

THE SHARD



About The Shard

THE SHARD

Who we are

The Shard is a consulting firm made up of a group of young, experienced and dynamic professions who provide a unique combination of services including internal audit, actuarial and accounting.

Vision

To change the landscape of the professional advisory services industry in South Africa.

Mission

Creating a top-tier professional advisory firm that allocates its diverse set of skills and experience to solve client problems.

Core Values

➤ **Quality**

We are only as good as our last project, that is why we always organise ourselves to deliver to clients needs.

➤ **Diversity**

Transformation is part of our DNA. We pride ourselves on a diverse set of skills, age, and experience.

➤ **Integrity**

Strong moral principles are a guiding light for our business. We practice honesty and fairness in all that we do.

➤ **Trust**

Building a foundation of trust as a team and with our clients is a key priority for us as a business.

➤ **Dynamic**

We apply a progressive and innovative mindset to the work we undertake for our clients.

Board Members

THE SHARD



Lindiwe Mabyana

BCom LLB

Non - Executive Director



Andrew Le Roux

FASSA

Non- Executive Director



Amasi Mwela

BCom Finance, MBA

Non – Executive Director



Smangaliso Mkhabela

FASSA, FeASK

Chief Executive



Kediretse Molokoane

CA(SA)

*Financial Director &
Managing Director:
Accounting Advisory
Services*

Management Team

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Smangaliso Mkhabela
FASSA, FeASK
Chief Executive



Kediretse Molokoane
CA(SA)
Financial Director &
Managing Director:
Accounting Advisory
Services



Mathias Sithole
FIA, FASSA
Managing Director:
Actuarial Consulting



Mbali Mahlaba
FIIASA, CIA, CISA
Managing Director: Risk
Assurance & Advisory
Services



Oupa Mokgoantle
CISA, CRISC, CGEIT
Head of Risk
Assurance & Advisory
Services and
Chief Information
Officer



Rendani Mbuva
FASSA, CERA, MSc
Predictive Analytics &
Artificial Intelligence

Approach to IFRS17 implementation

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Companies looking to generate value through a more strategic approach to IFRS17 development and implementation, The Shard's IFRS17 solution is a practical, "top-down" solution:

- Considering strategic business impacts from the Board's perspective prior to the development of key methodologies, systems transformation decisions and modelling solutions.
- Unlike the majority of "bottom-up" IFRS17 implementation projects currently focusing only on technical and systems issues, our approach ensures all business decisions relating to IFRS17 implementation can be linked back to the key strategic questions asked by the Board.
- This helps manage evidence to their Boards that IFRS17 considerations are being carried out to add value to the business.
- Leveraging The Shard's global network through our European partners we are able to provide high-quality actuarial, finance and systems implementation resources on IFRS17 projects.

- Head of Actuarial Function (HAF) and Appointed/Statutory Actuary
- Actuarial Valuations
- Regulatory and Economic Capital
- Product Development and Profitability Analysis
- Actuarial Function Reviews
- Review and development of internal profit and capital models
- Embedded value and appraisal value calculations
- Asset-liability modelling



- Asset consulting
- DB and DC scheme valuations
- Liquidations
- Assessment of damages claims
- IAS 19 valuations
- Scheme build ups
- Group schemes pricing
- Fund benefits analysis

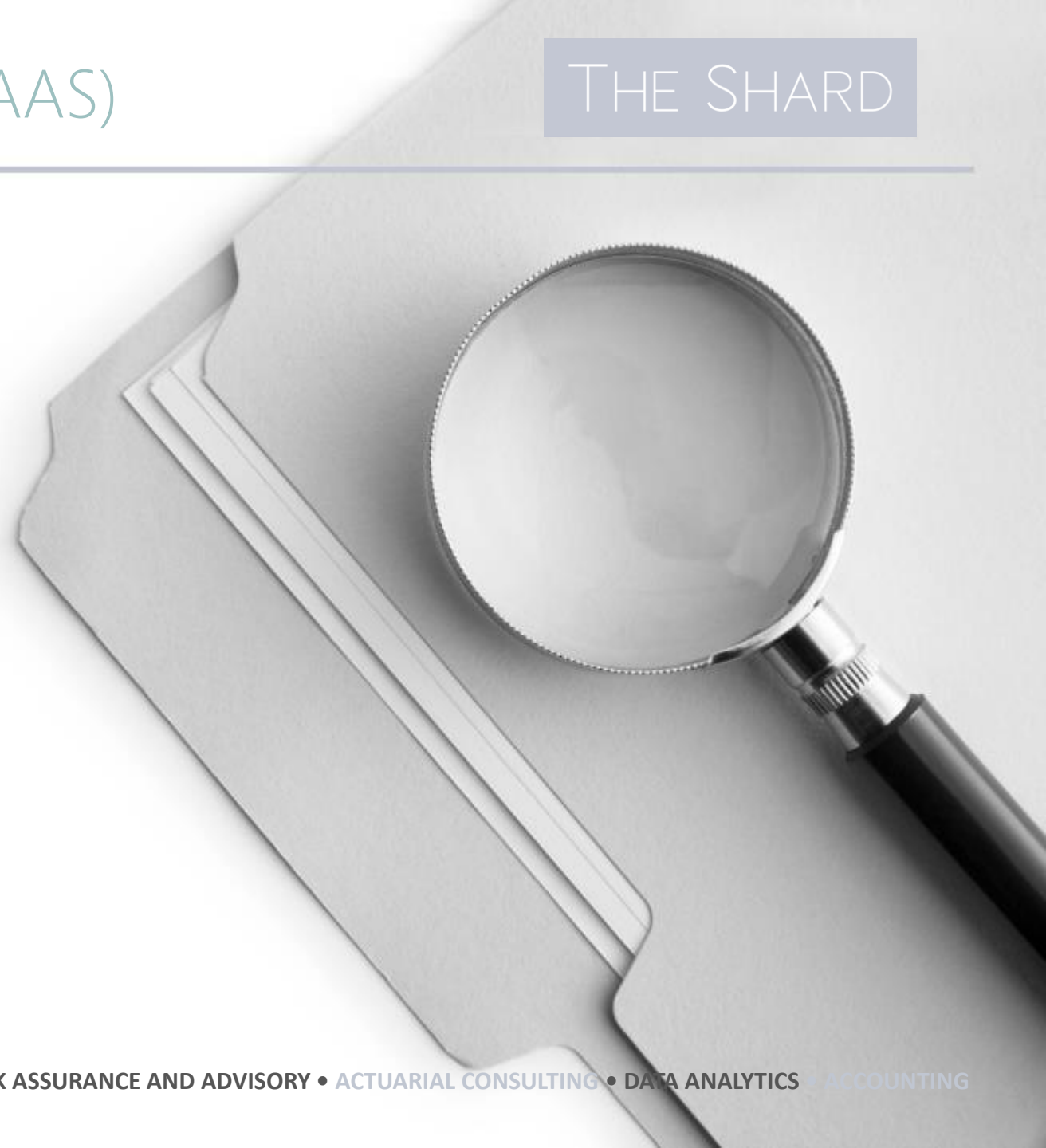


- Design and pricing of the health insurance products
- Analytical, statistical and data reporting services to clients
- Beneficiary (insured individuals) and healthcare provider (hospital, doctor) modelling, using various modeling techniques and clinical data groupers
- Detailed claims monitoring across various clients and other functions (e.g. monthly reserve estimates).
- Development of healthcare provider reimbursement models for General Practitioners (GP) and specialists
- Actuarial consulting services to medical schemes :
 - Annual benefit design and contribution setting exercises for the schemes,
 - Design and pricing of new option
 - Actuarial financial projections of the scheme's financial position, including the determination of any required claim reserves on a monthly basis.

Risk Assurance and Advisory (RAAS)

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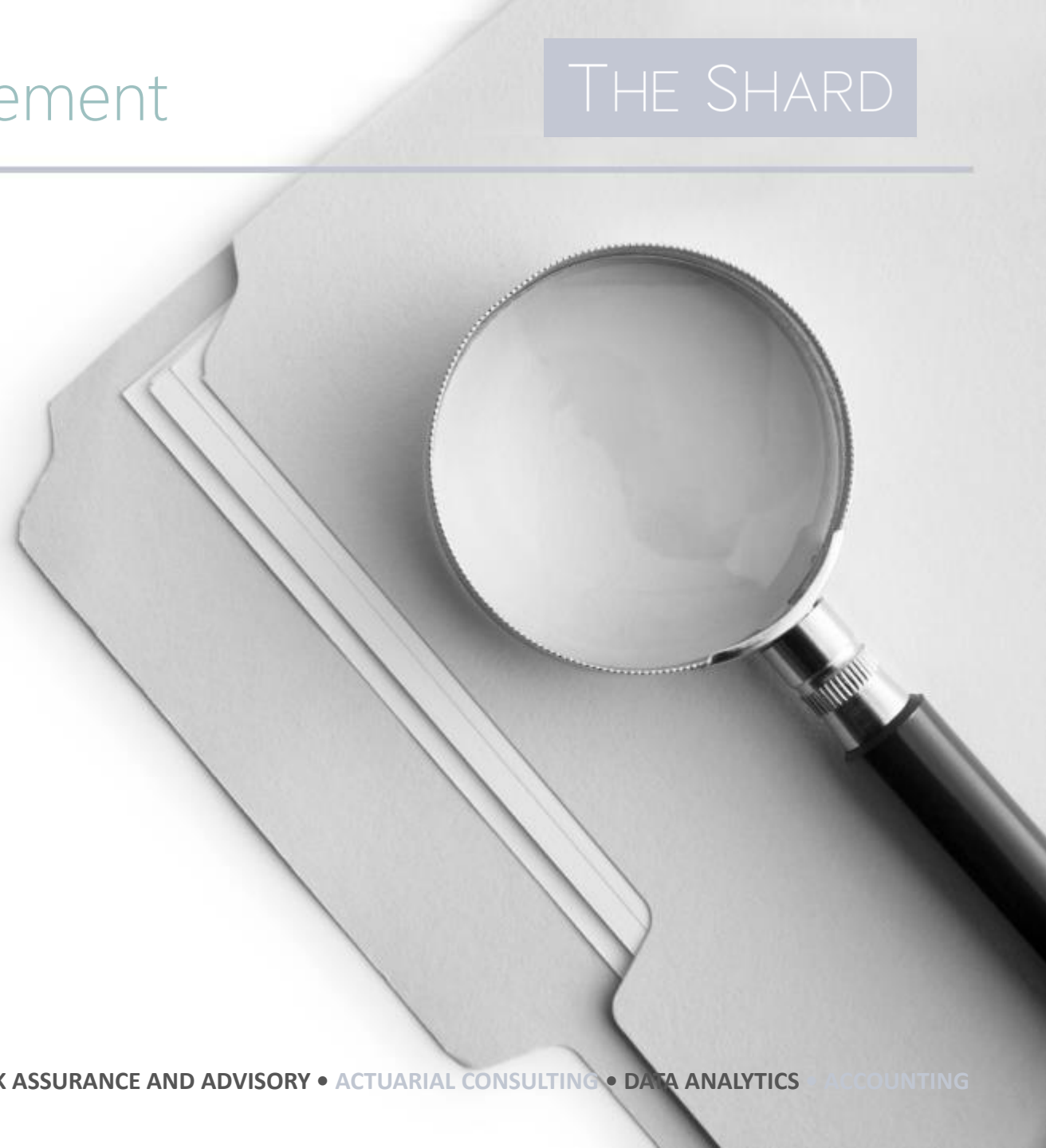
- Process Audits, Risk Management & Compliance
- IT Audits & Advisory
- Model Risk Auditing & Quantitative Risk Management
- Finance, Banking Audits and Treasury
- Property Management Audits
- Insurance Audits
- Asset & Balance Sheet Management Audits
- Forensic
- Process and Control Efficiency Solutions



Process Audits and Risk Management

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- Policies and procedures
- Process flow documentation
- System descriptions
- Gap Analysis
- Adequacy and effectiveness reviews
- Strategic and operational risk registers
- Risk appetite and tolerance reviews
- Control Self Assessments
- Control Risk Management Assessments
- Own Risk Solvency Assessments
- ISO requirements



- **IT Assurance:**

- General IT controls
- Application controls (incl. ERPs and in-house developed applications, etc.)
- IT programs and projects reviews (incl. pre- / post-implementation reviews)
- Detailed operating system security reviews
- Database security reviews
- IT disaster recovery and business continuity reviews
- Continuous auditing using data analytics/CAATs

- **IT Advisory:**

- IT strategy
- IT solution evaluation and selection
- Governance of enterprise ICT

- IT policies and procedures
- Cybersecurity
- Vulnerability assessment and penetration testing
- IT due diligence
- IT risk assessments
- Cloud computing
- Social Media-related risks
- Capacity building - we can train your IT auditors and help build capacity in your internal audit function

- **IT Solutions:**

- Continuous monitoring using CAATs
- Data analytics

- IFRS 9 (Modelling of credit impairment and Provisioning)
- Testing the control environment for Model Risk
- Full model life cycle of all models used within the bank, for all risk types including Credit, Market, Insurance etc. and for all model types including Regulatory, scorecards or profitability etc.
- Governance process for market risk, credit risk, models risk and liquidity risk (in accordance with the regulated policies) across Money Markets, Equities, Fixed Income, Interest rates, Foreign Exchange and Credit derivatives
- ICAAP Reviews
- Risk Appetite Reviews
- Risk Data Aggregation and Risk Reporting
- Measurement and Monitoring of all risk (Liquidity, Interest Rate and Capital)
- Integrated Performance and Risk Management
- Reserve and Investment Management

Finance, Banking Audits and Treasury

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- Finance Review
- Accounting Policies & Procedures
- Reconciliations (Subsidiary Ledger, General Ledger, Bank, Custody etc.)
- Share based payment process
- Negotiable Certificate of Deposit
- Daily Settlement
- Asset Liability Management
- Transfer Pricing
- Derivatives Trading
- Integrated Performance and Risk Management



Property Management Audits

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- Leasing Audit
- Utilities Management
- Turnover Rental Audit
- Rental Income and Arrears Management Audit
- Rates and taxes allocation audit
- IFRS 9 Audit
- Property FIC Audit (Cash Threshold Reporting)
- Merchants Association Audit and Dissolution audits
- Marketing Fund Audit
- Finance (SAP) Audit
- Procurement Audit
- Operationalisation of Strategy Audit



- Own Risk and Solvency Assessment (ORSA) Process
- Policyholders Liabilities Data Process
- Policyholders and Shareholders Asset Data Process
- Assumption Setting Process
- Insurance Models
- Valuation & Reserving Process
- Capital Requirement Process
- Implicit and explicit fees on unit linked funds
- Bonus Declaration Process: Discretionary Participation Products
- Underwriting Process and Reinsurance Process
- Unit pricing process
- Analysis of Surplus Process
- Expense allocation Process



Asset & Balance Sheet Management Audits

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- Investment Mandate Compliance
- Assessments of Financial Position
- Front Office (Instrument Trade Process)
- Backoffice (Accounting, settlements, Confirmation and Cash and Units Reconciliations)
- Customer communication - Literature review (Fund fact sheets, Policy documents, website etc.)
- Management Information
- Implicit and Explicit Fees application
- Migration of investment back office to external providers
- Investment management
- Product lifecycle
- Investment performance

Based on the objectives and services required in terms of the scope of work, key investigation activities include:

- Identification of the irregular/illegal activity and the involvement of identified employees and/or other third parties.
- Nature, extent and value of any financial loss
- Root cause analysis
- Criminal, irregular and/or improper conduct by employees and/or third parties involved
- Perform background intelligence searches to obtain strategic information on identified employee(s) and/or third parties
- Perform data analysis in relation to transactions/payments
- Analyse the flow of funds in order to identify the ultimate beneficiaries
- Identify any control weaknesses
- Collect lawfully admissible evidence with a view to instituting disciplinary, civil and/or criminal charges against complicit parties.
- Consider the necessity to forensically image and analyse the computers and/or mobile devices linked to employees.
- Provide necessary support in any subsequent disciplinary, civil and/or criminal processes that may follow (where required).
- Progress reporting bi-weekly to *Client* management.
- Provide a consolidated report with appropriate recommendations in respect of allegations and related findings.

Perform reviews over the efficiency of processes and controls, actively assisting the organisation to implement improved controls and processes. This allows for an end-to-end solution to improve the efficiency of processes and controls, resulting in tangible value for the organisation.

Processes included in Process and Control Efficiency Solutions:

- Procurement Processes (ordering, receiving, valuation)
- Inventory Processes (receiving, storing, issuing)
- Payment Processes (authorisation, processing, reviewing)
- Job Costing (accuracy, completeness, review)
- Bill of Material (accuracy, completeness, review)
- Finished Product costing (accuracy, completeness, review)
- Logistics of Product Movement (delivery, collection, transfers)
- Inventory Master Management (additions, deletions, integrity)
- Vendor Master Management (additions, deletions, integrity)
- HR Processes (onboarding, terminations, payments, claims)



Accounting Advisory Services

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- Complex accounting standards
- General accounting services
- Business advisory
- Taxation

Complex Accounting Standards

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- Accounting standards implementation and conversion (IFRS, GRAAP, IPSAS, PFMA, etc.)
- IFRS 17 - Investigation of changes to the Finance capabilities, assessment of chart of accounts and financial statement changes
- IFRS 9 - Classification, measurement and disclosure, impairment (financial models) and hedging
- IAS 19 – Preparation of the disclosure statements
- IFRS 3- Accounting for business combinations
- IFRS 16- Lease accounting

- Preparation of full set of interim and annual financial statements (Income statements, Balance Sheet, Cash flow statement and the accompanying notes to the financial statements).
- Preparation of monthly and/or quarterly management accounts (Income statement and Balance Sheet).
- Decluttering financial statements.
- Secondment of CA(SA) for financial reporting purposes and finance activities (month-end and year-end).
- Preparation of audit file for annual audit purposes (audit readiness assistance).
- Bookkeeping and capturing from source documents i.e. Invoices to records

Business Advisory

- Valuation of companies (DCF model, PE ratio model, Net asset value model)
- JSE listing requirements
- Compilation and submission of Financial Services regulatory returns, i.e., QRT, QRR.
- Accounting system implementation testing

Taxation

- Taxation – preparation and submission of Statutory tax returns

- Customer retention modelling
- Fraud analytics
- Product take-up propensity modelling
- Customer segmentation
- Credit risk modelling
- Insurance conservation propensity modelling
- Media monitoring and sentiment modelling
- Investment performance modelling
- Service centre ticket rationalisation
- Resource allocation optimisation



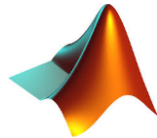
Our Analytics Toolbox

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Data Wrangling



Modelling and Optimisation



TensorFlow



Processing Efficiency



Visualisation and Communication



Deployment Stack



Previous and existing clients

THE SHARD



Hollard.



The Shard's details

THE SHARD

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BEE Status	: Level One (1) Contributor 135% B-BBEE procurement recognition
Website	: www.theshard.co.za
Business Address	: 202B, 2nd Floor, The Zone @ Rosebank, Regent Place, 177 Oxford Road, Johannesburg, 2196
Company Registration number	: 2013/161809/07
Tax reference number	: 9268894186
VAT number	: 4610277321