



## BACKGROUND



# DEVELOPING THE FUTURE

Crowie Projects' history lies in the foundation of a small but dedicated construction company, Crowie Builders. Founded by Barry Crowie in 1971, the company focused on renovating residential properties located within the greater Durban region.

With the aim of expanding the company, Rowan and Clinton Crowie joined Crowie Builders as trainees in 1990. Having obtained Construction Management degrees, the brothers went on to form Crowie Projects in 2000.

Initially conceived to serve as a Project Management Consultancy, 2002 saw Crowie Projects merge and a resultant restructuring as a dedicated Property Development Company ensued.

Operating as a full service property development organisation, Crowie Projects offers its clients turnkey solutions to all their property needs. The company specialises in identifying property opportunities, unlocking the value within such properties, and finally, realising its client's vision.





## GROUP STRUCTURE



### SUBSIDIARIES



### INVESTMENTS



### FUTURE INVESTMENTS



Crowie Holdings is a provider of integrated property solutions. The companies within the Group are able to undertake various aspects of the property implementation process and, combined, are able to offer a total and integrated property solution. The organogram above illustrates how the Group is structured, with Crowie Projects responsible for the Property Development aspect.

The supply chain is initiated by the property development company, Crowie Projects, which focuses on various sectors including retail, commercial, industrial and residential developments. Enza Construction implements these projects with the project management consultancy, Focus Project Management, overseeing the project management functions. The sale of Ruthcon Civil Contractors to the JSE listed civil construction group, Sanyati Holdings in 2007 has resulted in Crowie Holdings being a significant shareholder of Sanyati.

## DEVELOPING

Azarin Asset Management is the most recently established subsidiary. Formed in 2010, the company is a dedicated asset management company established to strategically manage the Group's property fund, a fund that is predominantly owned by previously disadvantaged individuals.

The group has an approved investment strategy in place. Its approach is to acquire stakes in established and well managed organisations with a proven track record which offer complimentary services such as asset, property and facilities management companies. This allows Crowie Holdings to be involved in projects on a long-term basis, thereby building its asset base. The most recent acquisitions in this regard are Standard Electrical, a well-established electrical contracting company, and Pace Properties, a property group focusing on property broking and property management. Crowie Holdings has acquired a 51% stake in both organisations.-



Crowie Holdings' structure has been fine-tuned to meet the objectives of all stakeholders, while simultaneously focusing the various business units to meet the demands of the marketplace. Crowie Projects, property development company, initiates the supply chain. Crowie Projects operates in retail, commercial, industrial and residential developments.

A purely construction focused company, **ENZA CONSTRUCTION** was formed in 2003 to capitalise on construction opportunities being created within the group. With substantial capacity and a sterling reputation built on its ability to execute large projects, Enza Construction remains one of the largest black-owned construction companies in South Africa. The company is now less reliant on internally generated work with 60% of its turnover externally sourced. This solid background has led to the company enjoying an average year on year growth in turnover of approximately 180%, positioning it to take on sizeable construction projects across the country.

such as the Gautrain, Toll Roads, Hospitals, Correctional Centres and Office Accommodation Projects through this alternative procurement system. Crowie Concessions is geared to participate in these transactions as a shareholder in the private party that enters into PPP agreements with Government. Crowie Concessions creates sub contracting opportunities for its construction, projects management and or facilities management subsidiaries.

**PACE PROPERTY GROUP:** Crowie Holdings recently acquired a 51% stake in PACE Property Group, a fully-fledged property services organisation which offers an industrial, commercial and retail property brokerage. PACE Property Group has operated successfully since 1976 – also offers property management, property investment, auctions, residential sales and valuations specialists as value added services to its clients.

## S O L I D   I N T E G R A T I O N

**FOCUS PROJECT MANAGEMENT** is a professional Construction Project Management Company which has been operating in Southern Africa since 2000. It is a dynamic company that has forged ahead and become a formidable competitor within the construction management industry and has been responsible for the management of major iconic projects in the property industry.

Focus Project Management has the resources and skills to undertake large projects nationally. Their services have been successfully applied in various industries including mining, manufacturing, housing, retail, medical, tourism, transport, training and public sectors.

**CROWIE CONCESSIONS** is a wholly owned subsidiary of Crowie Holdings. It was formed to identify and participate in Private Public Partnership (PPP) opportunities that are of a Build Operate Transfer (BOT) or Build Own Operate Transfer (BOOT) nature. Government has successfully implemented large capital projects

**STANDARD ELECTRICAL:** Crowie Holdings recently acquired a 51% stake in Standard Electrical. A well-established business which has been in existence for over 60 years, the company is involved in all facets of the electrical engineering and contracting field, specialising primarily in the commercial and industrial building industry.

The deal with Crowie means Standard Electrical is now 68% black owned which allows the company to tender on Government projects. Added to this, the synergies between the two companies will add value to both businesses.

Ensuring maximum cost efficiencies across all the companies in the group, Crowie Holdings' Group Services Division offers the full gamut of support to all the companies within the group. These services include Finance, Marketing, and Human Resources.

DEVELOPING

BRIDGE CITY  
SHOPPING CENTRE

RS PIZZA

KFC

ZA

2000



## SERVICES



Quality clients deserve quality service. We pride ourselves in the highly specialised skills that we have developed in the retail, commercial, industrial and residential sectors. Crowie Projects offers the following range of complementary development services:

# A S T R O N G H O L D

### **Property Development**

As a company, Crowie Projects also takes full advantage of various opportunities within the property market by acting as both a property developer and investor.

This has seen the company take on a number of projects within the commercial, retail and residential sectors on this basis.

### **Turnkey Development**

Turnkey Development is a specialised service which sees Crowie Projects taking on full responsibility for a project, as well as assuming associated development risk.

Such risks include, amongst others, return on investment, leasing, design, finance, cost, time and construction risks.

Typical turnkey solutions involve a development agreement between both Crowie Projects and its client, in which the company undertakes to deliver a clearly defined product within specified cost, quality and time parameters.

A variation of this typical agreement is to guarantee a predetermined return on investment.

### **Development Management**

By providing a comprehensive consulting service to property developers and investors, Crowie Projects is able to assist its clients with the implementation of specific projects. This involves the procurement and management of a host of service providers on behalf of its clients. Such a list of professionals ranges from design consultants, architects, consulting engineers, interior designers, and space planners, to marketers, project managers, leasing and sales agents, financiers, building contractors and specialist subcontractors.

The inclusion of the services of such industry professionals ensures that projects are expertly implemented.





DEVELOPING

WIMPY



## OUR PEOPLE



# EXCELLENCE

### Investing In People

Crowie Projects strives to offer its clients unsurpassed professionalism and service excellence.

With these elements as the key to its success, clients are assured a rare degree of individual service that promises to be continually exceptional in terms of quality and efficiency.

Motivated by the desire to be an industry leader, Crowie Projects ensures that it employs only the finest professionals - an important element which assists the company in its commitment to becoming a world-class business which can compete with international standards.

Staff training and development remains a focus within the business, with the company encouraging its team members to go beyond their core competencies and strive for excellence.

Dedicated in its approach to developing budding talent and continuously devoted to professional growth, Crowie Projects focuses on a number of staff advancement initiatives which include:

- Succession Planning
- Management Development Programmes
- Performance Management





D E V E L O P I N G



## BEE AND CSI



### BEE Credentials

In keeping with its commitment to the continuous development of South Africa on various levels, Crowie Projects is proud to be a 97% black owned and managed organisation. With its aim of providing equal opportunities to all South Africans, the company's BEE credentials are reflective of the diverse culture of South Africa as a whole.

The company is particularly proud of its retail developments in historically disadvantaged areas such as Garankuwa, Mabopane, KwaMashu and Soweto. Its focus on completing developments within such areas remains in line with the company's vision of social responsibility.

## EQUALITY

### Corporate Social Investment

Crowie Projects takes an active role in the corporate social activities embraced by its holding company, Crowie Holdings, in recognition that no man operates as an island, and widespread commitment to the upliftment of South African society is key to the longterm success of the country's economy. Projects are chosen for the depth of their influence, and the longevity of the skills and influence that they offer their beneficiaries. Recent projects include:

#### Masibambisane Day Care Centre

In collaboration with the Johannesburg Child Welfare Society, Crowie Projects sponsors this centre which is a drop-in facility for orphaned children in the Klijptown/Eldorado Park area. Key to this sponsorship is the centre's holistic approach to nurturing these children.

#### Othandweni Children's Home

"Place of Love," Othandweni is situated in Mofolo South in Soweto, offering full residential care and support for juvenile victims of abuse, abandon or neglect.

#### Delfos Cricket Club

With a firm belief in the values of team

## We are a Level 2 BBEE Contributor

spirit and camaraderie that are built through sports like cricket, Crowie Projects supports this club that was formed to encourage and support young, talented previously disadvantaged individuals who would otherwise have no access to the facilities offered at a sports club.

#### Tembisa Computer Centre

In recognition of the value of being able to participate in the digital world, Crowie Projects has sponsored this learning centre that provides ICT facilities and tutoring to members of the Tembisa community.

#### Touch Life Centre

With a strong commitment of developing our youth, Crowie Projects supports the Touch Life Centre which rescues and find homes for abandoned children. The home currently caters for sixty children between the ages of two to six years.

#### Habitat for Humanity

As part of Crowie Holdings Group Corporate Social Investment Programme, Crowie Projects have engaged with the Habitat for Humanity to support them in their Build a House programme. Crowie Projects participates by actual building of homes of those that are less fortunate.





## OUR EXPERIENCE

### COMMERCIAL RETAIL SECTOR



#### **Bridge City Regional Shopping Centre**

Location: KwaZulu-Natal

Development Value: R750 million

Completion: 2009

As developers of this state-of-the-art shopping centre, Crowie Projects has created a spectacular centre which boasts 40 000m<sup>2</sup> of shopping space. Located within the R4 billion Bridge City Precinct developed by Tongaat Hullets Developments and the eThekwni Municipality, the centre's primary catchment area include Phoenix, Inanda, Ntuzuma, and Kwamashu (otherwise known as the PINK area).

Phase 1 of this development includes the shopping centre as well as an underground train station. Phase 2 will include office and residential units and an increased retail area.



#### **Garankuwa City Shopping Centre**

Location: North West Province

Development Value: R73 million

Completion: 2006

Crowie Projects' skills as turnkey developers were used to complete the redevelopment and refurbishment of this shopping centre, while the centre remained fully operational.



#### **Central City Shopping Centre**

Location: Mabopane, North West Province

Development Value: R69 million

Completion: 2005

Acting as turnkey developers on this project, Crowie Projects finalised a number of additions and extensions within the shopping centre, including the construction of a new Value Centre within the site. Furthermore, a new Food Court and Furniture Mall and Parking extension were completed in 2005.



## RAIL AND TRANSPORT SECTOR



### **Bridge City Station**

Location: KwaZulu-Natal

Development Value: R100 million

Completion: May 2011

A new underground station at Bridge City Shopping Centre



### **Bridge City Rail Link**

Location: KwaZulu-Natal

Development Value: R550 million

Completion: November 2012

Rail link from Duffs Road Station to Bridge City Station including bridges and via ducts.



### **Bridge City Intermodal**

Location: KwaZulu-Natal

Development Value: R95 million

Completion: November 2010

This project comprises a bus and taxi rank. Phase 1 will cater for the taxi rank with the bus rank becoming operational together with the train station.



## OUR EXPERIENCE

### COMMERCIAL OFFICE SECTOR



#### Lillipark Office Park

Location: Rivonia  
Development Value: R73 million  
Completion: 2009

Acting as development manager on behalf of its property holding arm, Crowie Projects was responsible for the development of Lillipark, a prestigious sectional title office development situated in the heart of Rivonia.



#### The Commodore

Location: Umhlanga, KwaZulu-Natal  
Development Value: R85 million  
Completion: 2012

This commercial office building is located in the up-market Umhlanga Ridge Town Centre in KwaZulu-Natal. It consists of 5400m<sup>2</sup> of gross lettable area and can accommodate single/multiple tenants.

### RESIDENTIAL SECTOR



#### Gold Reef Sands

Location: Ormonde  
Development Value: R89 million  
Completion: 2007

Acting as property developer, Crowie Projects expertly completed this townhouse complex comprising of 297 units.

### INSTITUTIONAL ACCOMMODATION SECTOR



#### University of KwaZulu-Natal Student Accommodation

Location: KwaZulu-Natal  
Development Value: R130 million  
Completion: 2008

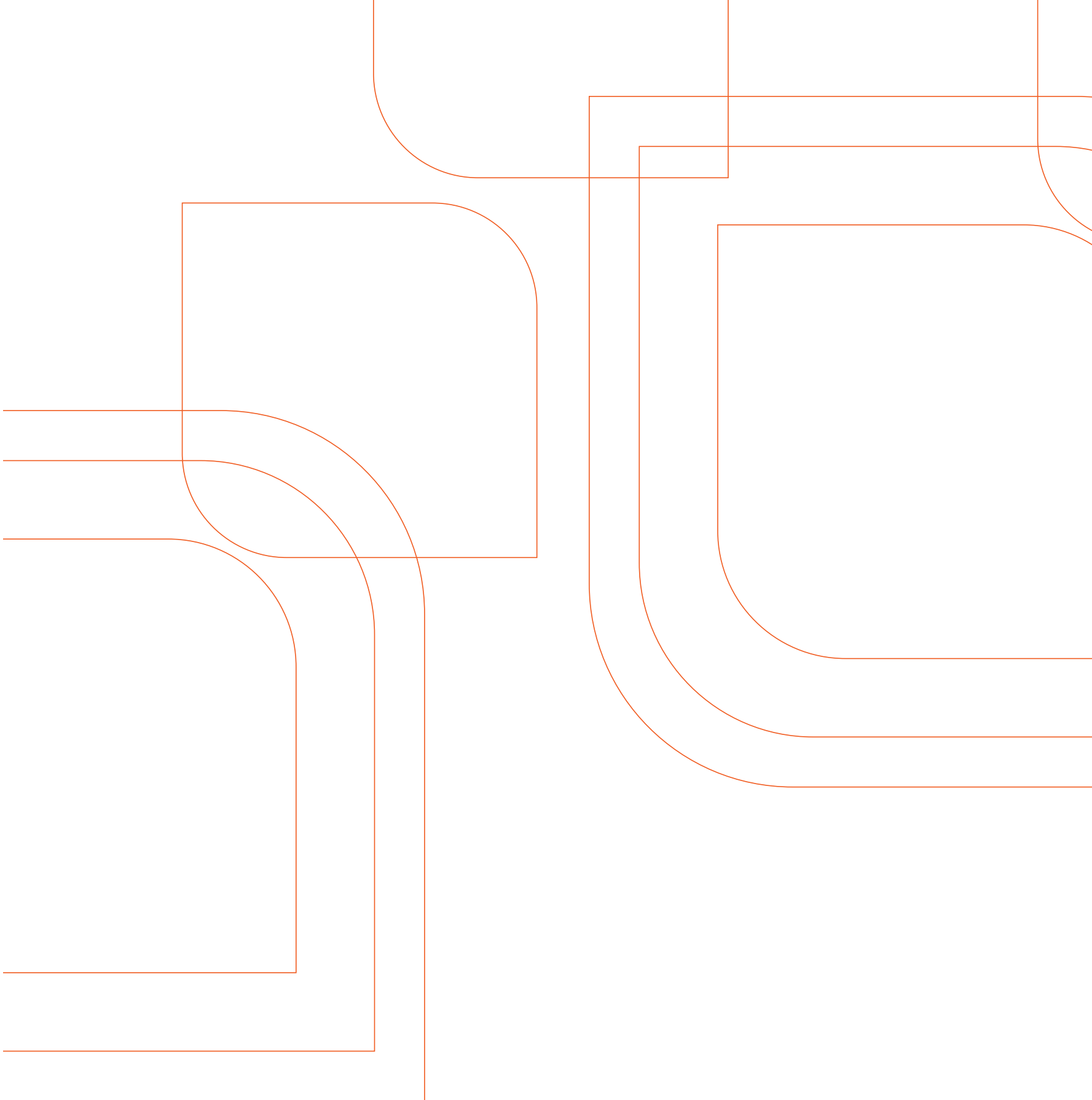
Crowie Projects was responsible for the development of 895 single bedroom student accommodation units at the University of KwaZulu-Natal's Westville campus. Crowie Projects took full responsibility for the design, financing and construction of the newly developed facility.



#### University of Witwatersrand Student Accommodation

Location: Johannesburg  
Development Value: R350 million  
Completion: 2011

Wits student housing is a prestigious post graduate student accommodation in Parktown. This development boasts 1200 beds made up of bachelor units to four bedroom apartments. Student amenities will also be provided.



**DEVELOPING PROPERTY OPPORTUNITIES**

