



RICHARDS BAY DRY BULK TERMINAL PSP PROJECT

RFQ Briefing Session

26 MARCH 2026

A decorative graphic in the top-left corner showing a collage of a city at night and a train.

Purpose of this Session



Today's session is intended for Transnet to brief interested private sector partners on:

TCC/2026/02/0001/113395/RFQ

for the Appointment of a Private Sector Partner in the Richards Bay Dry Bulk Terminal (RBDB).



01 Introduction of Transnet team

02 Procurement Guidelines

03 Background: About Transnet

04 Background: Richards Bay

05 Capacity Plan

08 Transaction Structure

09 External Partner Selection Plan

10 Call to Action

11 Questions



Transnet Team

ITEM	RESPONSIBLE
Procurement and Governance	Xolile Mthimunye Ayanda Mkhize Nhlanhla Caluza
PSP Integration	Ashley Haridas (Head) Shamil Talip (RB DBT Project Lead) Gugu Nxiweni Deirdre Strydom Johan Bouver
Finance	Olebogeng Marakalla Aneesa Nassar
Technical	Nqobile Ndlovu
Legal	Sipho Risibi



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Rules of Engagement



- The non-compulsory briefing session will be recorded.
 - Attendees are required to switch off their cameras and to mute their microphones.
 - Be respectful of each other during the session.
 - All attendee's information will be recorded on an attendance register. All service providers are requested to include the business name, representative name, email address, and phone number in the chat functionality.
 - Bidders are required to remain for the entire duration of the briefing session as important information pertaining to the RFQ will be presented.
 - Throughout the session attendees may submit questions through the chat functionality.
 - During the Question-and-Answer session attendees need use the "Raise your Hand" functionality to be allowed to ask clarifying questions.
- **Please note that some questions will be addressed via the clarification response.**
- An approximate time allocation of 2 hours has been allocated; however, this is just a guide. The session could end sooner or later, depending on the volumes of clarification questions.
 - All communication after this briefing session, before the closing date and time, must be directed to psp@transnet.net
 - A copy of the question asked and response to the question will be published on the e-tender portal and NT

Key Requirements



- The tender was advertised on the National Treasury Portal www.etenders.gov.za and on the Transnet website.
- The RFQ closing date and time is on 31 August 2026, 16:00 CAT
- Please refer to RFQ, Section 2 paragraph 3 and 4 for instructions on the RFQ submission.
- **Bidders are required to ensure that electronic bid submissions are done at least a day before the closing date to prevent issues which they may encounter due to their internet speed, bandwidth or the size of the number of uploads they are submitting. Please do not wait for the last hour to submit. A Bidder can upload 30mb per upload and multiple uploads are permitted.**
- Please refer to "RFQ, Section 5, Returnable documents" for details of all returnable documents that need to accompany your RFQ submission



Procurement Process



Step 1: Test for Administrative Responsiveness to RFQ

The test for administrative responsiveness must be **passed for a Respondent's Proposal to progress to Step Two** for further pre-qualification.



Step 2: Test for Substantive Responsiveness to RFQ

The test for substantive responsiveness to this RFQ will include an assessment of whether the bidder's **financial and technical capacity meet the minimum criteria**. Bidders must meet the minimum criteria established for all of the requirements in order to be considered technically and financially capable for pre-qualification.



Step 3: Verification (Due Diligence)

Transnet will reserve the right to undertake verification (**due diligence**) of any claims where there is doubt based upon the information provided. This may include requests for additional information that is not provided. Such requests will be made at the behest of Transnet where deemed necessary to affirm the accuracy of the information provided.



Evaluation Methodology: STEP ONE -Test for Administrative Responsiveness

The test for administrative responsiveness will include the following:

Administrative responsiveness check	RFQ Reference
Whether the Bid has been lodged on time	Section 1 paragraph 3
Whether all Returnable Documents and/or schedules [where applicable] were completed and returned by the closing date and time	Section 5
Verify the validity of all returnable documents	Section 5
Verify if the RFQ document has been duly signed by the authorised respondent	All sections

The test for administrative responsiveness [Step One] must be passed for a Respondent's Proposal to progress to Step Two for further pre-qualification.

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Evaluation Methodology: STEP TWO -Test for Substantive Responsiveness to RFQ

- Covered later in detail at the end of the presentation

A decorative graphic on the left side of the slide, consisting of a vertical stack of colorful geometric shapes (green, blue, yellow) and a small inset image of a train at night.

Evaluation Methodology: STEP THREE -Verification

Transnet will reserve the right to undertake verification (due diligence) of any claims where there is doubt based upon the information provided. This may include site visits or requests for additional information that is not provided. Such requests will be made at the behest of Transnet were deemed necessary to affirm the accuracy of the information provided.



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Transnet is a state-owned entity that is the custodian of South Africa's rail, ports and pipelines. Transnet's objective is to ensure a globally competitive freight system that enables sustained growth and diversification of the country's economy.

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Over **55 000 Employees**, providing **cargo handling** services to a wide range of customers
- Has a diverse rolling stock pool (locomotives and wagons)** operating on **30 400km** of railway track (general freight & two heavy haul lines)


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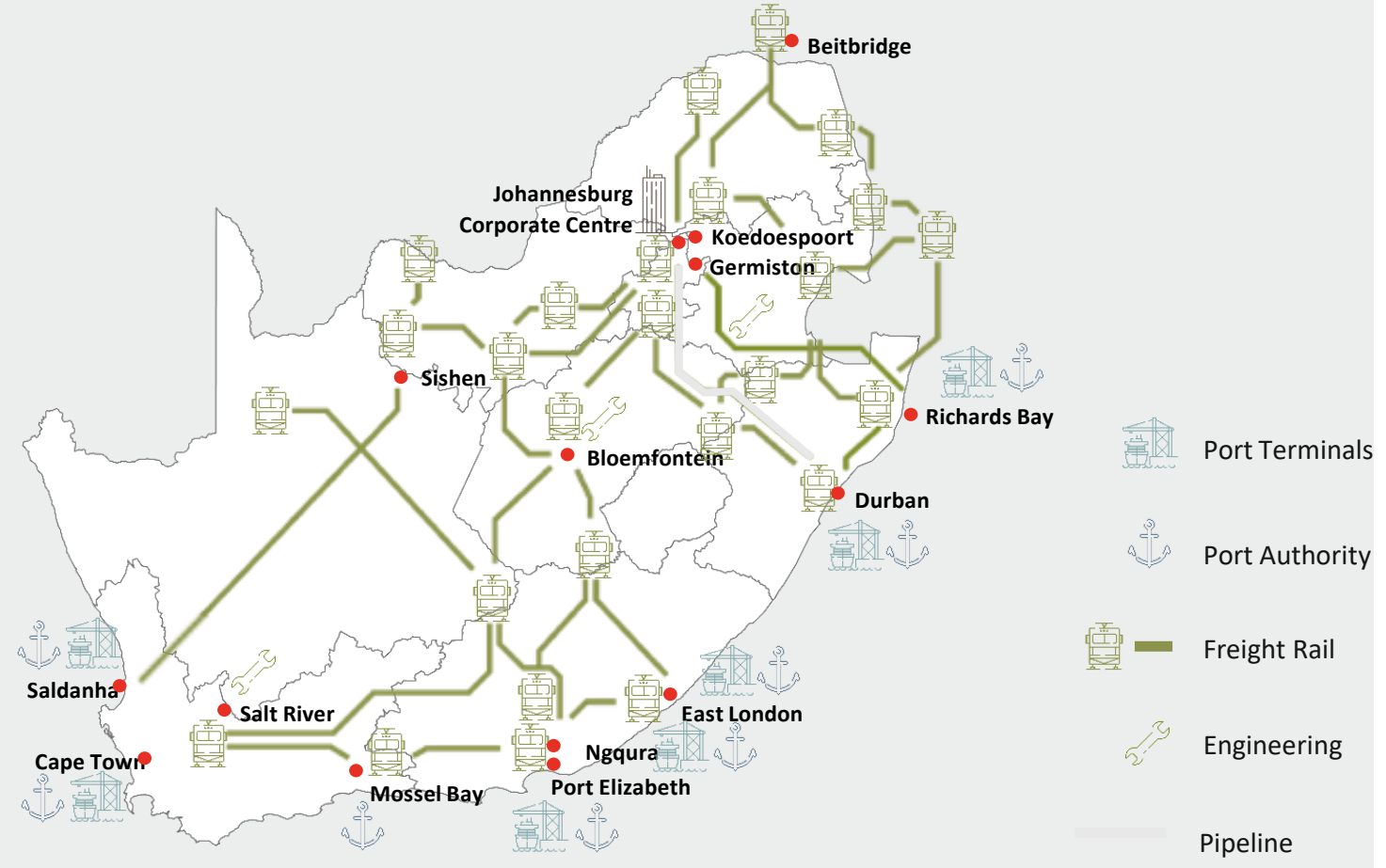
8 commercial ports along 2 798km of coastline
- 16 Port terminals** operating across 7 South African ports (excl. Mossel Bay)


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3 800km of pipelines securing the supply of petroleum products to the hinterland
- 143 engineering depots & 6 rail and port manufacturing and maintenance factories** maintaining, converting, repairing and upgrading rolling stock, equipment and machines


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5 regional and 5 sub-offices to manage the **property** needs of the organisation





Transnet's operations are supported by seven (7) complimentary operating divisions



TRANSNET RAIL INFRASTRUCTURE MANAGER

- Delivers a reliable, safe, intelligent, and resilient rail network
- Manages 30,400 km of track with varied axle capacities, infrastructure, and systems for electric and diesel operations
- Enables access for private train operators.

Rail network provider along key corridors throughout South Africa



TRANSNET FREIGHT RAIL

- Provides reliable, safe, and efficient rail services across the network
- Maintains a diverse fleet for freight, including containers and bulk commodities like coal and iron ore
- Operates the luxury Blue Train
- Offers rural healthcare via Phelophepa trains.

Freight rail operations across various rail corridors of the rail network in South Africa



TRANSNET ENGINEERING

- Expertise in research, design, manufacturing, and maintenance of rolling stock, including locomotives, wagons, and coaches
- Africa's leading OEM specializing in wagon production

Bloemfontein, Durban, Germiston, Koedoespoort, Salt River and Uitenhage



TRANSNET NATIONAL PORTS AUTHORITY

- Acts as ports landlord, ensuring secure, efficient, and economic operations of the national ports system
- Maintains port infrastructure, regulates land use, and facilitates vessel navigation across South African ports and coastlines

Saldanha, Cape Town, Mossel Bay, Port Elizabeth, Ngqura, East London, Durban and Richards Bay



TRANSNET PORT TERMINALS

- Operates 16 cargo terminals with 68 berths across seven ports along the South African coastline
- Enables efficient flow of imports, exports and transshipments for economic connectivity with regional and international trade partners

Saldanha, Cape Town, Port Elizabeth, Ngqura, East London, Durban and Richards Bay



TRANSNET PIPELINES

- Southern Africa's largest multi-product pipeline operator, handling 3,800 km pipeline infrastructure transporting liquid petroleum and methane-rich gas
- Delivers > 70% of all refined products to inland markets to ensure uninterrupted supply of goods to all sectors of economy

Durban and Johannesburg



TRANSNET PROPERTY

- Manages total assets of R8,5 billion, incl. commercial & residential properties comprising offices, warehouses and retail buildings, and vacant land
- Offers specialised real estate services in asset management, property development, and management

Property portfolio across South Africa



Transnet's Core Mandate

**TRANSNET**

OUR MANDATE

Lower the cost of doing business in South Africa, **enable economic growth** and **ensure security of supply** through **providing appropriate ports, rail, and pipeline infrastructure** as well as operations in a cost effective and efficient manner, within acceptable benchmark standards.

STATEMENT OF STRATEGIC INTENT

**Improve
Competitiveness of SA's
Freight System**

**Collaborate with the
Private Sector**

**Financial
Sustainability**

**Practice Good
Governance**

Grow Market Share



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Richards Bay as a Whole

Being the largest dry bulk port in Africa, the port of Richards Bay (PoRB) handles volumes over 80 M tons, with coal occupying 2/3rd of the volumes

Port of Richards Bay

- Richards Bay is located about 160 km from Durban, in the province KwaZulu-Natal (KZN).
- The port handles mainly coal, mineral bulk and breakbulk. Together, this makes it **the largest dry bulk port in sub-Saharan Africa**.
- The port of Richard's Bay comprises four major terminals:
 - Richard's Bay Coal Terminal (RBCT)
 - Richard's Bay Multi-Purpose Terminal (RBMPT)
 - Richard's Bay Dry Bulk Terminal (RBDBT)
 - Liquid Bulk Terminal
- Due to the **substantial depth of 19.5 metres**, the access channel accommodates for a large range of vessels, up to a Capesize vessel.
- RBCT and the Liquid Bulk Terminal are privately operated, while TPT operates RBDBT and RBMPT.

RBDBT and RBMPT

- At the port of Richards Bay, **TPT retains the operating rights for RBDBT and RBMPT**.
- Both terminals fall under their **own operating licence**.
- In addition to the target commodities, both terminals handle substantial coal volumes due to inefficiencies on the coal corridor to RBCT and the arrival of trucks as a consequence.
- The focus of this study is on RBDBT.

PoRB Characteristics

Max draft
17.5 m

4 terminals

23 berths

Capacity
117.5 M tons

Key Commodity:
Coal

Location of Richards Bay



Terminal overview





Richards Bay Dry Bulk Terminal

The RBDBT terminal is a key export point for chrome and magnetite, while also handling some import volumes. To ensure volume growth, additional investments are required for which private capital is envisioned

Terminal overview of RBDBT

- The key commodities at RBDBT are **coal, chrome, and magnetite**. Coal exports are expected to diminish at the DBT, therefore chrome and magnetite are the focus commodities within this study.
- Berths 609, 701, 702 are currently used for import.
- Berths 703, 704, 801 are meant for bulk export.
- The terminal is **semi-automated**. Yellow equipment moves material along the stockpiles. Ships are loaded using dedicated shiploaders or using skipping operations.
- The terminal is **clustered** for more efficient operations. This also creates the opportunity for potential investors to target one commodity specifically by terminalising.

CAPEX Investment Requirements

- Investments in the port superstructure are needed due to growth and deterioration. Priorities include a **third tippler** for improved gate productivity, **improved automation** with conveyor belts and stacker reclaimers, **converting Berth 702 to an export berth** with a finger jetty extension, and **refurbishing terminal roads** worn by increased truck traffic.

RBDBT Characteristics

Capacity:
18 M tons

Volume 2024:
16.7 M tons

Berths:
7

Max vessel size:
150,000 DWT

Key commodities:
Chrome
Magnetite
Coal

Overview of all berths at RBDBT and RBMPT





Detailed Arial View of RB DBT

RBDBT is a dry bulk terminal with a capacity of 26.5 M tons, of which 18.5 M tons is for export.

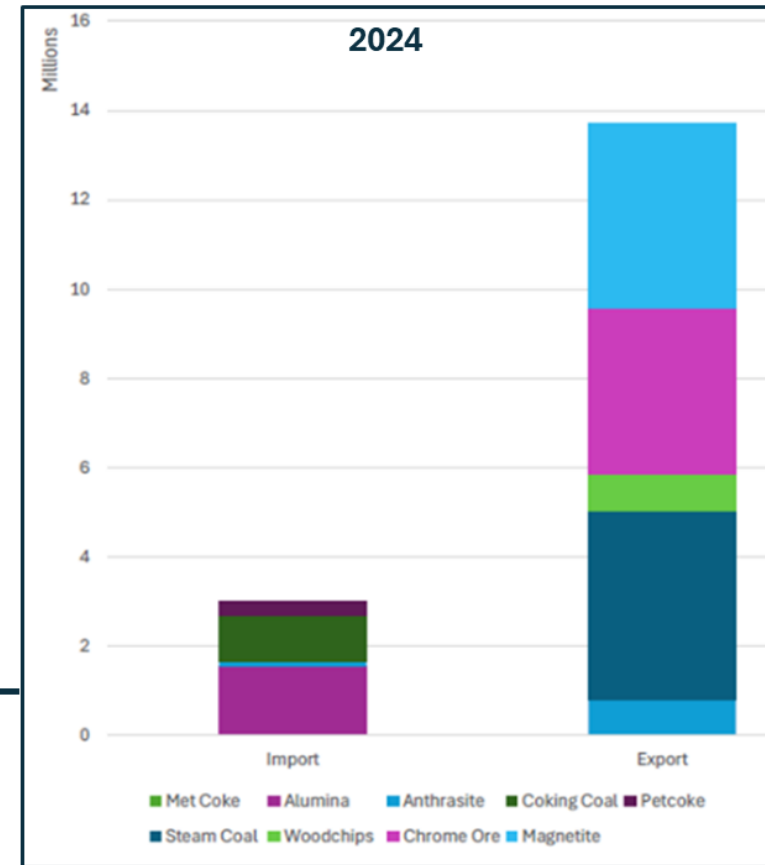
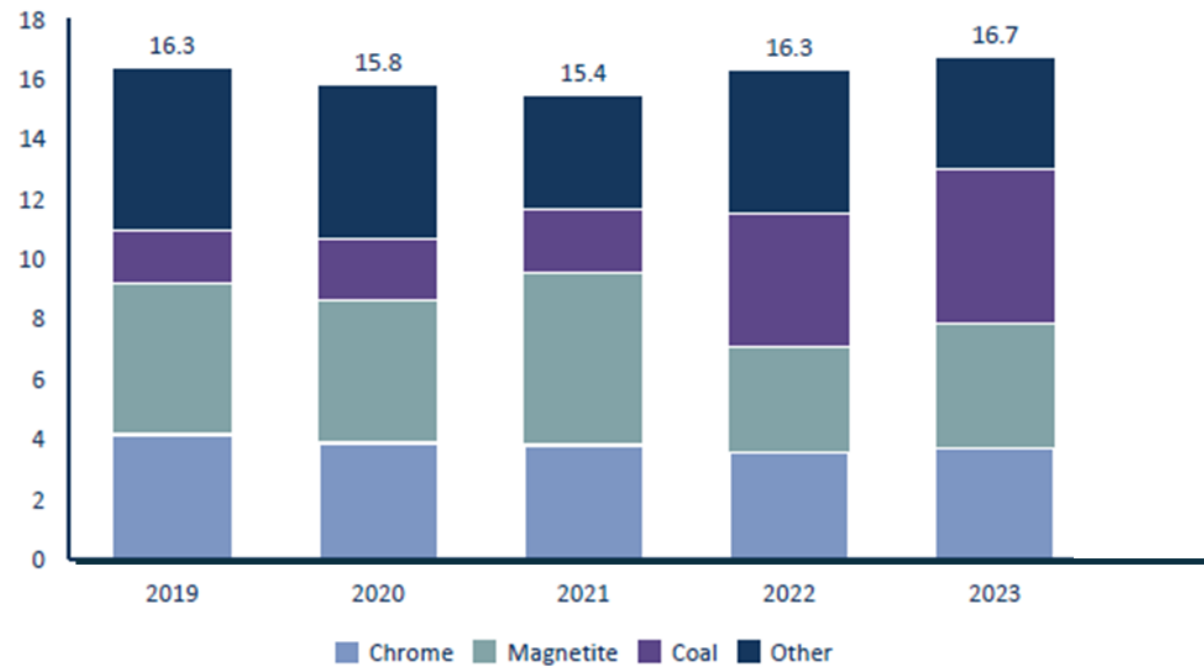
The terminal covers:

- Import berths: 609, 701, 702
- Export berths: 703, 704/5, 801, 804
- Storage areas
- Rail configuration and tippler area



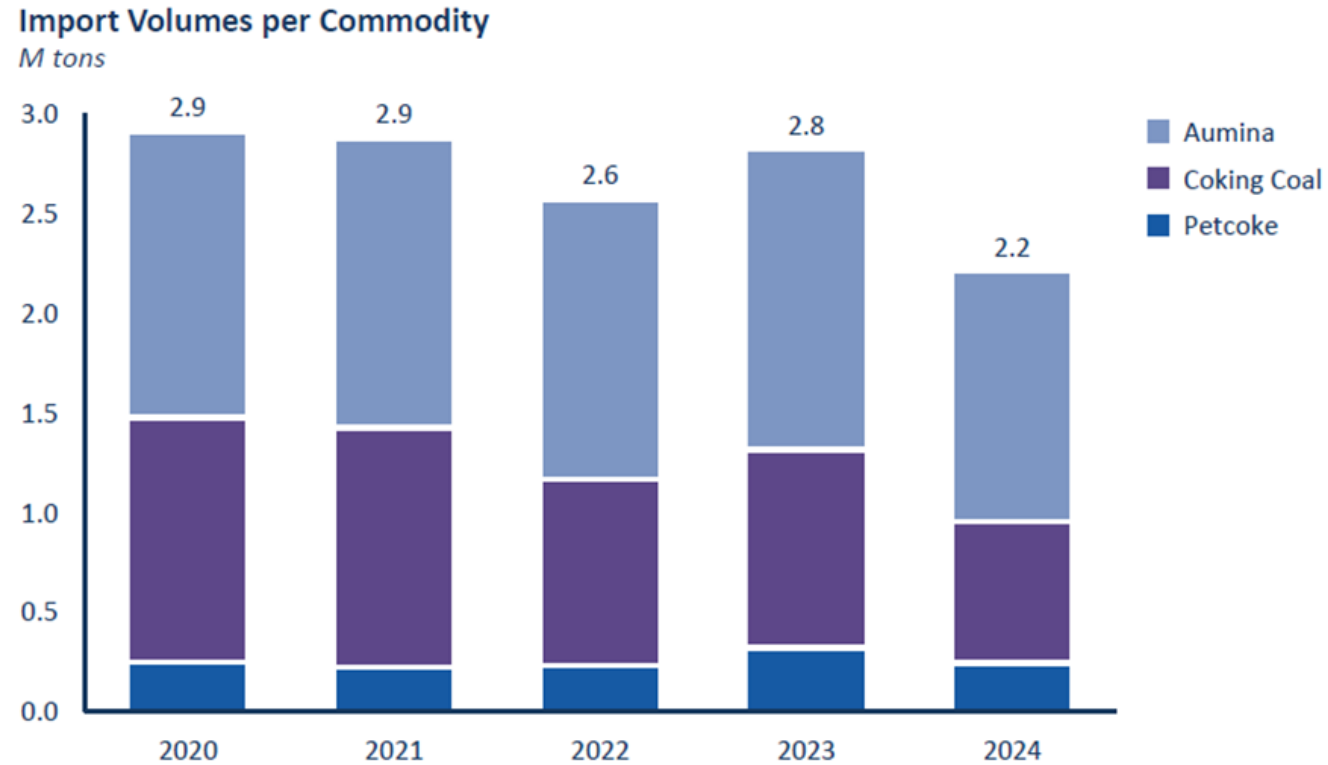
Export Volumes for RB DBT

Volumes per commodity
M tons



- RBDBT is a predominantly export-oriented terminal (≈ 16 Mt exports) focused on chrome and magnetite, with strategic ambition to develop into a mega chrome and magnetite export hub.
- While rail constraints have reduced volumes in recent years, RBDBT continues to support diversified bulk exports including coal, woodchips and anthracite, maintaining a role in South Africa’s mineral export corridor.

Import Volumes for RB DBT



- RBDBT currently handles approximately 3 Mt of imports across three berths, primarily alumina (58%), along with petcoke and coking coal, supporting South Africa’s aluminium smelting, steel production and automotive manufacturing sectors.
- Following the conversion of Berth 702 to export operations, import capacity will reduce to ~6.8 Mt, which remains sufficient to accommodate the projected ~5 Mt long-term import demand.



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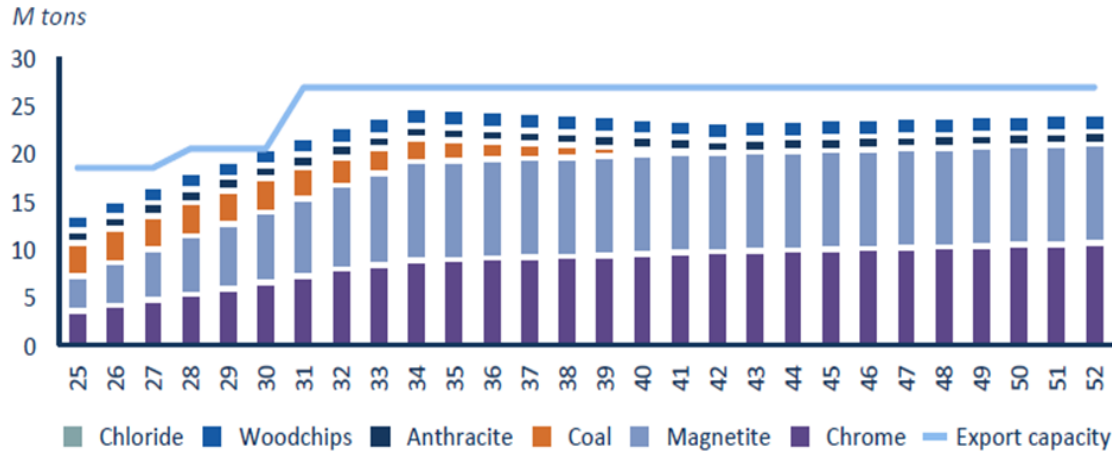
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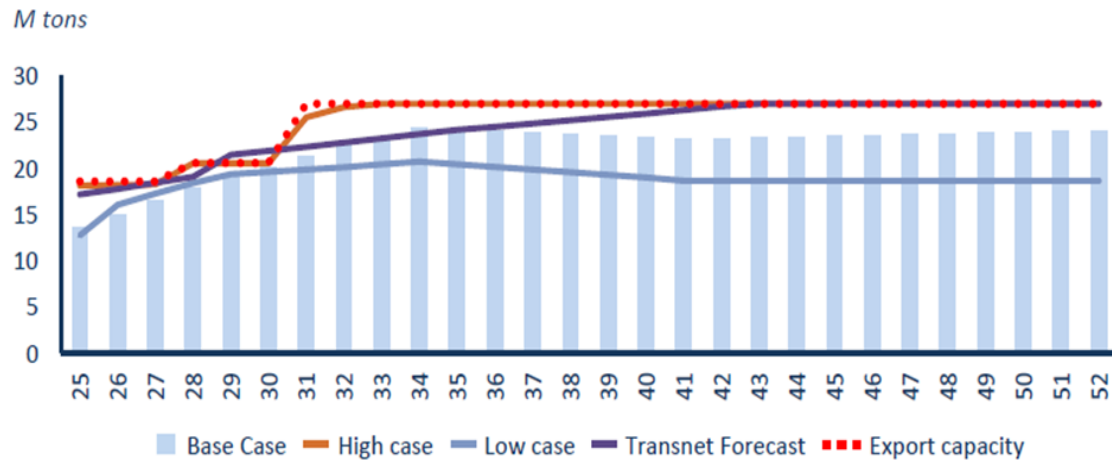


Target to Increase export capacity to 26.9mtpa

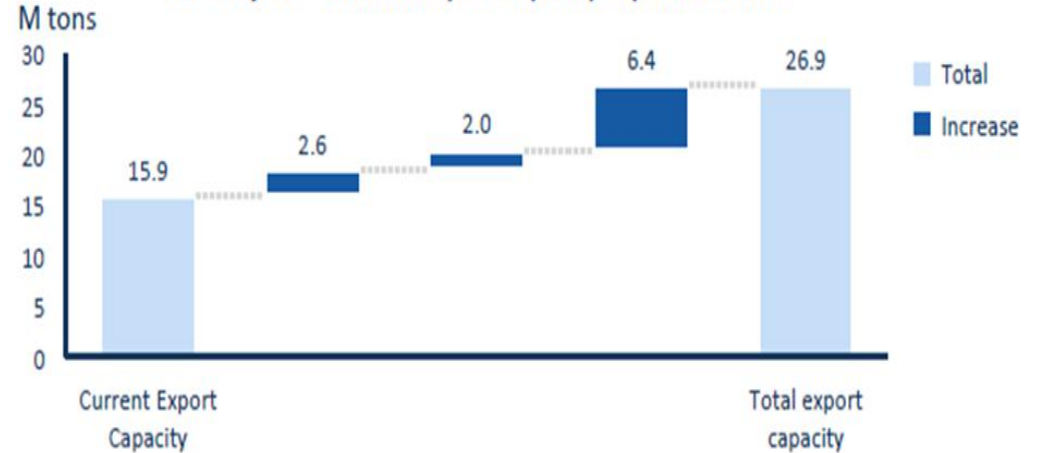
Base Case - Total Exports from RDBBT - Restricted



RDBBT export forecasts



PSP Project - Terminal Export Capacity Expansion Plans



- RDBBT export growth is primarily driven by chrome and magnetite, with volumes projected to increase steadily within existing terminal capacity under the base case scenario.
- Magnetite exports are expected to grow to ~10.3 Mt from 2034, while chrome exports may grow to ~10.6 Mt, subject to rail capacity availability.



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05 Market Demand

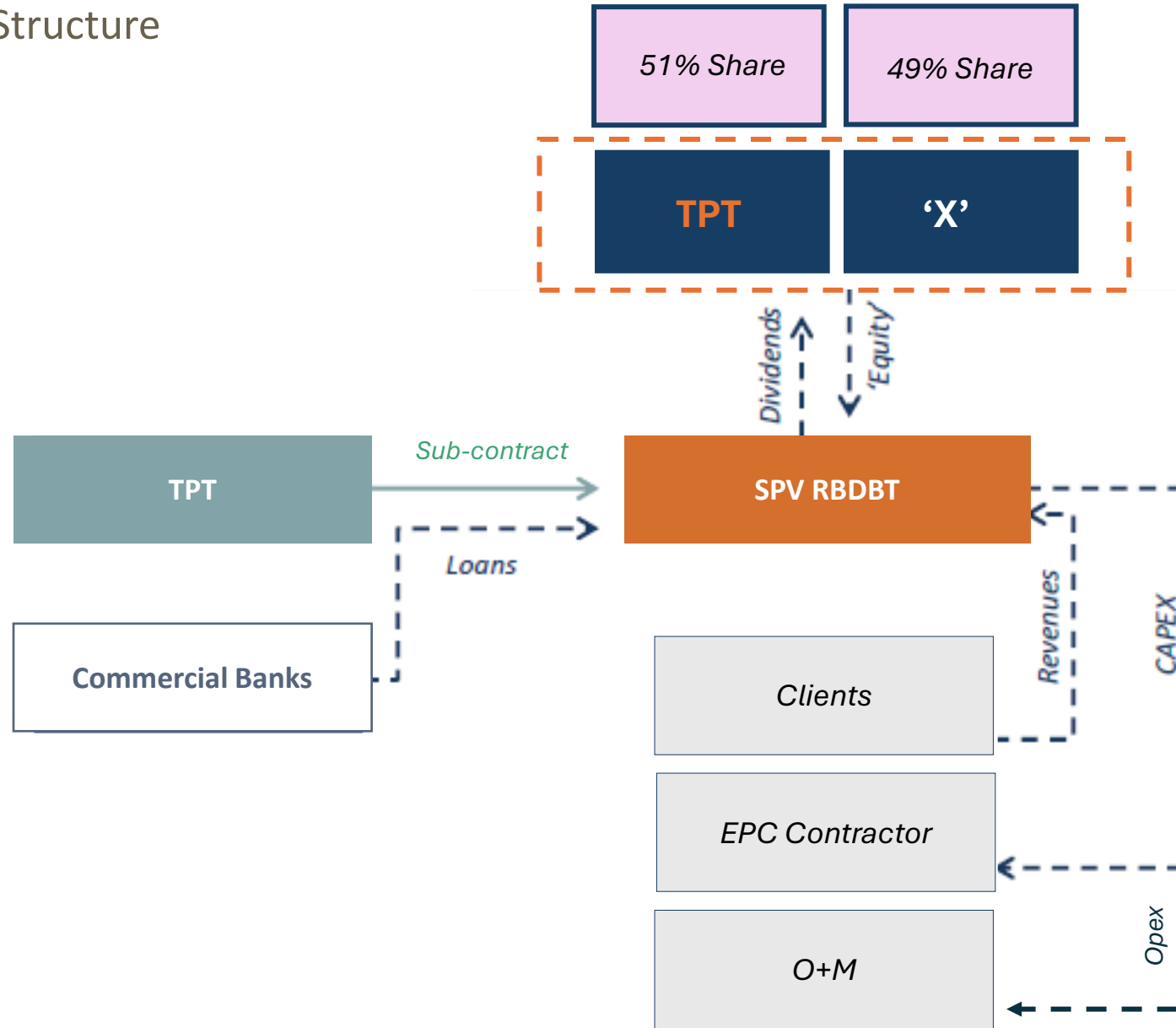
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Indicative Transaction Structure





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Procurement Process

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1. Exclusion criteria

 - bankruptcy, liquidation, professional integrity, social and tax contributions
- 

2. Minimum criteria

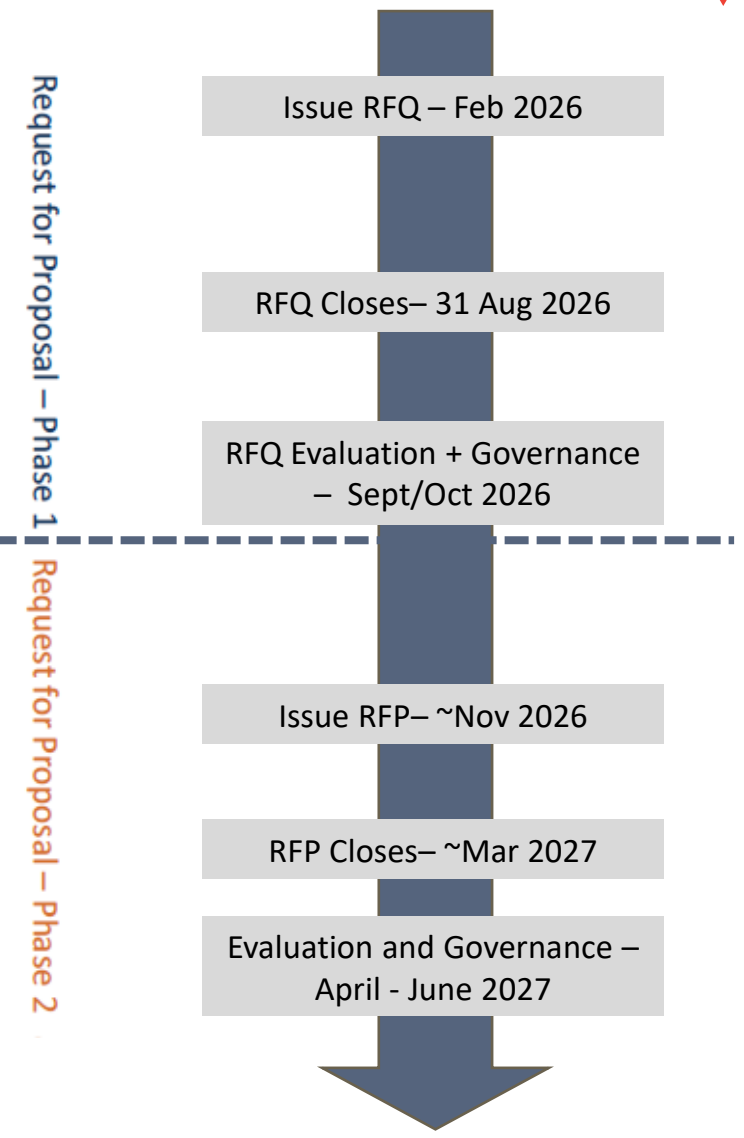
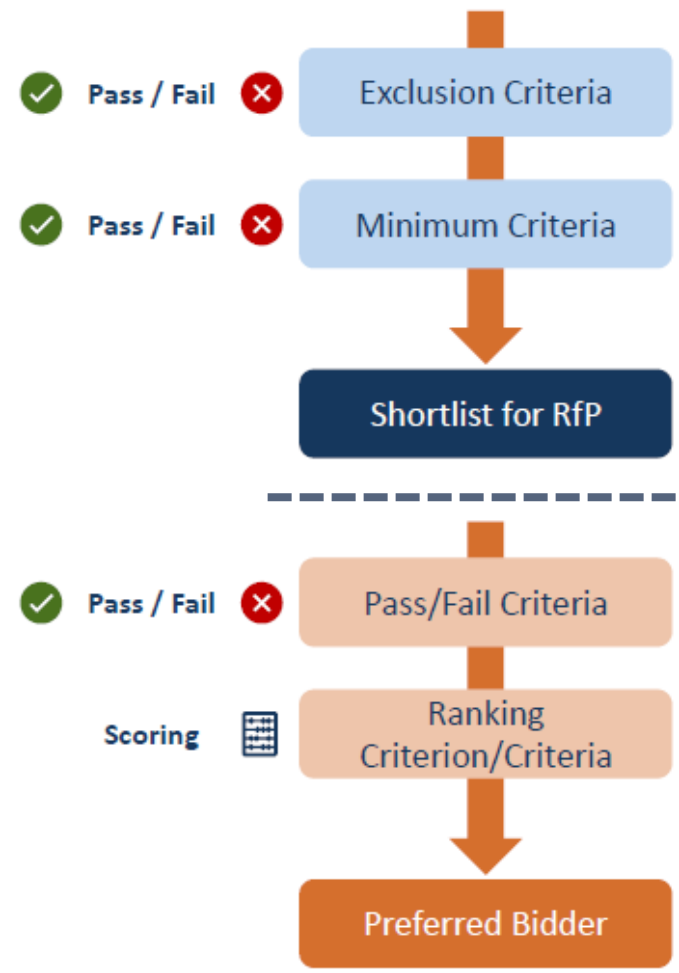
 - financial capabilities
 - HR capabilities
 - operational capabilities
- 

3. Pass/Fail criteria
(select the most suitable company):

 - quality business plan
 - quality technical plan
- 

4. Ranking criteria
(select the most suitable company):

 - financial bid



Evaluation Methodology: STEP TWO -Test for Substantive Responsiveness

Financial Strength and Capability

Criterion Category	Requirement	Evidence Required (RFQ Stage)	Pass or Fail Evaluation Method
Financial Strength and Funding Capability (A1.1) Infrastructure Investment Track Record	<p>The respondent or, in the case of a consortium, at least one consortium member, must demonstrate that it has achieved Financial Close, as defined, within the last ten (10) years (2016–2025) for at least one project-financed transaction in the Economic Infrastructure sector, where:</p> <ul style="list-style-type: none"> a) the equity contribution was not less than R1 billion; and b) the “total financing requirement”, as defined, was not less than R4 billion. c) exceeding ownership of 30% within the SPV 	<p>Where investment has been completed or successfully reached financial close then supply the following:</p> <ul style="list-style-type: none"> • Certificate from a registered auditor explicitly attesting the project name, invested capital value (total transaction value), bidder’s exact equity or quasi-equity amount, exceeding ownership of 30% within the SPV at financial close date. • Such certificate should confirm that it has been prepared for the purposes of this RFQ and should acknowledge that the auditor owes a duty of care to both Transnet and the respondent in respect of the information certified • Note 1: Currency conversion using SARB closing rate on the respondents last day of the respondents financial year end (provide proof). 	<p>PASS if:</p> <ul style="list-style-type: none"> • Submission of Auditors Certificate providing the required investment details as per the template in the section of Tech Form B

Evaluation Methodology: STEP TWO -Test for Substantive Responsiveness

Financial Strength and Capability

Criterion Category	Requirement	Evidence Required (RFQ Stage)	Pass or Fail Evaluation Method
Financial Strength and Funding Capability (A1.2) Logistics Asset Operating Revenue	The respondent or any consortium member, must currently operate at least one logistics asset (port terminal, rail freight, or large-scale mining logistics system) that has generated > ZAR 400 million in annual operating revenue for each of the last 3 consecutive financial years which ended in the years 2022, 2023 and 2024 respectively.	Note the following documents are to be submitted: <ul style="list-style-type: none"> • Unqualified Audited financial statements (IFRS or equivalent) for the last three consecutive financial years which ended in 2022, 2023 and 2024 with the relevant revenue line highlighted. • Where statements consolidate multiple assets, an auditor certificate explicitly identifying the qualifying asset and confirming revenue > ZAR 400 million per year attributable to that asset for each of the three years. • Certified copy of the relevant operating licence, concession agreement, or equivalent authorisation confirming operational control. 	PASS if: <ul style="list-style-type: none"> • Unqualified Audited financial statements are submitted and TECH FORM B: BIDDER KEY INFORMATION is filled in, and • Revenue > ZAR 400 million is demonstrated for the same qualifying asset for each of the last three years;

Evaluation Methodology: STEP TWO -Test for Substantive Responsiveness

Financial Strength and Capability



Criterion Category	Requirement	Evidence Required (RFQ Stage)	Pass or Fail Evaluation Method
<p>Financial Strength and Funding Capability (A2)</p> <p>Financing Capability</p>	<p>Respondent must demonstrate financing capability through a Letter of Interest (LOI) from a Financier, as defined, confirming willingness in principle to finance, on a project finance basis, for at least ZAR 5.2 Billion for the respondent's participation in the RBDBT PSP.</p> <p>The LOI must:</p> <p>Respondents details</p> <p>Explicitly reference "Richards Bay Dry Bulk Terminal PSP Project".</p> <p>States financing amount ≥ ZAR 5.2 Billion.</p> <p>Signed by two authorised signatories with names, titles, and contact details from the financier</p>	<p>Respondents must submit, as evidence, a certified copy of the non-binding Letter of Interest dated after 1 February 2026, issued by a Financier, as defined, confirming willingness in principle to consider financing the respondent's participation in the RBDBT PSP.</p> <p>Where a respondent does not intend to obtain external financing, the respondent must provide evidence of capital availability to the value of R5.2 Billion in the form of one of the following, issued by an appropriately regulated and independent institution:</p> <ul style="list-style-type: none"> • A confirmation letter from a commercial bank licensed and regulated by the South African Reserve Bank (SARB), or an equivalent foreign banking regulator, or • Registered auditor, as defined, to provide an attestation of availability of sufficient funds including investment funds under management that are accessible for the purposes of the respondent's participation in the Project <p>Where a consortium member is an investment fund, it may satisfy this requirement by submitting a formal, non-binding attestation issued by the fund's General Partner or Fund Manager, signed by a duly authorised representative, confirming the fund's intent and capacity to provide the required equity capital for the Project.</p> <ul style="list-style-type: none"> • Such attestation must confirm, at a minimum: • the total committed capital of the fund; • the capital drawn to date; • the amount of committed but unallocated capital available for allocation, which must be not less than ZAR 5.2 billion; and • that the General Partner or Fund Manager has the discretionary authority, subject to customary internal approvals, to allocate such capital to the Project. 	<p>PASS if:</p> <ul style="list-style-type: none"> • Certified copy of the LOI that is provided by a Financier & references RBDBT PSP, or • Respondents must submit one of the Capital Availability Confirmation documents in the form of a formal written confirmation, issued on the official letterhead of the issuing institution, signed by a duly authorised signatory, and confirming the availability of funds as at a date not earlier than six (6) months prior to the RFQ submission deadline

Evaluation Methodology: STEP TWO -Test for Substantive Responsiveness

Technical Capacity and Capability



Criterion Category	Requirement	Evidence Required (RFQ Stage)	Pass or Fail Evaluation Method
<p>Technical Capacity and Capability (B1)</p> <p>Operational Experience</p>	<p>Minimum Operational Experience – one of the two options below must be fully met:</p> <p>Option 1: Terminal Operator</p> <p>The Respondent, or, in the case of a Consortium, at least the Lead Member of the Consortium, currently operates a dry-bulk terminal handling ≥ 10 Mtpa for each of the last 5 consecutive years (2019–2025), OR</p> <p>Option 2 – Consortium of miner(s) and Terminal Operator</p> <p>The respondent, or, in the case of consortium where the lead member are miner(s)/producer(s), there should be member of the consortium that will perform the dry bulk terminal operations. For this option the lead member should have produced ≥ 5 Mtpa of chrome and/or magnetite or similar annually for each of the last 5 consecutive years and demonstrate that its dry bulk operator within the consortium have operated a dry-bulk terminal handling ≥ 10 Mtpa for each of the last 5 consecutive years (2019–2025)</p>	<p>Option 1 – Terminal Operations</p> <p>For terminal operation experience a document from all 2 categories below must be produced:</p> <ul style="list-style-type: none"> Copies of audited throughput statements, port or terminal performance reports, or certified cargo handling statistics issued by the relevant Port Authority or regulatory body or independent surveyor (for example SGS, Bureau Veritas, or similar); Certified copy of the relevant operating licence, concession agreement, or equivalent authorisation confirming operational control for the last 5 consecutive years (2019–2025). <p>Option 2 – Mining and Production Experience (with DBT operator)</p> <p>For mining and production experience a document from all 4 categories below must be produced:</p> <ul style="list-style-type: none"> Audited Mining Production Reports (For example: South African Mineral Resources and Mineral Reserve Reporting Code (SAMREC) / Australian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves (JORC)-compliant Competent Person’s Reports or annual production statements) for last five years showing ≥ 5 Mtpa per annum. Relevant mining licences or operating permits confirming ownership or operational control of the mining operation. (DMRE mining right/permit copies.) Copies of audited throughput statements, port or terminal performance reports, or certified cargo handling statistics issued by the relevant Port Authority or regulatory body or independent surveyor (for example SGS, Bureau Veritas, or similar); Copies of contracts, concession agreements, or operating licences confirming operational control of the terminal for ≥ 5 years. 	<p>Option 1 -Terminal Operations</p> <p>PASS</p> <p>Both valid documents indicating performance terminal as well as the operational of terminal are presented.</p> <p>Option 2</p> <p>PASS</p> <p>Submission of all 4 documents indicating mining operational control and performance together with the terminal operating operational control and performance</p>

Evaluation Methodology: STEP TWO -Test for Substantive Responsiveness

Technical Capacity and Capability

Criterion Category	Requirement	Evidence Required (RFQ Stage)	Pass or Fail Evaluation Method
Technical Capacity (B2) Human Resource and Organisational Capability	Human Resource Management Experience Respondent, or any member in the case of a consortium, must have experience: <ul style="list-style-type: none"> Operation of an organisation employing more than 100 employees at a single operational site for each of the three (3) consecutive financial years ending in 2022, 2023, and 2024. 	<ul style="list-style-type: none"> Signed Tech Form C supported by a Certificate from a registered auditor explicitly stating country, locality (e.g. province) and address of operations, and number of people employed over last 3 preceding consecutive years ending in financial years 2022, 2023 and 2024 at the respective locality, and name of entity they are employed in. Such certificate should confirm that it has been prepared for the purposes of this RFQ and should acknowledge that the auditor owes a duty of care to both Transnet and the respondent in respect of the information certified 	PASS if: Signed Tech Form C supported by a Certificate are present.

Evaluation Methodology: STEP TWO -Test for Substantive Responsiveness

Corporate Social Investment Capability

Criterion Category	Requirement	Evidence Required (RFQ Stage)	Pass or Fail Evaluation Method
Corporate Social Investment Capability (C1)	<p>The Respondent (or, in the case of a consortium, at least one consortium member on a stand-alone basis) must demonstrate that it has successfully implemented and funded at least two (2) Corporate Social Investment (CSI) and/or community upliftment initiatives, each with a minimum expenditure value of ZAR 10 million, within the last five (5) consecutive financial years preceding the RFQ submission date.</p> <p>Each initiative must:</p> <ul style="list-style-type: none"> • Have been implemented in identifiable local or disadvantaged communities; • Have involved structured delivery and oversight; and • Be supported by verifiable expenditure. 	<ul style="list-style-type: none"> • A registered auditor explicitly attesting the two CSI initiative descriptions, locations, delivery partners (e.g., NGOs, municipalities, community structures, local supplier development) approximate funding value and duration as well as outcomes for the beneficiaries. • Such certificate should confirm that it has been prepared for the purposes of this RFQ and should acknowledge that the auditor owes a duty of care to both Transnet and the respondent in respect of the information certified 	<p>PASS if:</p> <ul style="list-style-type: none"> • Submission of Auditors Certificate providing the <u>required</u> CSI investment details as per the template in the section of Tech Form B



Evaluation Methodology: STEP TWO -Test for Substantive Responsiveness

Corporate Social Investment Capability

Criterion Category	Requirement	Evidence Required (RFQ Stage)	Pass or Fail Evaluation Method
Corporate Social Investment Commitment (C2)	<p>The Respondent must submit a signed Commitment Letter confirming that, if shortlisted and ultimately appointed as the private sector partner, it will:</p> <ul style="list-style-type: none"> • be required to provide a written undertaking confirming their intention, if shortlisted and ultimately appointed as the private sector partner, to implement, lead and fund project-linked CSI and structured supplier development initiatives aligned to the objectives set out in this RFQ; and • Allocate appropriate financial and governance resources to support such initiatives. <p>For avoidance of doubt, the Commitment Letter constitutes a formal undertaking of intent at RFQ stage and does not require submission of a detailed implementation plan or quantified budget allocation at this stage.</p>	<p>A signed commitment letter, executed by a duly authorised representative of the Respondent (or Lead Member in the case of a consortium), confirming the forward-looking undertaking of CSI</p>	<p>PASS if:</p> <p>Submission of a signed commitment letter as per the template in the section of Tech Form B</p>



Changes to the Consortium

The composition of the Respondent, including consortium members, **as submitted at RFQ stage shall form the basis of evaluation and shall be binding for purposes of qualification and progression to any subsequent stage of the procurement process.**

Respondents may participate as a single entity or as a consortium. Where a consortium structure is proposed, the Respondent is required at RFQ stage to clearly define:

- the identity of each consortium member;
- the designated lead member; and
- the roles, responsibilities, and specific contributions of each member.

This consortium structure forms a material basis of the RFQ evaluation, and each member is assessed in relation to the capability it contributes towards satisfying the applicable qualification criteria.

Accordingly:

- the lead member may not be changed, substituted, or removed under any circumstances; and
- no consortium member whose experience, credentials, or capacity was relied upon for purposes of qualification at RFQ stage may be substituted or removed.

Changes to consortium composition after RFQ submission will generally not be permitted, and will only be considered in exceptional circumstances, subject to the prior written approval of Transnet, which shall be granted in its sole discretion. Any such request must demonstrate, to Transnet's satisfaction, that:

- the Respondent, as reconstituted, continues to meet all RFQ qualification criteria on the same basis as originally evaluated;
- the proposed change does not enhance, substitute, or otherwise alter the qualifications originally submitted;
- the proposed new member(s), if any, meet all applicable RFQ requirements and are not prohibited from participating; and
- full supporting documentation is provided to enable Transnet to assess the impact of such change.

Under no circumstances shall:

- two or more Respondents combine post-RFQ to form a single consortium; or
- any consortium member participate, directly or indirectly, in more than one Respondent.

Transnet reserves the right to:

- approve or reject any proposed change in its sole discretion;
- impose conditions on any such approval; and
- disqualify any Respondent where:
 - changes are made without prior approval; or
 - the Respondent, as reconstituted, no longer meets the RFQ requirements; or
 - the integrity, fairness, or transparency of the procurement process is, in Transnet's view, compromised



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Call to Action



- Respond to the RFQ.
- Adhere to the closing date and time: **31 Aug 2026** at 16h00 CAT (Pretoria).
- Submit Questions following the formal procurement process for comprehensive answers
- Potential bidders and interested stakeholders are encouraged to submit an optional written statement alongside their Expressions of Interest, offering recommendations on how the transaction be structured or what is needed to for the DBT to be improved.





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Questions for Clarification on what was presented only

Any detailed Questions needs to be submitted following the formal procedures and thus a comprehensive answer can be given



Thank you

