

RIVALRY ..... FRIENDSHIP

**ESTABLISHED** ..... **GROWING**

CRITIQUE ..... ENCOURAGEMENT

INDIVIDUAL ..... GROUP

PLANNING ..... IMPLEMENTATION

STRUCTURE ..... FLEXIBILITY

DECISIVENESS ..... MINDFULNESS

**RELATIONSHIPS** ..... **SOLUTIONS**

RESPONSIBILITY ..... FREEDOM

LOGIC ..... CREATIVITY

CANDOUR ..... DIPLOMACY

CONTROL ..... EMPOWERMENT

COST-EFFECTIVE ..... HIGH-QUALITY

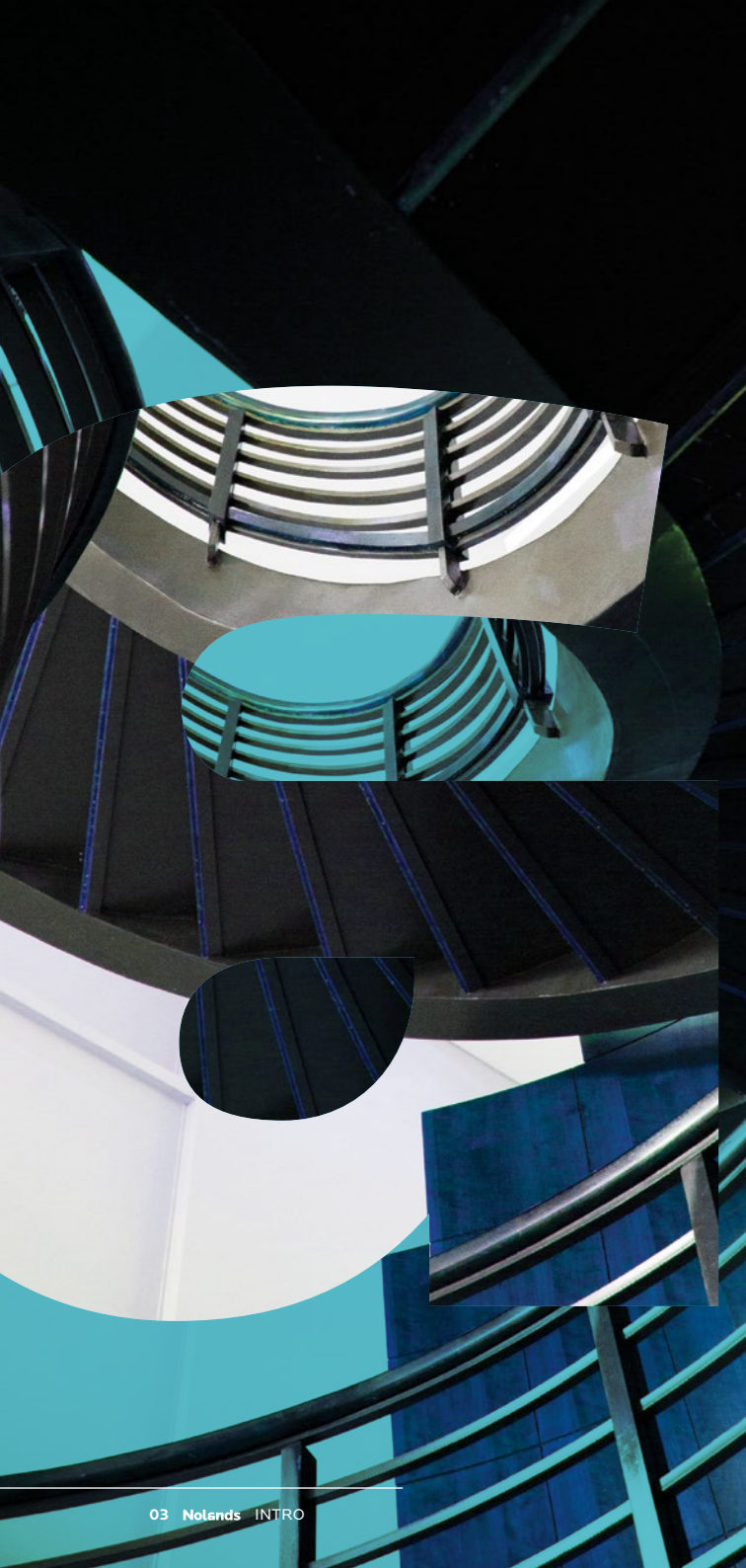
CONFIDENCE ..... HUMILITY

GUIDANCE ..... TOLERANCE

**GROUNDED** ..... **VISIONARY**

AUDITING ..... INSIGHT

**Nolands**  
AUDIT • ADVISORY • LAW



When we started our company in **1976**, the audit profession was a closed shop.

As an unknown start-up, it was as difficult to attract clients as it was to persuade staff to join us.

But some did, people who saw in us an irrepressible optimism and a spark of purpose in what we did.

IT'S NOT  
**WHAT**  
WE DO,  
IT'S **HOW**  
WE DO IT.

It was those early times in business that taught us the true value of relationships and the power of loyalty. In 45 years, this has not changed; if anything, those cornerstones on which we built the company are more important than ever.

Despite the almost unimaginable advances in technology, people are still what make the difference. Systems and innovations can be copied, often quite easily. The culture of the company, the way it does things, is unique.

Like the rest of the world, the pandemic has presented challenges and disruption on a scale unprecedented in our lifetime. Our company's response, and the ability to safeguard every job, was the result of an embedded culture of putting people first.

We also realised that every client was facing unique challenges of their own. In identifying where we could help and find ways of adding value, it has in many ways shaped the way we work. It has also underlined the importance of clear, consistent communication.

Many of our associates and partners have told us it has made them re-evaluate their role and the way value is measured.

We are more than aware that we work in a very competitive space, among highly capable companies bigger, smaller and of similar size. We also know that service offerings and the supporting technology are seldom, if ever, unique.

## SO WHY NOLANDS?

The answer is **our people**.

Everyone who works for us is not only continuously trained on the technical issues but also mentored in the way we set about our work, and the way we build relationships with our clients and each other.

It's an inclusive culture of support, respect and the creation of value.

It's the Nolands way.

**CLIVE  
NOLAND**

# AUDIT

**NOLANDS** was started more than 4 decades ago by young men short on contacts and social connections and big on getting going, fast.

In those days, auditing was a routine affair, earning the people in the profession the name *bean counters*, or *box tickers*.

From the start, Noland's was determined it was not that sort of company. The result was an attraction for clients who themselves were entrepreneurs and saw in Noland's a like-minded approach to business.

From zero clients and a handful of people to offices in 15 cities internationally, we believe the DNA of the company to be unchanged.

**To be an entrepreneur is not about size, it is a frame of mind: a can-do, will-do attitude, and an innate understanding of value and how to create it.**

**At Noland's, we find these sorts of clients feel a natural fit and relationships develop easily.**



**THE BEST  
WORK IS  
DONE WHEN  
THERE'S A  
MEETING OF  
MINDS.**

## RELATIONSHIPS & SOLUTIONS

It is a simple fact that our focus on relationship building has a direct bearing on the quality of the work we are able to do. Put simply, the better we understand you and your business, the better the work. Good relationships are never one-sided; they require interaction, communication and mutual respect. These are the key objectives we have with all our clients, of any size.

## AUDITING HAS CHANGED...

The demands on the modern auditor are far more complex than they were 10 years ago. The reason is obvious: the world and the world of business is complex and becoming more so, very quickly.

Keeping up with growing uncertainty with things like crypto currencies and the blockchain, the ever-present threat of cyber- attack, highly sophisticated fraud, the growing impact of climate change and the application of IT keeps adding to the challenges.

2020 taught us lessons for life and we are emerging more agile, more open-eyed and far better equipped to deal with change. **One of the most important things we know is that machines, no matter how clever they get, can't replace people.**

## HOW WE FIT INTO YOUR BUSINESS

*"As the world starts to recover from the COVID-19 pandemic, there will be huge financial and business challenges, and the right advice will be critical... there has never been a better time for governments, businesses, and individuals to understand the value that a Chartered Accountant can bring."*

**Michael Izza,**  
Chairman, Chartered Accountants Worldwide

We know that the cornerstone of what we do is about certainty, clarity, authentication and peace of mind. But we need to go further. There are things that we can do, value we can add and advice we can share that does not cross the lines of the Companies Act nor compromise the independence of our core functions. We know you also want a friendly smile, a chat now and then, an email answered as quickly as possible (our target is 24 hours) and an open sharing of information. **In other words, a relationship.**



GGi unites a group of international, independent audit, accounting, law and consulting firms with the joint potential to resolve any financial, legal and tax issues which may arise. GGi's broad international coverage provides clients with access to high quality firms in 126 countries and over 870 member firms worldwide. **Noland's is the sole GGi Audit representative in South Africa.**

It goes without saying that as the business landscape gets more complex, the more pressure there is on decision makers. Trying to balance the complexities of the present and the unknown challenges of the future makes the “big picture” far more difficult to see.

Added to this is the constant possibility of disruption in whatever form, whether it be unexpected business competition or changes in the operating environment. The Covid pandemic has had the effect of pressure-testing just about every company on the planet. Many have survived, others haven't. There are also those who did what it took to learn, adapt and act quickly; they're now wiser and more resilient than they ever were. It was a crash course of the most demanding kind. We're proud of the role we have been able to play in many of our clients' journeys through the crisis.

What we do best is help companies see possibilities and arrive at solutions.

Those possibilities could be threats or opportunities and, once identified, we are able to act as connector of a range of experience, skills and know-how to develop plans and implement them quickly.



# THE ART AND SCIENCE OF JOINING THE DOTS.

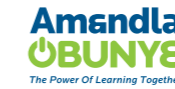
## Finding connections between things that appear at first to have no relationship to each other can lead to unique solutions

Nolands Advisory works across a range of core skill sets within the company such as Nolands Capital, Forensics, Tax and Law and many companies with whom we have established working relationships. We also work cross border with our international associates and our colleagues at Geneva Capital Group and Geneva Group International.

These relationships and the understanding of their capabilities is what enables us to bring the best brains together to give clients the solutions they need to save money, streamline their businesses, evaluate and plan for risk and maximise opportunities.

The diverse range of skills and experience we can access allows us to develop ideas and solutions that, through multi-disciplinary input, are often unexpected but also practical.

Through experience, Nolands has built productive working relationships with many companies in related service sectors, to the benefit and convenience of our clients.



As a member of Geneva Capital Group, Nolands has access to vast experience in advising companies worldwide on efficient and effective ways to improve their business. Professional and experienced teams are always available to assist clients promptly in order to promote growth and adding value. GCG has successfully concluded over 4000 M&A deals internationally.

**NOLANDS CAPITAL** is driven by a young team with the executive and board support of proven business professionals and acknowledged industry leaders.

It is a special collaboration of energy and experience that gives Noland Capital a significant and unusual edge in the markets it services.

Led by **CEO Stuart Noland**, the company started working remotely barely a year after start-up which has encouraged, even demanded, a high degree of agility and responsiveness in the way it operates.

*“We were determined that the challenges presented by the pandemic could not be seen in any way by the team as some sort of reigning in of our ambition.*

*Instead, the systems we've put in place have become an in-built strength that has improved efficiencies as well as our speed of decision making, response and delivery”* he says.

*“During this period, we have worked alongside our clients through the highs and lows, in industries such as hospitality and agriculture, and gained invaluable knowledge and experience.*

STUART  
NOLAND

THE  
ENERGY  
TO MOVE  
FAST,

*COVID-19 has had a massive impact on both, and we have worked hard in unprecedented circumstances to help provide the sort of quality information that can help them normalize business performance and assist in decision making.”*

Noland Capital is able to identify and draw on resources within the broader Noland company whenever needed. *“This sort of collaboration is very important”* he says **“When we need an extra brain to pick, it's a phone call away.** Having this level of trusted co-operation is vital in keeping our core team compact and fast.”

## THE EXPERIENCE TO KNOW WHERE.

As a corporate finance house, Noland Capital specialises in helping clients and their business achieve their goals across short, medium and long-term horizons. There are **3 areas of specialisation: mergers & acquisitions, transaction services and management consulting.** On both buy and sell side transactions, clients are fully supported, end-to-end.

*“In our work, a critical aspect lies in accurate **company valuation.** It is the central influence to just about every decision our clients make, whether they are selling or buying. With a listed company, the valuation process is pegged by the markets and is there for all to see, day by day. We work in a fundamentally different space and it is crucial we get it right.*

*We make use of the best tech and mathematical modelling available and combine it with the right people and their insight and knowledge.*

***It's something we want to be known for as a stand-out Noland Capital skill.”***

The team also works closely with clients to **raise capital** (debt or equity) to assist them to grow their business and maximise shareholder value.

Noland Capital specialises in performing acquisition **due diligence** to inform buy-side clients as to the risks and provide the buyer with the peace of mind to go ahead with the deal.

Its management consultant advisory services include robust financial modelling, advice to improve the client's operational / financial performance and post-merger integration advisory services.

As with the rest of the Noland company, Noland Capital is focussed on the value of building relationships with clients that are both strong and open. This includes keeping clients informed of real-time issues, providing strategic assistance to remain efficient, effective and flexible to adapt to the specific circumstances at hand.

# FORENSICS

Forensics is a term most commonly associated with the world of detective work in a crime environment.

It is very similar to what we do, in the world of business. The fundamentals are the same: gather and analyse evidence to establish not only *What happened?* but also *What's happening?* or *What could happen?*

Our role is determined by the stage at which we are briefed and there are 3 main aspects to what we do:

## FORENSIC INTERNAL AUDIT REVIEWS

When a client suspects a company is at potential risk for whatever reason but is unsure as to the extent, the nature or the possible protagonist, our mandate would be to identify any systemic fault, fraud or wrongdoing and to provide a detailed report supporting remedial action.

## FORENSIC INVESTIGATIONS

This work is undertaken when the client believes that a risk has been positively identified and requires us to substantiate and provide comprehensive reporting. This work is by nature detailed and exhaustive as it may underpin a decision to pursue legal action.



NUMBERS  
DON'T  
JUST GO  
MISSING.

## RISK MANAGEMENT, MONITORING, EVALUATION

This work is focused on providing on-going solutions to identified risks and is usually an on-going service that is integrated into a client's broader strategy of risk management.

Fraud is on the increase worldwide; latest global reports estimate almost 1 in 2 companies have been affected.

**Fraud usually has serious financial consequences but, often worse, can have devastating reputational damage.**

**Many companies have systemic weaknesses, often IT related, that make them vulnerable.**

## HOW WE WORK

Our approach is determined by our client's requirements and priorities but generally follow the stages of planning, fieldwork, investigative reporting and follow-up review.

We maintain close contact throughout an assignment, with regular progress updates. While client involvement is vital at every stage of the process, every effort is made to avoid unnecessary distraction from on-going business activity.

## IT'S CALLED DISRUPTION BECAUSE IT ISN'T EXPECTED

Disruption is a 21st century business reality; nothing stays the same for long and today business leaders are compelled to face the fact that sudden change can come from any direction, usually the one you least expect. The global pandemic will forever remain a grim reminder of this fact.

In our field, things like data breaches and fraud are the sorts of disruptions that can shake confidence to the core, both inside and outside the company. How a company reacts to these sorts of crises will determine whether it emerges as more knowledgeable, more resilient and better prepared than before.

*"As a niche consultancy, we aim to provide clients with dynamic, effective tools and services to deal with the unexpected and to assist them successfully navigate an increasingly complex business landscape."*

**Simon Woolley, CEO**

Our multi-disciplinary team comprises legal professionals (*civil & criminal*), investigators (*forensic & general*), organisational effectiveness specialists, and various support staff. As part of the wider Nolands company, we draw on the expertise of specialists in the Accounting, Auditing and Tax fields, where required.

**TAX** Today, in most companies, management and leadership are trained to deal with the unexpected. Adaptability, speed, agility: all these need to be part of how the modern company navigates its way through uncertainty and change.

With Tax, every company has the opportunity to do exactly the opposite. Our approach, with every client, is to maximise the time available to us to plan, both in broad terms and in detail.

Tax is the one area of company financial life where, in the main, the rules are laid out and where changes are known, well in advance. Like all rules, there are areas of grey and sometimes the need for clarification. There are times when the taxpayer and the taxman don't see things quite the same way and this can require some measure of dispute resolution.

*"Tax is an area where the financial management of a company has the opportunity to avoid unpleasant surprises that can result in serious distraction and cash-flow disruption. The key is to plan and to be proactive. In our experience, most clients run into problems, or fail to take opportunities, when tax is relegated down the priority list."*

**Graeme Saggars**, CEO Nolands Tax



# IT'S ALL ABOUT BEING ON THE **FRONT FOOT**, ALL THE TIME.

Tax done in a hurry, as a reaction to looming deadlines, often results in mistakes, including overpayment. Conversely, planning can give a clear idea of where all possible deductions lie, what you will owe and when.

The difference this makes to financial cash flow forecasts is significant. In the same way, any planned changes to the business itself should keep the tax implications of such changes top of mind. For instance, a business restructure or an acquisition could have major inherent tax advantages.

Nolands Tax is here to ensure your compliance and also to help you stay ahead of the game. Our services range from advanced opinions of tax strategies, audit support, dispute resolution and transfer pricing to family matters such as estate planning.

All with the same approach of preparing for the future, rather than have the future arrive unexpectedly and too quickly.

# LAW

Law and the world of business intersect at every level, from the basic requirements of a company start-up to the most complex of transactions, disputes and contractual agreements.

Business is done in an increasingly complex environment. The business leaders who want to keep difficult and unforeseen situations to the minimum will seek the best advice in making sure that they are fully aware of the legislation and governance details that affect them. Change or imminent change needs to be monitored and planned for.

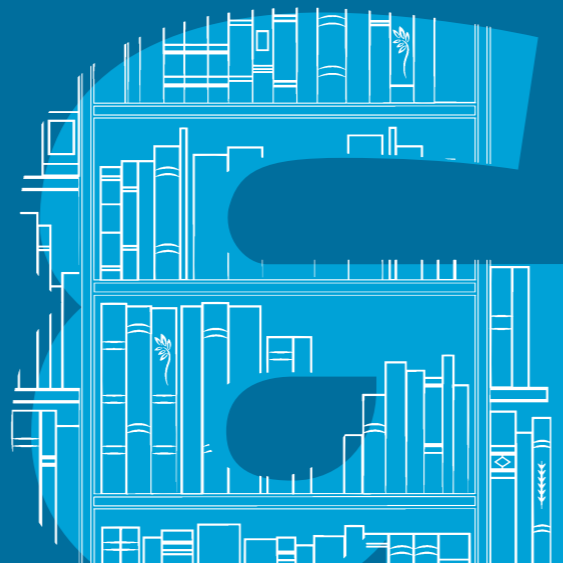
The result is that, today, the role of the lawyer in commerce has rapidly evolved from routine compliance issues to business savvy advisor.

There are certain things that businesses can't do and others they have to do. Knowing both sides of this coin is vital in avoiding needless and often expensive errors.

Our lawyers understand the complex tax, regulatory and commercial laws of today's economy. We work in an environment which is multidisciplinary, closing the gap between business advisors and legal counsel. The result is better cost efficiencies and faster solutions.

A common perception of the corporate lawyer is someone swamped with the detail and the nuances of legal interpretation. Yes, the finer detail is crucial and always will be. A contractual agreement can be breached on a single ambiguity or lack of clarity in the way it is drafted.

## TODAY THE FABRIC OF BUSINESS AND ISSUES OF LAW ARE MORE TIGHTLY WOVEN THAN EVER.



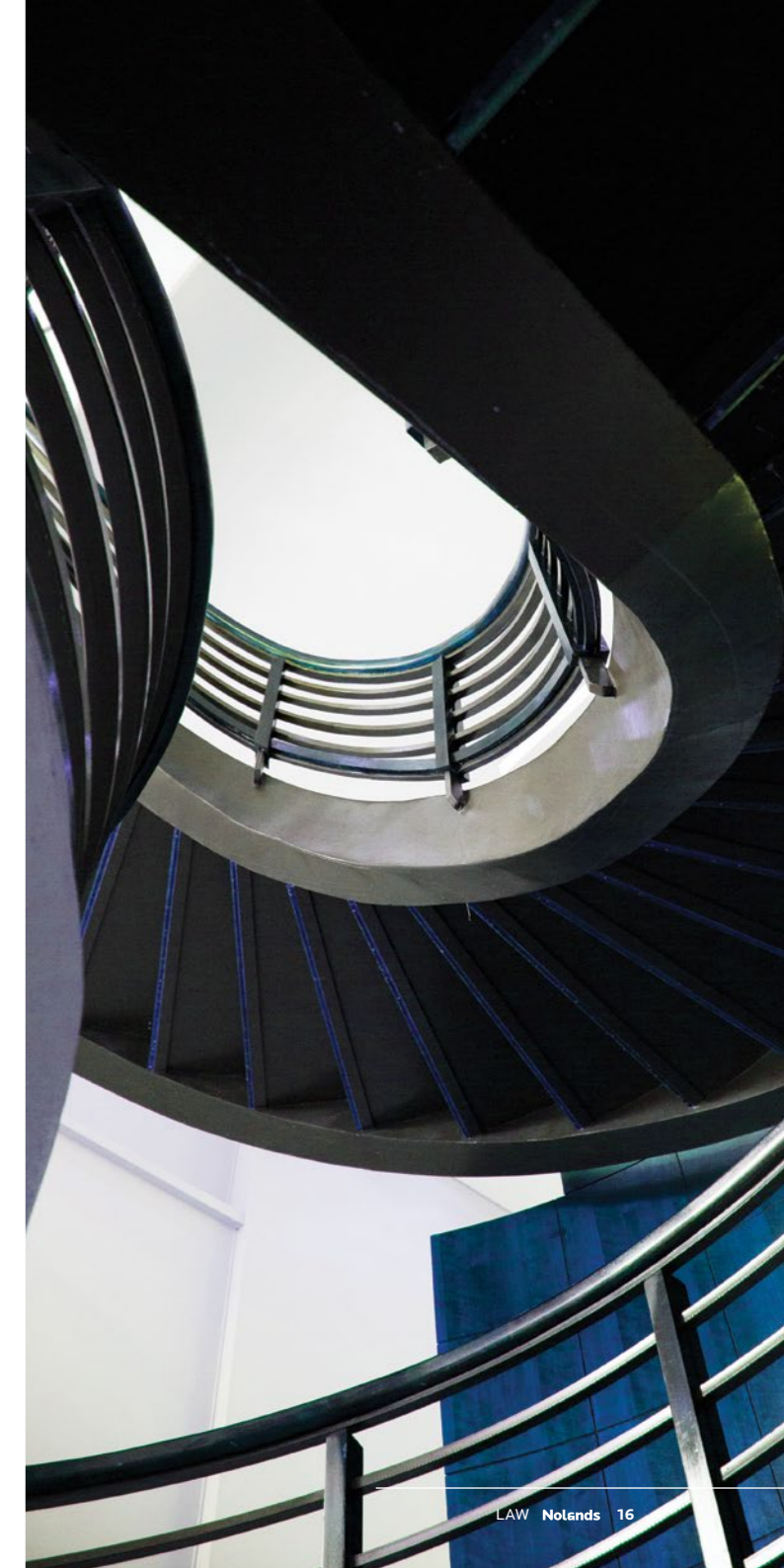
We need to have one eye on the day-to-day detail and the other on the sorts of things that could have future impacts on our clients and their businesses.

These include tax legislation issues that are industry-specific, the consequences of fraud and fraud protection, intellectual property and the protection of trademarks, employment law and environmental law.

The scope of the law is both finely detailed but, at the same time, also very wide.

We are internally connected to experts in several complementary fields that allow us access to knowledge and experience with which to substantially raise our level of all-round legal input to every client.

**THE RIGHT TIME  
TO TALK TO US IS  
BEFORE SOMETHING  
GOES WRONG.**





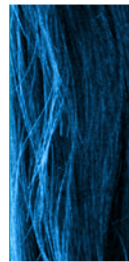
# RECRUITMENT

Finding and selecting a new employee, at any level, is one of the most important aspects of management and leadership. Matching skills, education and experience with the requirements of a job is usually quite accurately done with CV's, letters of recommendation and proven experience. If anything is misrepresented at this stage of the process, it will invariably become apparent later. Careful screening of every candidate will always be important.

What is often overlooked is that companies are built on individuals and teams that "click" with each other and with the company's values and culture. The tighter this fit, the better. Morale, productivity, involvement, initiative; all of these will be affected. Moreover, the direct impact on revenues and profitability is clear. Just as importantly, if a company makes the wrong appointment the effect is demoralising and distracting. Managing someone who just doesn't "fit in" can be very difficult for everyone.

All our research also points to the fact that younger people value a cultural fit as highly important and often the most important reason to consider leaving.

We regard it as a key function in talent searching which takes time, skill and effort. We encourage clients to share what they see as their culture and values so that we can be more accurate and effective in our role.



THE  
**STRENGTH**  
OF YOUR  
COMPANY'S  
**CULTURE**  
BEGINS WITH  
RECRUITMENT.

## OUR SERVICES INCLUDE:

- **Screening** to create a shortlist
- **Interviewing** after CV screening
- **Background checks** – including credit and criminal checks
- **Reference checks** – we do at least 2 reference checks with the candidate's most recent direct reports
- **Job Descriptions** – creation of job descriptions for all organisational roles
- **Policies** – provision of branded company policies in line with current legislation
- **POPI Act** – maintenance of your employee data in our POPI Act compliant & secure cloud database
- **Leave Administration**
- **Payroll Management** – learning / training and performance management

## THE COMPANY YOU CHOOSE TO WORK FOR WILL SHAPE THE REST OF YOUR CAREER.

Whether you're a first-time job seeker or a highly experienced top flight executive looking to move, you have the rest of your working life ahead of you.

Choosing the "right" place to work, at any stage of your career, will determine how you get ahead and the satisfaction and enjoyment you derive from work. It's a big, important decision.

When we present you to a client, we will have a good idea if what is offered and what you want is as closely aligned as possible. We do this by making sure we have a real understanding of both employer and employee. Getting it right can mean years of reward, personal satisfaction and lifelong relationships and networks. Contact us to help you with finding what's right for you.

# TRANSFORMATION

At Nolands we have 2 transformation initiatives, one facing outwards and the other internal. The external efforts are channelled through the Nolands Foundation and its various projects and partners.

Internal Transformation is integral to our Culture and Values and sets out to address many of the underlying issues that continue to impede diverse teams from working at their best levels. It is our vision that we create a working environment that sets a standard for skill sharing, both technical and personal development. Our culture is about inclusion, support and skilled diversity management.

Transformation is not a single event or something that is learnt from a book, nor is it about compliance. It is a cumulative process of change, of developing new mind sets, that happens slowly, but surely.

South Africa's difficult history of exclusion and segregation has inevitably led to a lack of understanding and empathy. Real transformation requires us to think about things in a completely different way and to see the reality of our country not only through our eyes but also from the reference points of others.

PORTIA  
NTLATLENG



Our Transformation process is guided by **Portia Ntlatleng**, a CA(SA) partner and director.

High on the agenda is an on-going review of where we can improve, what details we may be missing and how we best keep moving forward in creating a supportive, inclusive and respectful company culture.

Staff are regularly consulted and asked for candid feedback and to share their experiences. From this we all learn. Channels of communication must not only be open at all times, they need to be seen to be open.

A willingness to tackle difficult issues, transparency and honesty and an environment of trust will help us as a company to play our best part in this crucial aspect of building a nation that is just and equitable; a South Africa we all want.

TRANSFORMATION  
DOESN'T HAPPEN  
ON A **SCORECARD**,  
IT HAPPENS INSIDE  
**PEOPLE'S HEADS.**



When we began our Foundation, the idea was to play a supporting role to established initiatives within our business networks.

More recently we have developed our own set of plans and objectives with which to make the work of the Foundation more focussed and effective.

During the height of the pandemic we put out a single appeal to our clients and friends to help us feed people in communities who were suffering. The response was immediate and far beyond our expectations.

At the base of our Foundation's efforts has always been the emphasis on youth; it is here we can make a massive impact where it counts most. Our main focus is education, life skills training and sport.

Our EQUIP programme is being structured to address this ever-worsening education problem. EQUIP identifies individuals who have shown the desire to go to the next level. These students are taught accounting and tax readiness skills that provides them with valuable work experience as well as knowledge of current accounting software and packages. Our goal is to roll out this programme nationally over the next two years.

Nolands staff will be encouraged and trained to play their part in mentoring, coaching and tutoring.

EVERY COMPANY HAS A UNIQUE OPPORTUNITY TO MAKE A DIFFERENCE.

## THE POWER OF SPORT

Sport has always provided us with an excellent platform with which to reach young people.

Our Foundation has been involved in various sports initiatives including soccer, cycling, hockey, and swimming. We have combined sports with life skills development, which has proved to be extremely successful. Many of our staff have been involved in these sports initiatives.

## THE NOLANDS ONLINE PLATFORM

One of the most exciting projects we are currently setting up is our very own online platform. This platform will be available for on-line coaching, mentoring, tutoring, online learning, life skills training and communication. We have access to some of the world's best learning organisations. This platform will allow us to become a leader in this space and will be available to all our clients.

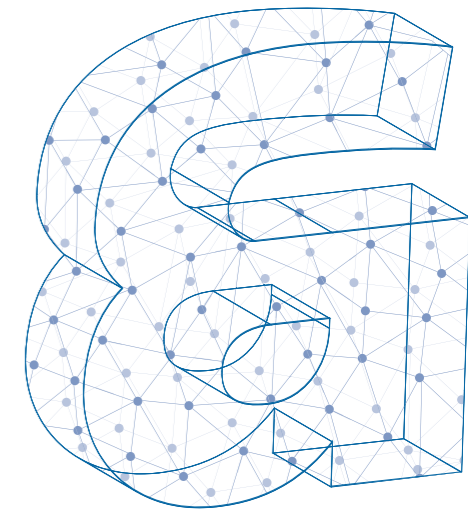
## NOLANDS "LAUNCH"

Our "LAUNCH" initiative is a life skills programme that we run in schools that are open to working with us. In the world we live in there is a desperate need to teach young people principles and values. Our Foundation is committed to raising up Youth Coaches that are trained to facilitate workshops in schools assisting young people to have a dream for their lives.

## FUNDING: THE 100 CLUB

In the past, our Foundation has been funded intermittently, either in response to an appeal, a fund-raiser or by one-off donations. Our goal moving forward is to ensure that our initiatives are sustainable, effective, and scalable. It is therefore imperative that we are guaranteed a certain level of regular cash flow. We have established the Nolands 100 Club to address this need and put the Foundation finances on a more predictable footing. We would like to invite our clients, colleagues, staff and friends to contribute monthly to partner with us to achieve and grow our vision.

***Go to [nolands.co.za/foundation/100Club](https://nolands.co.za/foundation/100Club)***



## CAREERS CA(SA)? WHY NOLANDS?

For more than 2 decades our message to clients has been that Nolands is “Not Your Ordinary Auditors”. In many ways, that’s exactly why it’s the right choice.

Anyone will tell you that doing articles isn’t a walk in the park.

The combination of working during the day and studying at night is relentless and demanding. But the rewards are there for the rest of your life.

At Nolands we have decades of experience in successfully helping people to progress through this most challenging journey.

We understand the work/study balance and make sure you are supported every step of the way. Mentorship and advice, from partners down, is there whenever you need it.

We also believe that people starting out with us get given the opportunity to experience as **wide a spectrum of our profession as possible.**

# NO DECISION IS BIGGER THAN WHERE YOU START WORK IN THE REAL WORLD.



*“When they say there is an open door to partners, that is what you get. There is active partner participation in your development throughout your articles”*

**Nolands Trainee**



Our approach is that, within your training time with us, we have the range of clients to expose you to both different sectors and different types and sizes of audit. In that way, you develop both the required technical skills and a much broader idea of business as a whole.

In exit interviews, our trainees have fed back to us many of the things we set out to achieve in our training.

*“When you walk out of here, you know how to do a complete audit on your own”* said one.

*“You go from memorising information to actually understanding what you’re doing”* said another.

Many talk about the culture and environment: *“There is a sense of belonging and family that I don’t think could exist at the really big firms”*. Others have spoken about the level of responsibility that comes early on in their training.

The first company you work for will shape the rest of your career in many ways. It can be the difference in doubting your choice of career or having a growing confidence in both your decisions and your abilities. It can help you grow both professionally and personally and it’s where you start your own professional network.

Nolands is different and proud of it. It’s a special, supportive, switched on place to start your career.

All applications are done at:  
**[www.nolands.co.za/careers](http://www.nolands.co.za/careers)**

# Nolands

AUDIT • ADVISORY • LAW

BALLITO

BLOEMFONTEIN

CAPE TOWN

DURBAN

GEORGE

HARARE

JOHANNESBURG

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PORT LOUIS

STELLENBOSCH

TYGERBERG

ZURICH