

BDO GLOBAL NATURAL RESOURCES

LOCAL KNOWLEDGE,
GLOBAL PRESENCE



CONTENTS

WELCOME	01
BDO – THE NATURAL CHOICE FOR NATURAL RESOURCES.....	02
YOUR SECTOR IS INTERNATIONAL – SO ARE WE.....	03
MINING	04
OIL & GAS.....	05
RENEWABLE ENERGY	06
NATURAL RESOURCES SERVICES.....	07
PUBLICATIONS & EVENTS.....	08
BDO SERVICES.....	09



WELCOME

You operate in a fast-moving and increasingly regulated market characterized by huge opportunities but also complex challenges: obtaining the right funding, volatile commodity prices, complex risk sharing mechanisms and rapidly developing technological, environmental and social responsibility changes, to name but a few.

To help ensure that you minimise these issues and maximise asset value, you need to work with advisers who understand your sector, have the international reach to support your needs and, most importantly, share the same passion for what you do.

You need to be working with BDO.



BDO – THE NATURAL CHOICE FOR NATURAL RESOURCES



Leader in our market: BDO has a number of market leading positions including in the UK where BDO UK audits more Natural Resources listed companies (FTSE and AIM) than any other accounting firm.



Globally: BDO helps thousands of Natural Resources companies, across audit, tax, corporate finance and other advisory services.



Six Centres of Excellence: BDO have dedicated teams globally who spend 100% of their time working in the Natural Resources sector.



Full spectrum: We advise companies at all stages of their lifecycle, from early stage exploration companies to large, sophisticated producers.



Ambition and success: Our core market consists of ambitious companies with entrepreneurial management teams and a desire to succeed. This is how we see ourselves.



Hands-on: We spend time on-site with companies understanding their operations and getting to the heart of issues.



One team: Our extensive international network means we are where you are and we work across borders as one team.

BDO INTERNATIONAL
US\$9.6billion
2018/2019 revenue

a year on year increase of **10.1%**

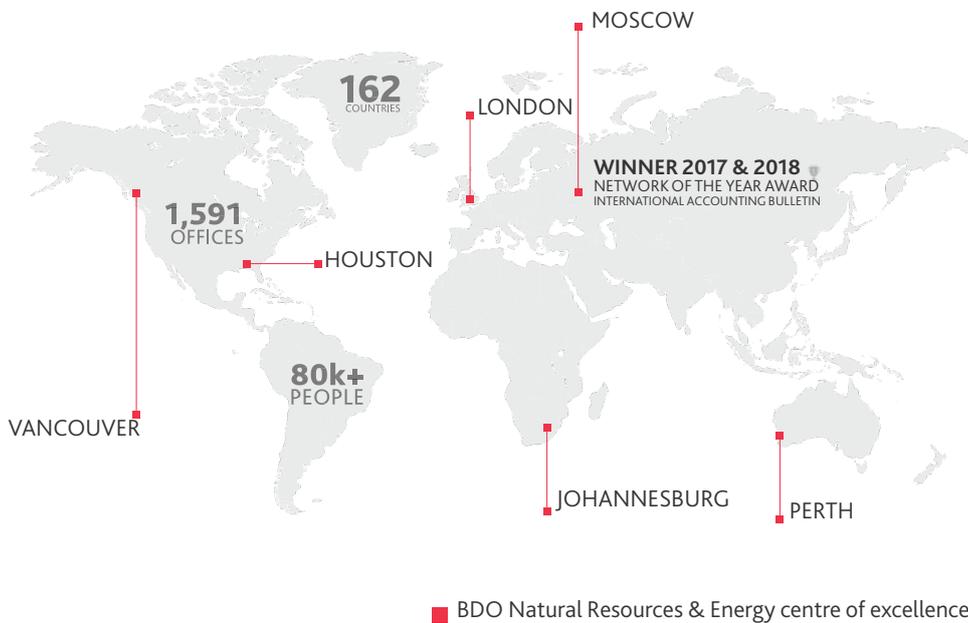
167 Countries **1,617** Offices
88,120 Staff



YOUR SECTOR IS INTERNATIONAL – SO ARE WE

Natural Resources is one of the main focus sectors for BDO internationally. Our cross-border teams meet regularly with the clear objective of ensuring cross-border client relationships and projects are effectively managed, client service is prioritised, sector knowledge is shared and, most importantly, that we continue to innovate for the benefit of the companies we work with.

GLOBAL FOOTPRINT



“BDO continues to be highly recognized for its work and involvement in the natural resources sector. Our team has deep industry expertise and global resources to help navigate the increasingly evolving market and operating environment”.

CONTACT

Sherif Andrawes
 Global Head, Natural Resources
 Sherif.Andrawes@bdo.com.au



MINING

Leader in our market:

BDO Australia has prepared more public Independent Expert Reports than any other firm in Australia every year for over ten years.



Our mining specialists bring you the benefit of extensive sector experience, having provided services to thousands of mining clients globally.

Working with the full spectrum of mining businesses means our teams travel to mine sites across the world, from Colombia to Siberia. To truly understand a company's business, we have to spend time with the people who run it on a day-to-day basis by getting out to site to see the operations. In doing so, we get to the heart of an issue quicker and provide more constructive and relevant advice.



“ Petra have worked with the BDO audit team for over ten years and we reappointed BDO following a competitive tender in 2017. The service we receive is excellent, driven by a senior team that invest time understanding our business and challenges to deliver an efficient and high quality audit. BDO have supported us through our significant expansion from being a junior miner to a leading independent diamond producer including multiple acquisitions, two high yield bond issues raising \$950m and capital market transactions by bringing the right expertise from across the firm and delivering robust yet practical advice. ”

JACQUES BREYTENBACH
Chief Financial Officer | Petra Diamonds



CONTACT

Bryndon Kydd
Leader, Global Mining &
National Natural Resources
Leader, Canada
bkydd@bdo.ca

OIL & GAS

With deep experience helping clients navigate the many complexities affecting the industry, BDO helps O&G companies around the world to thrive.

We work with a diverse range of companies in the sector, from private companies with early stage exploration assets to large global O&G companies with multi-asset production.

As a demonstration of our commitment to the sector, we sponsor the 121 London Oil & Gas Investment conference, which connects oil & gas corporates with over 400 institutional and sophisticated investors. Our market analysis and commentary for the sector covers a broad range of topics from market sentiment surveys, thought provoking future predictions as well as financial reporting and tax guidance tailored to the oil & gas market.



“ We appointed BDO as auditor in 2017, moving from Deloitte. We found the audit to be a refreshingly different experience. The transition process was smooth and effective and when accounting judgments arose during the audit, the partner and team provided valuable challenge whilst remaining practical so we could reach commercially sound but technically robust outcomes. BDO clearly understand the sector and listed market and we value the way they proactively help us navigate and respond to the changing regulatory environment. ”

GUIDO MICHELOTTI
Chief Executive Officer | Cadogan Petroleum



CONTACT

Clark Sackschewsky
Leader, Global Oil & Gas
& National Natural
Resources Leader, USA
csackschewsky@bdo.com

“What we’re seeing in these hotbeds of activity like the Permian Basin is a revolution in oil and gas akin to the mass commercialization of the Model T. The majors are bringing factory-style production to shale and natural gas, once the purview of smaller organizations, making it tougher for those with less capital and lower margins to compete with the production efficiencies you gain at scale.”

Clark Sackschewsky
BDO’s National Natural Resources
Practice Leader, US



RENEWABLE ENERGY

Leader in our market:
BDO France have been running a renewables practice for over 15 years. They are regularly consulted on changes to regulation in France.



The renewable energy sector requires new ways of thinking about energy generation, new ways of working and new approaches to resource consumption. We use our breadth of experience to provide you with pragmatic advice and solutions that work in the real world.

The companies we work with operate within a wide range of technology classes, including onshore and offshore wind, solar, waste to energy, anaerobic digestion, biomass, emerging clean technology and energy efficiency, and work throughout the world. We support these companies at every stage of the development cycle and are well placed to service and help our clients anticipate the evolving sector globally.



RusHydro



“ BDO were a key part of the successful Greencoat UK Wind IPO team. They know the sector, have a commercial approach and identify the key issues which helps to get the job done. Ultimately, they understood our needs and all team members provided us with the exceptional level of service required to list a new business and open up a new asset class. ”

STEPHEN LILLEY
Partner | Greencoat Capital



CONTACT
Marc Reinecke
Leader, Global Renewables
Marc.reinecke@bdo.co.uk

NATURAL RESOURCES SERVICES

The services and facilities provided by the natural resources services sector are truly diverse and the companies operating within it have an international footprint that is usually as large, if not larger than those of the companies they themselves work with. This diversity and international focus sit squarely within BDO's skill set.

We work with companies who supply technology, information solutions, drilling and evaluation services, project management professionals, equipment and facility services to the natural resources sector. This is a broad market requiring advisers to have deep sector knowledge and experience, as well as the ability to think and deliver globally. BDO's international reach ensures we can provide professional services to sector companies in a way that mirrors their own corporate structures and operations.



“ Our clients are amazed at the responsiveness of our offices around the world. We have the ability to connect local resources and react to the needs of our clients in any location through the power of our dedicated Global Natural Resources Industry group.”

”

Clark Sackschewsky

BDO's National Natural Resources Practice Leader, US



PUBLICATIONS & EVENTS

UNDERSTANDING YOUR CHALLENGES

BDO is at the forefront of the natural resources conversation, through our proprietary research and timely alerts on issues and regulations facing businesses today. BDO's varied periodicals are designed to help clients answer questions, clarify complex issues and serve as tools, equipping businesses to navigate through trends and concerns.



2023: Near Future of... is BDO's global thought leadership series that started with the 2020: The Near Future of Mining & Oil & Gas. Our 2023 series was later expanded to include The Near Future of Renewables. The reports combine the insights of BDO natural resources specialists and publicly available information.



Extracting Insights: BDO's annual report on the performance of AIM-listed mining companies.



From BDO South Africa, a look at the market trends in natural resources in Africa.



BDO & Pitchbook: Natural Resources M&A Report.



Industry Issues: BDO monthly bulletin on sector developments from BDO UK.



Explorers Quarterly Cash Update - Cash position of ASX mining companies.



The BDO Global Natural Resources team regularly publish topical articles on the industry and likely impact to business.



BDO is the exclusive accounting partner of 121 Mining Investment conferences in London and Cape Town.



BDO sponsors the annual PDAC convention in Canada, one of the world's leading meeting places for the mining and minerals industry.



The BDO Renewables team sponsor E-World, the leading trade fair for the energy industry in Europe.

BDO SERVICES

Our dedicated team of Natural Resources specialists work across all parts of our business including audit, tax, corporate finance, forensics and advisory.

Our clients' success is personal to each one of the team, so we support our clients through every stage of their development. Our approach is the opposite of one size fits all; it is bespoke, it is client centric and most of all it is delivered by a team who live the sector with you, day in, day out.

On the following pages, we set out some of the services we provide to companies, individuals and governmental bodies working in the Natural Resources sector. This is not an exhaustive list, but provides an overview of the wide range of skills and expertise that we can provide to your business. We are happy to discuss your specific needs or services so we can tailor our offering and introduce you to the right people.

AUDIT

Our deep sector and capital markets insight comes from auditing more FTSE, AIM, ASX, TSX and JSE listed Natural Resources companies than any other accountancy firm. Our specialist Natural Resources audit team provide the following types of services:

- 🚧 Statutory audit
- 🚧 JV audits
- 🚧 IFRS conversions
- 🚧 Local GAAP conversions
- 🚧 Board training
- 🚧 Technical training and advisory
- 🚧 Agreed upon procedures
- 🚧 Corporate governance advisory
- 🚧 Regulatory reporting
- 🚧 'Publish what you pay' advisory
- 🚧 Integrated reporting advisory.



TAX

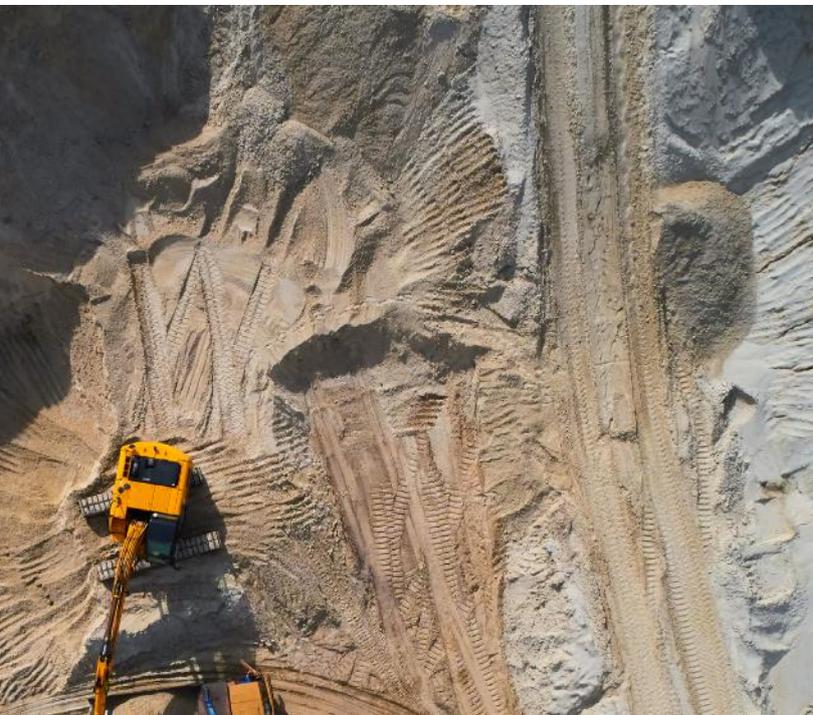
Our dedicated team of Natural Resources tax practitioners combine their wealth of international tax experience with detailed sector knowledge. They work closely with their counterparts across our international offices to deliver a local service with international reach. Our team provide services in the following areas:

- 🏠 Tax compliance
- 🏠 International tax planning
- 🏠 Transfer pricing
- 🏠 Intangibles and R&D
- 🏠 Tax investigations
- 🏠 Global employer tax advice
- 🏠 Employee share and incentives
- 🏠 EIS/VCT advisory
- 🏠 VAT/GST advisory
- 🏠 Tax risk and strategy
- 🏠 Capital allowances.

CORPORATE FINANCE

Around the world, our 2,000 corporate finance experts work together with businesses to maximise their value through advising on acquisitions, fund raisings, flotations and disposals. Partnering our clients for mutual success is what we do and during 2018 we completed 1,440 deals with a total value of USD 81.4 billion. Our global team are well versed in providing the following services to natural resources industry:

- 🏠 Capital markets reporting accountant
- 🏠 PLC advisory and Main Market Sponsor
- 🏠 Financial modelling
- 🏠 Financial due diligence
- 🏠 Merger and acquisition advice
- 🏠 Transaction support
- 🏠 Financial reporting procedure reviews
- 🏠 Market research.
- 🏠 Fairness opinions



FORENSIC

BDO's global forensic team have extensive experience of providing forensic services to the Natural Resources sector. BDO's international network has advisory teams in more than 100 countries across the world.

The team regularly provides expert services for international arbitrations, profit sharing, contract dispute and completion accounts cases and can provide expert witness services, valuation and fraud and corruption investigation and prevention services. We ensure a simple and practical approach for our clients by utilising proprietary technology within our work to enhance data mining and eDisclosure, bringing clear insight on issues. Our team provide the following types of services:

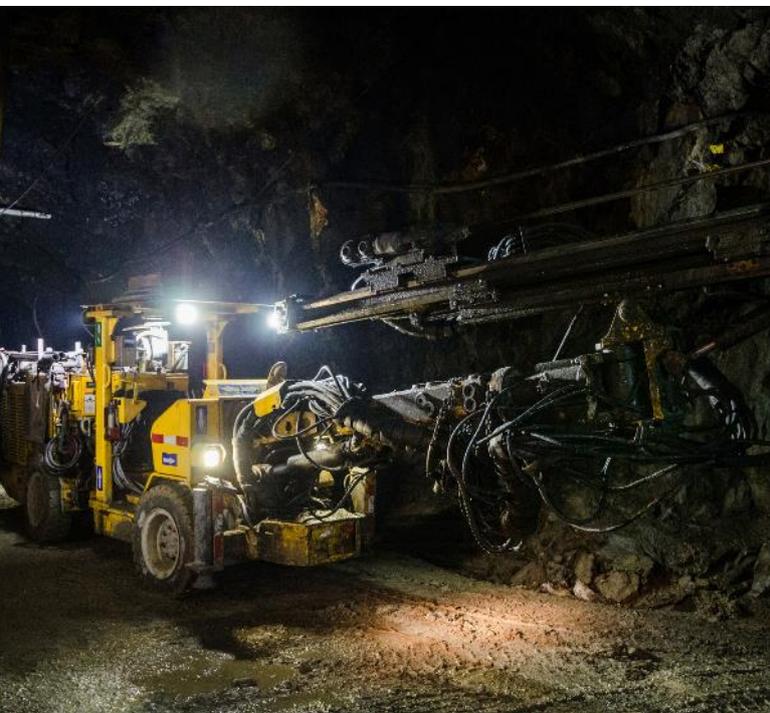
- 🔑 Expert witness services
- 🔑 Quantum determination for international arbitration
- 🔑 Commercial dispute resolution
- 🔑 Valuations
- 🔑 PSA and cost reviews
- 🔑 Fraud/corruption investigations
- 🔑 Asset investigation and recovery
- 🔑 Forensic technology and eDisclosure
- 🔑 Anti-corruption and money laundering advice.

MODEL ASSURANCE

BDO's award winning Financial Model Assurance team is internationally recognised as a market leader with over 20 years of project finance and transactional due diligence experience. We have supported over 2,000 projects worldwide including many oil, gas, LNG, pipeline projects, mining and renewable projects. Our dedicated specialist team use best of breed diagnostic tools and well-developed processes for testing models. This ensures we innovate and create new ways to provide the required assurance on complex financial models.

Through working collaboratively across BDO International we can support projects worldwide. Our team provide the following types of services:

- 🔑 Bid and Financial Close Model audit and review
- 🔑 Modelling best practice reviews
- 🔑 Integrity and comfort reviews
- 🔑 Operational model review and covenant monitoring
- 🔑 Model development and updates
- 🔑 Fund/Secondary market acquisition model due diligence.



GLOBAL OUTSOURCING

When your business is global, your financial operations pose a twofold challenge. On the one hand, you want to streamline and centralise the finance function and on the other hand, you must ensure that your international subsidiaries comply with diverse national reporting regulations. Our global outsourcing specialists can take away the compliance and operational burden of managing and maintaining multi-jurisdictional books, records and filings.

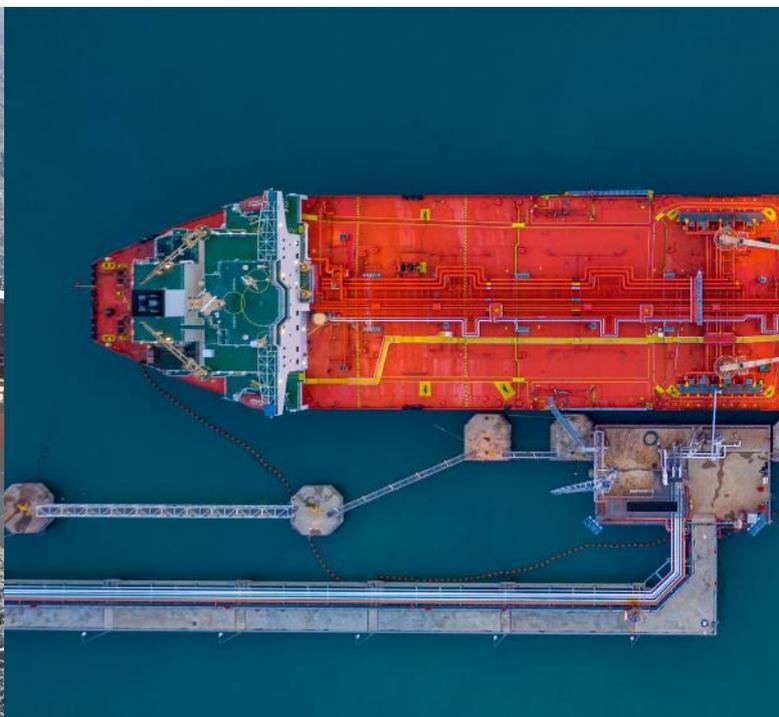
The team provide the following types of services in all of BDO's 160+ jurisdictions and many other challenging, developing economies which are often rich in Natural Resource opportunities. We make complex operations as simple as possible working under a single, global agreement using sophisticated technology, such as Thomson Reuters Workflow Manager, to give you visibility and control of:

- 🏠 Global compliance and reporting, including direct and indirect tax
- 🏠 Global payroll
- 🏠 Financial statement preparation in IFRS and local GAAP
- 🏠 Company secretarial and regulatory compliance
- 🏠 Back office finance function services.

INTERNAL AUDIT

Internal Audit has always been one of the cornerstones of good corporate governance. However, increased regulation, greater public scrutiny and increased globalization have seen the importance of an effective internal audit function enhanced at Board, Audit Committee and Executive level. For large and small businesses alike, we design and deliver appropriate internal audit functions – from conducting a thorough assessment of risk across the organisation, to designing strategic internal audit programmes, to reporting findings to management, the board, and other stakeholders. We not only identify issues, but we work with management to implement tailored solutions and put the appropriate controls in place. Our team provides the following types of services:

- 🏠 Full outsourcing of internal audit
- 🏠 Co-sourced and partnership internal audit services
- 🏠 Quality assurance reviews for, and training of, internal audit functions
- 🏠 Process and internal controls consulting
- 🏠 Continuous auditing monitoring
- 🏠 Board and Audit Committee advice and training
- 🏠 Contract and joint venture audits



TECHNOLOGY ADVISORY

BDO IT Solutions offers a breadth of expertise, innovative thinking and valuable insight with a core focus on business processes and sustainable effectiveness. Specialising in servicing the Natural Resources industry, BDO's IT Solutions business drives productivity solutions around ERP systems. Services provided include:

- 🏠 Business Intelligence; advanced analytics & productivity
- 🏠 Content Management & collaboration
- 🏠 Cyber-security
- 🏠 Enterprise portals and scalability,
- 🏠 UX, CX
- 🏠 Smart meter integration & analytics.
- 🏠 Office 365 migration & 3rd Party access
- 🏠 Records Management & regulatory compliance
- 🏠 CRM development
- 🏠 Modernisation & cloud development
- 🏠 Managed services

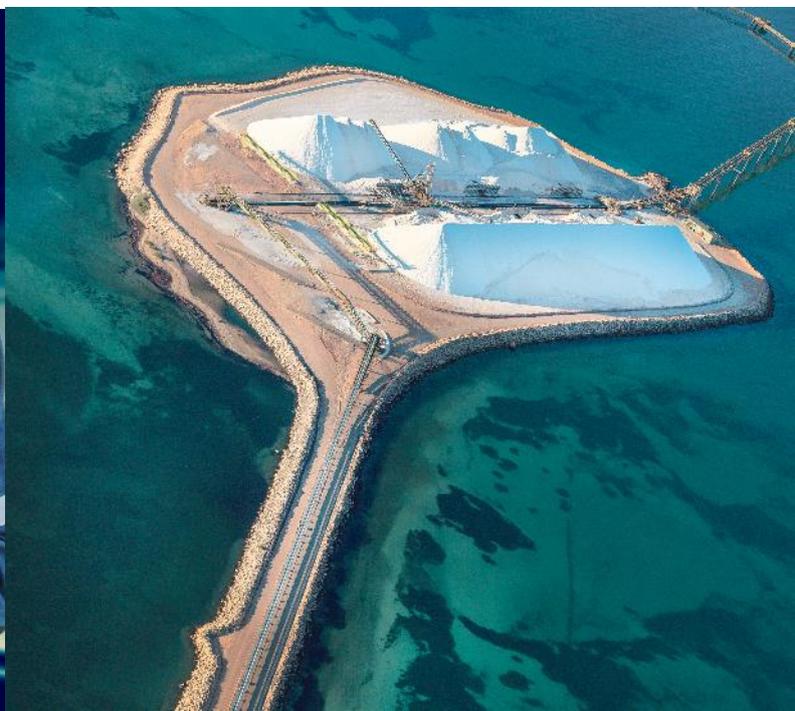
IFRS

BDO globally have IFRS specialists who are dedicated to the natural resources industry. They are fully equipped to help natural resources companies assess the key accounting impacting the sector. For capital-intensive companies it is paramount to get good advice. Our services include:

- 🏠 Specialist technical advice
- 🏠 Implementation services of new accounting standards
- 🏠 Expert witness services in application of accounting standards
- 🏠 Training
- 🏠 Preparation of accounting manuals and policies
- 🏠 Preparation of financial statements.

BDO has considerable experience in advising entities in the Natural Resources industry on a range of issues which include:

- 🏠 Considering the accounting implications of different project structures which includes complex alternative finance arrangements.
- 🏠 The application of accounting standards to joint venture arrangements including 'farm-in' and 'farm-out' transactions.
- 🏠 Application of IFRS 6 Exploration for and Evaluation of Mineral Resources.
- 🏠 Accounting for asset and business acquisitions in the natural resources sector.
- 🏠 Advising on asset impairment models when applying the strict criteria of IAS 36 Impairment of Assets..
- 🏠 Advising on the application of IFRS 16 Leases. This is a significant issue in the natural resources sector in relation to drilling, contract mining and transportation service agreements.



BDO ADVISORY – LE BIPE

BIPE was created in 1958, a crucial period when post-war France renewed with modernity and Europe. BIPE has always analysed and anticipated economic changes taking place: first in France, then in Europe and now globally.

BIPE's strength is its thorough knowledge of the markets and its extensive experience in forecasting and analyzing macroeconomic issues and sectors. Services provided, but not limited to include:

- 🏠 Economic forecasting – demand dynamics, and market predictions
- 🏠 Studies on social-economical and environmental impacts
- 🏠 Anticipating the skills of tomorrow (training /hiring)
- 🏠 Strategic projections – participative & quantitative
- 🏠 Strategic marketing – value chains, innovative offer, optimization of distribution network
- 🏠 Risk analysis – due diligence
- 🏠 Tools / dashboards
- 🏠 BIPE ENERGY, Energy Demand Simulation Tool

CAPITAL PROJECTS AND INFRASTRUCTURE

BDO Capital Projects offers a range of solutions and services to both create and protect value across asset and project lifecycles. Our clients typically aim to reduce costs, improve and sustain profitability, set new or improved operational strategy, objectives and tactics, improve the effectiveness and efficiency of capital assets and major project delivery, and determine organisational cost drivers to unlock value.

Our services are tailored to each client's individual needs and include:

- 🏠 Options Analysis
- 🏠 Operational Readiness
- 🏠 Capital Productivity
- 🏠 Value Driver Assessment & Benefits Realisation
- 🏠 Governance, Controls & Reporting
- 🏠 Business Case & Commercial Advice

Management of:

- 🏠 Programme
- 🏠 Project Portfolio
- 🏠 Risk
- 🏠 Business / Procurement Process
- 🏠 Assets / Capital Investment Effectiveness



GLOBAL NATURAL RESOURCES CONTACTS

ALGERIA

Amine Zerhouni
azerhouni@bdo.dz

ARGENTINA

Marcelo Cannetti
mcanetti@bdoargentina.com

AUSTRALIA

Sherif Andrawes
sherif.Andrawes@bdo.com.au

BRAZIL

Jairo Soares
jairo.soares@bdobrazil.com.br

CANADA

Bryndon Kydd
bkydd@bdo.ca

CHILE

Mauricio Benitez Cordova
mbenitez@bdo.cl

CHINA

Andrew Zhu
zhu.xiaodong@bdo.com.cn

COLOMBIA

Luz Perez
lperez@bdo.com.co

ECUADOR

Rolf Stern
rstern@bdo.ec

EGYPT

Mohanad Khaled
m.khaled@bdo.com.eg

FRANCE

Delphine Chavinier
delphine.chavinier@bdo.fr

GEORGIA

Zurab Lalazashvili
zlalazashvili@bdo.ge

GERMANY

Andrea Reese
andrea.reese@bdo.de

HONG KONG

Alvin Au
alvinau@bdo.com.hk

INDIA

Partho Dasgupta
parthodasgupta@bdo.in

ISRAEL

Chen Herzog
chenh@bdo.co.il

KUWAIT

Abdallah K. Farhat
Abdallah.Farhat@bdo.com.kw

MALAYSIA

Dato Gan Ah Tee
agan@bdo.my

MEXICO

Gabriel Llamas
gabriel.llamas@bdomexico.com

MOZAMBIQUE

Abdul Satar Hamid
ahamid@bdo.co.mz

NAMIBIA

Johan de Vos
johan@bdo.com.na

NEW ZEALAND

Mark Bewley
Mark.Bewley@bdo.co.nz

PANAMA

Dario Gonzalez
dagonzalez@bdo.com.pa

PERU

Luis Pierrend Castillo
lpierrend@bdo.com.pe

PHILLIPINES

Michael D. Roxas
mdroxas@bdo-roxascruztagle.ph

PORTUGAL

Rui Helena
Rui.Helena@bdo.pt

RUSSIA

Andrei Baliakin
a.baliakin@bdo.ru

SAUDI ARABIA

Gihad Al-Amri
gihad@alamri.com

SINGAPORE

Frankie Chia
frankiechia@bdo.com.sg

SOUTH AFRICA

Bert Lopes
blopes@bdo.co.za

TRINIDAD & TOBAGO

Riaz Ali
rali@bdo.tt

UK

Louise Sayers
louise.sayers@bdo.co.uk

UKRAINE

Vitaliy Strukov
vstrukov@bdo.ua

UAE

Muhammad Husnain
muhammad.husnain@bdo.ae

UNITED STATES

Clark Sackschewsky
csackschewsky@bdo.com

URUGUAY

Andrea Rifon
arifon@bdo.com.uy

General Information:

Catherine Bell, Global Natural Resources Manager
Catherine.bell@bdo.global

'BDO', 'we', 'us', and 'our' refer to one or more of BDO International Limited, its network of independent member firms ('the BDO network'), and their related entities. Service provision within the BDO network is coordinated by Brussels Worldwide Services BV, a limited liability company incorporated in Belgium.

Each of BDO International Limited (the governing entity of the BDO network), Brussels Worldwide Services BV and the member firms is a separate legal entity and has no liability for another such entity's acts or omissions. Nothing in the arrangements or rules of the BDO network shall constitute or imply an agency relationship or a partnership between BDO International Limited, Brussels Worldwide Services BV and/or the member firms of the BDO network. Neither BDO International Limited nor any other central entities of the BDO network provide services to clients.

BDO is the brand name for the BDO network and for each of the BDO member firms.