilities and leadership to execute the business strategy
- You want managers to understand, manage and own people issues
- You need to get the right people with the right skills in the right roles at the right time
- You want to ensure successful change by involving the people impacted and enabling them to drive and sustain the business change
- You want the organisation's culture to be a competitive advantage



- You are seeking benchmarks for the efficiency and effectiveness of HR
- You have to establish the control and coordination required to manage projects and programs successfully, achieving the right business results
- You need to engage and motivate a diverse workforce to focus on the right things and strive for excellence
- You are seeking effective strategies for people development and growth

Strategy & Operations

We help companies achieve strategic and operational excellence through sustainable improvements and more efficient processes that lower costs, increase cash flows and enhance customer satisfaction.

We help our clients to develop or appraise strategic business plans through a rigorous analysis of their market environment, competitive landscape and internal capabilities. We can help you to determine the right strategic priorities for profitable growth and we offer support and practical solutions for achieving these growth objectives.

We bring our capabilities in management and process improvement to help companies optimise their entire value chain, finding the best ways to reduce waste, lower costs and increase value using an approach that delivers sustainable benefits.

Our clients need their value chain functions to drive business growth for the organisation and we work with them to achieve this, transforming their capabilities to become agile and responsive to constantly changing conditions.

We can help through a variety of solutions:

- Develop an efficient and sustainable business model that is responsive and competitive
- Reduce operating costs and minimise waste to enhance profitability
- Eliminate activities that do not add value to your business
- Develop and effective supply chain that supports the efficient flow of goods from suppliers through to customers
- Reduce costs and improve service through the use of shared service centres and outsourcing (including moving activities offshore)

- Improve procurement processes, organisational redesign and working capital reduction

Technology

We sit alongside our clients and act as business integrators, combining technology skills, industry knowledge and capabilities in People, Finance, Risk, Operations and Strategy to deliver what's needed and make sure the changes are practical and sustainable.

- We're independent. We are not a technology vendor selling a particular solution or trying to sell a pyramid of people to do implementation work.
- We have a range of skills in People and Change, Finance, Risk, Operations, Strategy as well as Technology.
- We can partner. If a client wants an adviser to partner with a technology vendor or systems integrator to make the implementation work, we can do so.

Our position as a business integrator is sustainable and differentiated in this market. We will continue building our technology and other capabilities to make us even stronger in implementation. But we are not going to imitate the pure systems integrators.

We can help through a variety of solutions:

- Optimise the value from technology spend
- Align information technology projects and IT organisational structure to business strategy
- Align maintenance, security and support activities to operational needs
- Access to independent experts who can provide an objective view of your IT issues

Transactions

Our transaction services help companies make acquisitions, divestitures and strategic alliances, and to access the global capital markets. In each case we have the same overriding objective: to ensure clients maximise the return on their deal.

Our dedicated industry specialists across multiple disciplines deliver unparalleled knowledge to our clients as we navigate the deal process with them.

We have all the component capabilities to help clients throughout the entire deal continuum, working with them earlier



to help them make the right strategic choices, and staying with them longer to help capture the value of the deal post-merger. This unique market offering requires taking a 'one firm' approach assembling multi-disciplinary teams and aggressively pursuing opportunities together, regardless of business unit or line of service.

We can help through a variety of solutions:

- Buy-side due diligence
- Vendor assistance and vendor due diligence
- Commercial and market due diligence
- Delivering deal value
- Valuations
- Bid support and defence
- Transaction modelling
- Sale and purchase
- Structuring

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Assurance

Our Assurance Service is not only valued for its compliance with professional standards, but also for its relevance to our clients' businesses and the insight it provides to management.

Our approach places particular emphasis on the link between the performance of your business and the financial information you report to stakeholders.

With our depth of experience, and our knowledge of all industry sectors, we are able to offer you a broad range of innovative, cost-effective solutions that respond to both global and local business issues.

We offer assurance services that are focused on your specific management needs. Our efficiency and commitment to deliver are the cornerstones of our assurance services. Our audits and other assurance services are performed with precise service commitments that add value and minimise risk.

Our audit approach starts with in-depth understanding of the industry in which you operate and what is happening in your markets. We understand your strategies and business objectives, and then work through your organisation

to understand what drives value, and ensure that financial reports and related non-financial information properly reflect the performance of your company.

Understanding your industry is key to providing a service that is tailored to the special requirements of your business. Our professionals are dedicated to industry groups, where they are immersed in the important issues, emerging trends and business practices that make your industry unique.

Our worldwide audit methodology, Aura and MyClient® software facilitate the recording, organising and dissemination of information. Professional staff across the country and around the world are also linked through our Lotus Notes system, allowing us to reach our professionals anywhere around the globe to access their knowledge and share best practices.

In addition to the above, our team:

- provides compilation of financial statements
- delivers against agreed upon procedures regarding financial information
- is available for engagements to review financial statements and examine prospective information

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Tax

Our Tax Services division provides our clients with advisory and compliance services enabling them to meet their tax, corporate and employee obligations in a cost effective way.

Corporate, Individual and Employee Tax

The Zambian tax system features corporate and personal income tax, value added tax (VAT) on goods and services, customs and excise duties, and property transfer tax. There are also a number of statutory levies and social security payments.

Taxes are collected by self-assessment and by withholding tax on payments to residents and non-residents. Employers are obliged to withhold and account for income tax on employee remuneration and benefits (the PAYE system).

Penalties and interest on non-compliance and late payment of taxes are onerous, and the Zambia Revenue Authority conducts regular audits and investigations of taxpayer affairs.

PwC Limited offers a range of services to assist taxpayers with tax planning, compliance, revenue negotiations and appeals.

Our staff with accountancy, legal, or tax training and experience, specialise in corporate and withholding tax, employee tax and social security, individual and indirect tax.

Key to our approach is understanding our clients' businesses. With our pre-eminent client base of multinational and major national companies (MNC), our staff have the opportunity to develop



expertise in industries such as banking and insurance, energy and mining, telecommunications, manufacturing and retail, tourism, horticulture and agriculture.

Together with our network of offices across Africa, we offer international tax advice, as well as advice on the structuring of commercial operations both regionally and internationally.

As with any tax regime, the amount of tax payable can vary considerably depending on how the business is structured, and on the manner in which transactions are undertaken.

We have significant experience on:

- structuring and financing of businesses in country and across borders;
- acquisitions, disposals, and restructuring;
- structuring of inward investment to minimize tax costs, taking advantage of available reliefs and negotiating for tax incentives under the Zambia Development Agency Act;
- advising on the impact of withholding taxes, VAT and duties on third party and inter-company transactions in country and across borders and assisting client minimize such costs; and
- advising clients on the taxation implication arising on international deployment of staff; the taxation of share schemes, allowances and benefits, and on remuneration planning.

In addition to the above, our team:

- assists our clients with the preparation and filing of income tax returns for companies, branches and employees, and advises on the payment of instalments and final taxes;
- provides payroll services to include monthly and annual tax and social security filings;
- conducts tax "health checks" to provide assurance on compliance with income tax, withholding tax, PAYE, social security, VAT and duty payments;
- advises and assists with tax repayments, and the setoff of overpayments on one tax against liabilities on other taxes;
- negotiates on our client's behalf with the Zambia Revenue Authority, applies for waivers of penalties and interest, raises objections to assessments, and takes appeals to the appropriate tribunal; and
- Through the relationship that we have built with stakeholders over the years, we are given an opportunity to contribute to tax policy and tax administration. Our views are respected and taken into account when changes are made to legislation.

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