

BEFORE THE COMMISSION OF INQUIRY INTO TAX ADMINISTRATION AND  
GOVERNANCE BY THE SOUTH AFRICAN REVENUE SERVICE

HELD AT PRETORIA

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AFFIDAVIT

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I

**FABRICE FRANZEN**

the undersigned, do hereby make oath and state

1. I am an adult male and a partner of Bain & Company South Africa, Inc. (**Bain & Company**).
2. The facts contained herein, unless otherwise stipulated, fall within my personal knowledge and are, to the best of my knowledge, true and correct, unless otherwise stipulated or proven by context.
3. This affidavit is structured as follows:
  - 3.1. Purpose;
  - 3.2. Meetings with Tom Moyane (**Moyane**); and
  - 3.3. Meetings with former President Jacob Zuma (**Zuma**).

**PURPOSE**

4. I depose to this affidavit wherein I provide an account of meetings attended by me at which Moyane was in attendance.

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## **MEETINGS WITH MOYANE**


5. I have, after consultation of records at my disposal and due reflection of past events, only met with Moyane twice before Bain & Company started work at the South African Revenue Service in 2015, which meetings occurred as follows:

5.1. Thursday, 15 May 2014 at a Tashas Café (Melrose Arch). I attended this meeting on invitation received from Massone. During the course of the meeting it became apparent that Massone and Moyane already knew each other well. Whilst I am not certain, as far as my recollection informs my understanding, Moyane might have been consulting for or advising the State Information Technology Agency (**SITA**) at that stage. I also recall that Massone conversed with Moyane on a high level on global best practices of revenue services, including Massone's view on how Italian customs and tax revenue services operate. I attach hereto a Microsoft Outlook meeting invite as "FF1".

5.2. Monday, 2 June 2014 at Bain & Company's offices. As far as I can recall, this meeting was attended by (in addition to Moyane and me) by Massone. I was primarily asked to attend the meeting in order to explain the type of operating model work Bain & Company had done by way of a case study being the work done by Bain & Company at the Development Bank of Southern Africa in the public sector. I attach hereto a Microsoft Outlook meeting invite as "FF2".

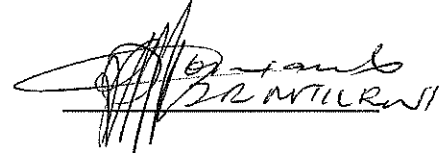
## **MEETINGS WITH ZUMA**

6. I have never attended a meeting in which Zuma was an attendee.

  
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**FABRICE FRANZEN**

Signed and sworn before me at ROSEBANK on this the 17<sup>th</sup> day of **September 2018**.

By appending my signature hereon I, the Commissioner of Oaths, certify that the deponent has acknowledged that he has personal knowledge of and understands the content of this Affidavit, that the deponent has no objection to taking the prescribed oath, and that the dependent considers the prescribed oath to be binding on his conscience.



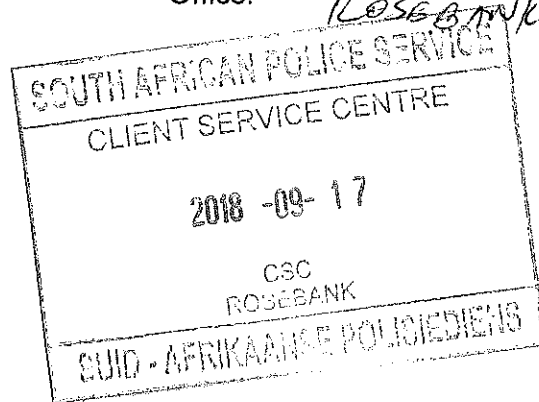
COMMISSIONER OF OATHS

Full names: ZULU ROBERT MTSHENI

Capacity: WARRANT OFFICER

Address: 15 SUNDAY AVENUE  
ROSEBANK 2196

Office: ROSEBANK CSC



# Annexure "FF02"

van der Walt, JJ

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**Subject:** [EXTERNAL] FW: Meeting : Vittorio Massone | Fabrice Franzen | Tom Moyane @Indaba  
**Location:** Bain Offices @ Indaba  
**Start:** Mon 2014/06/02 01:00 PM  
**End:** Mon 2014/06/02 03:00 PM  
**Show Time As:** Tentative  
**Recurrence:** (none)  
**Organizer:** Massone, Vittorio

-----Original Appointment-----

**From:** Massone, Vittorio  
**Sent:** Friday, May 30, 2014 9:06 AM  
**To:** Massone, Vittorio; 'hlekanus@yahoo.com'; Johannesburg, Kopano; Franzen, Fabrice  
**Cc:** Johannesburg, Indaba  
**Subject:** Meeting : Vittorio Massone | Fabrice Franzen | Tom Moyane @Indaba  
**When:** Monday, June 2, 2014 1:00 PM-3:00 PM (UTC+02:00) Harare, Pretoria.  
**Where:** Bain Offices @ Indaba

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# Annexure "FF01"

van der Walt, JJ

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**Subject:** [EXTERNAL] FW: Lunch w. Tom Moyane | Fabrice Franzen | Vittorio Massone @ Tashas  
**Location:** Tashas Melrose  
**Start:** Thu 2014/05/15 01:00 PM  
**End:** Thu 2014/05/15 02:00 PM  
**Show Time As:** Tentative  
**Recurrence:** (none)  
**Organizer:** Massone, Vittorio

-----Original Appointment-----

**From:** Massone, Vittorio  
**Sent:** Monday, May 12, 2014 4:31 PM  
**To:** Massone, Vittorio; 'hlekanius@yahoo.com'; Franzen, Fabrice  
**Subject:** Lunch w. Tom Moyane | Fabrice Franzen | Vittorio Massone @ Tashas  
**When:** Thursday, May 15, 2014 1:00 PM-2:00 PM (UTC+02:00) Harare, Pretoria.  
**Where:** Tashas Melrose

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