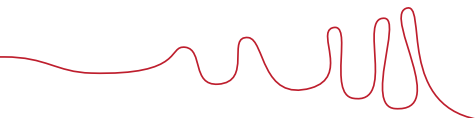


Facilities Management Solutions For Africa Middle East

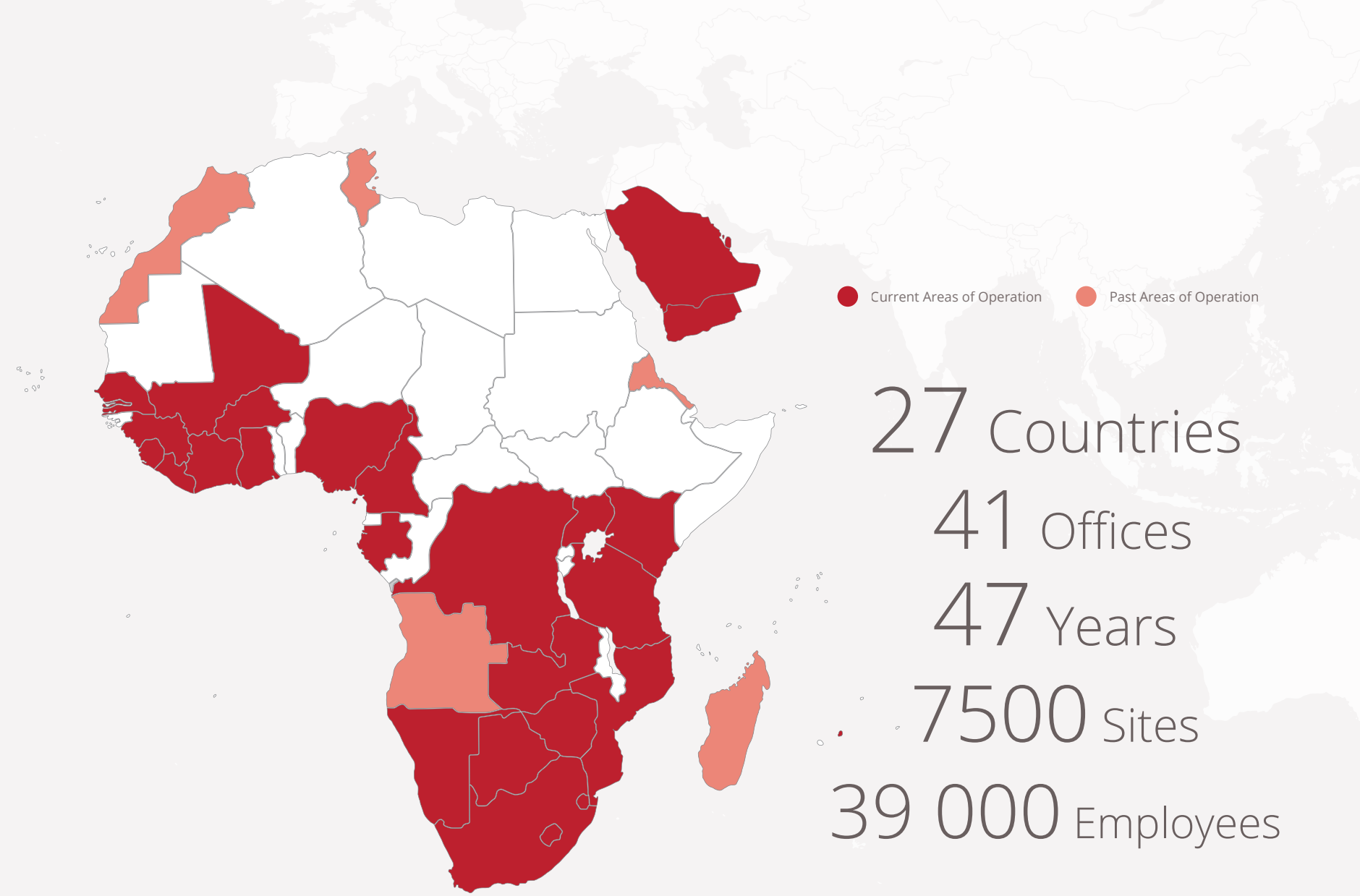


tsebo

*African Expertise
Global Standards*



The Company Supporting The Best Companies In Africa Middle East



ISO 9001 **Quality Management**

We hold the internationally recognised QMS standard. A powerfully designed business quality tool ensuring continuous improvement.

ISO 9001: 2000 ISO 9001: 2008

ISO 14001 **Environmental Management**

We follow the specific EMS standards for handling environmental issues within an organisation.

ISO 14001: 2004

ISO 22000 **Food Safety Management**

We are proudly compliant to specific FSM standards, with a system that ensures all organisations in the food chain control safety up to the time of consumption.

ISO 22000:2005

OHSAS 18001 **Occupational Health and Safety**

We eliminate or minimise the health and safety risks of our activities for both employees and other interested parties.

OHSAS 18001:2007



Facilities Management



Remote Camps



Catering



Cleaning



Protection



Hygiene



Energy



Procurement

History

47 Years of Growing Africa Middle East and Delivering Value



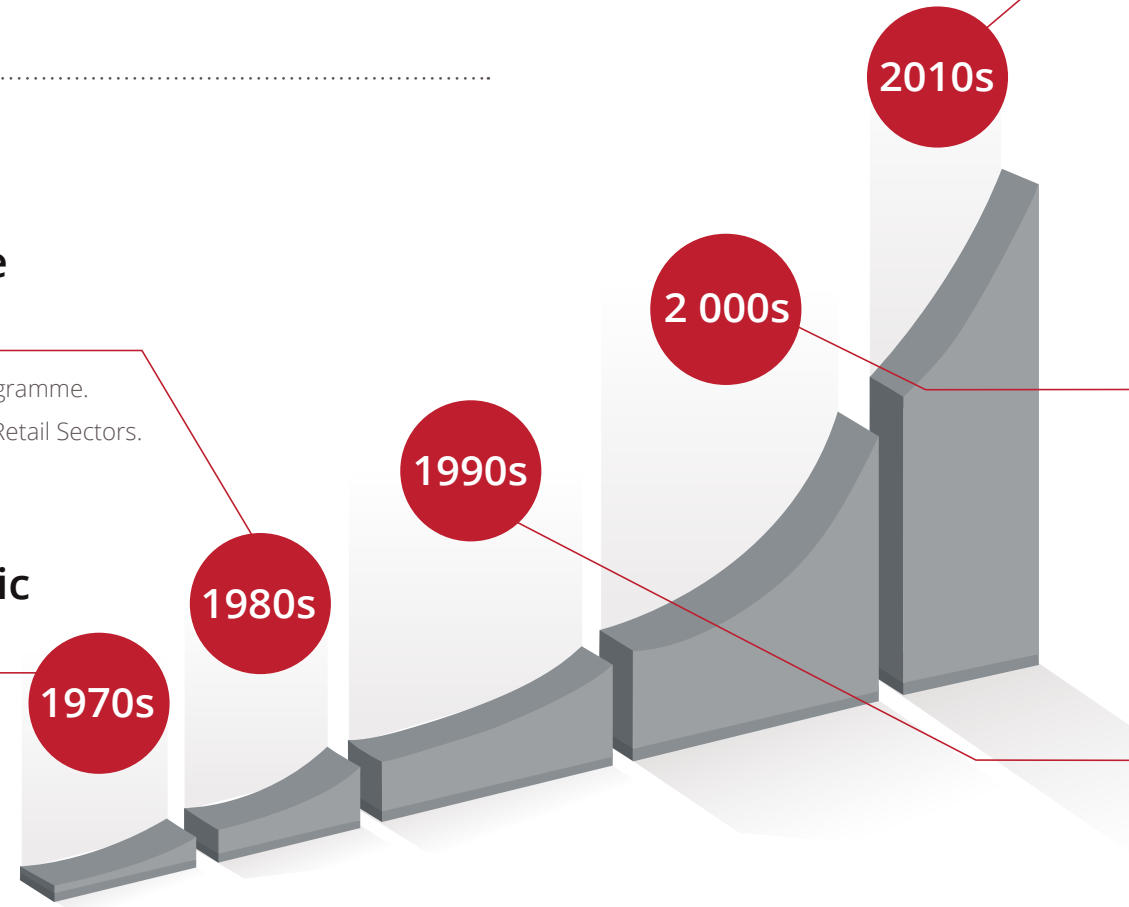
A Leader in Progressive Business

Affirmative Action Programme.
Enter Hospitality and Retail Sectors.



An Economic Pioneer

Company Founded.
Longest Standing Client.



Consolidation of an Integrated AME Solutions Provider

40th Anniversary
- Charitable Foundation Established.
Pan-African Merger with ATS.
Enter Security Sector.
Scale-up - 12 Acquisitions in 5 Years.
Multiple International Pan-African Clients.



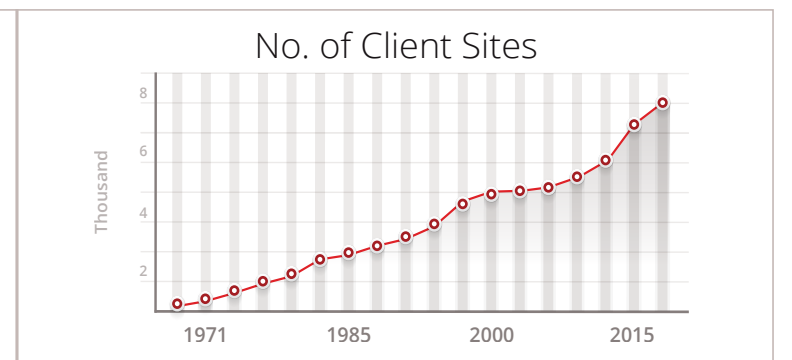
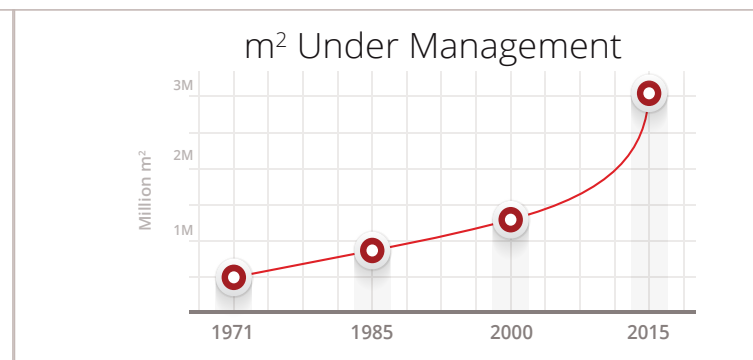
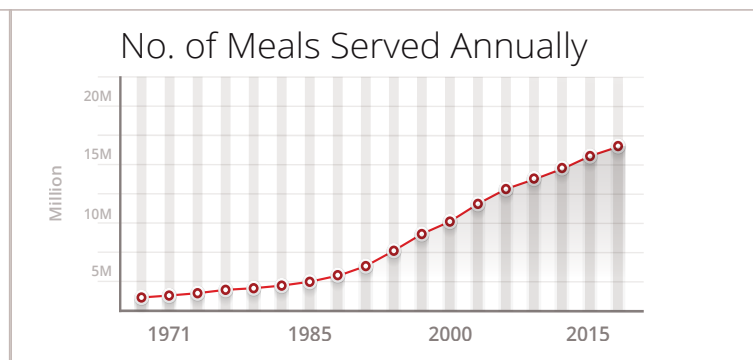
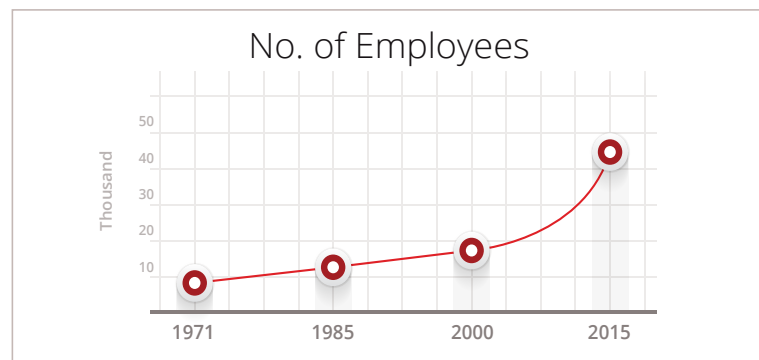
A Growing Multinational Force

Enter Cleaning Sector.
Enter Middle East and Oil & Gas Sector.
Landmark Contract
- All Africa Games (Nigeria).



New Solutions New Horizons

Enter Facilities Management Sector.
First PPP (Public-Private Partnership).
Tsebo Rebrand.
Refocus on Outsourced Business Solutions.



Tsebo's Integrated Facilities Management Solutions

Power Your Success

Your Business Strategy

What innovation and R&D will enhance value and competitiveness?

How to create customer loyalty through great, unique customer experience?

What capital structure and investment strategy will optimise financial efficiency?

What geographic footprint will maintain market connectedness?

What optimal overhead / cost structure will enable lean, efficient growth?

How to build an energised, high performance organisation and ethical culture?

What is the optimal operational / process model that is scalable, flexible and robust?

Your Business Strategy

What We Manage for Our Clients

What Our Clients Focus On

Your Execution Platform

Utilities and Energy
Energy consumption optimisation, UPS/power backups, utilities management & reporting, energy projects.

Soft Services
Catering, cleaning, security, landscaping, pest control.

Asset & Equipment Management
Asset Life Optimisation (TCO), planned preventative maintenance, reactive maintenance, disaster recovery.

Support Functions
Moves & churns, reception, concierge, mailroom, printing, archiving, 3rd party procurement, space optimisation.

Infrastructure Management
Buildings maintenance, critical systems engineering, HVAC, electrical, plumbing, fire suppression, lifts, data cabling.

A Tsebo Integrated Business Solution

"From Independent to Interdependent"

Organisation and Human Capital

Commercial Business Performance

Customer Value Proposition

Business Processes

Business Systems

Your Execution Platform

Deliver Measurable Business Benefits That Improve Your Bottom Line



Optimal Capex

Improve Asset Values and RONA

- Asset Life Extension
- Optimised Capital Spend
- Optimal Real Estate / Space Utilisation
- Improved Cash Management / Liquidity
- Project Execution



Lower Opex

Improve Overheads / Revenue and Gross Margin

- People Costs
- Overheads
- Optimised Procurement / Economies of Scale
- Minimised COS / Inputs
- Minimised Repair Costs



Lower Business Risk

Reduced Business Risk Profile

- Operational Risk Management
- Health & Safety
- Governance and Ethics (3rd Party Contracting)
- Regulatory Compliance
- Risk Transfer to Outsourced Partner
- Embedded Risk Mitigation Processes



Improve Competitive Capability

Improve Brand Execution Capability

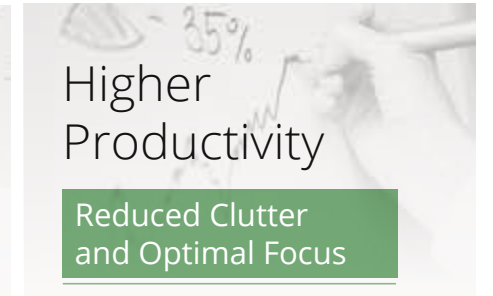
- Great Brand Image & Customer Experience
- Built-In Business Continuity
- Optimal Project Speed of Execution
- Ergonomics and Staff Morale
- Environmental Credentials
- Increased Flexibility and Mobility



Improve Convenience

Business Partnership that Creates Value

- Single Source of Communication and Decision Making
- Consistency of Management Approach Aligns to Client Culture
- Standardised Measurement and Reporting
- Consistency in Performance Management
- Simple Invoicing



Higher Productivity

Reduced Clutter and Optimal Focus

- Management Focus on Core Business
- Cost Visibility & Transparency / Granularity
- Integration of FM Technology
- Continuous FM Best Practice
- Reduced "Complexity in The System"


Costs


Revenue

Giving You Visibility and Control Over Metrics & Business Drivers



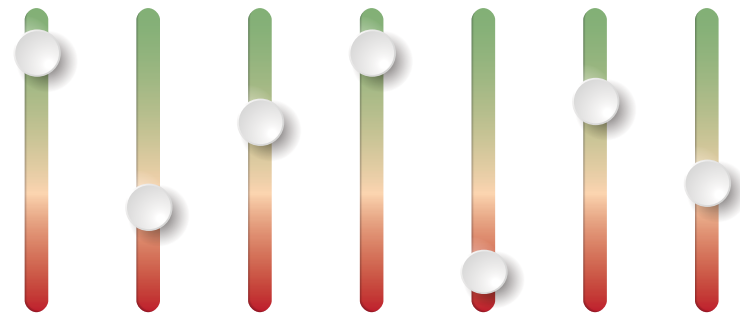
Actual Facilities Cost % OPEX



Spend Optimisation: Trends by Site, Business Unit, Contractor



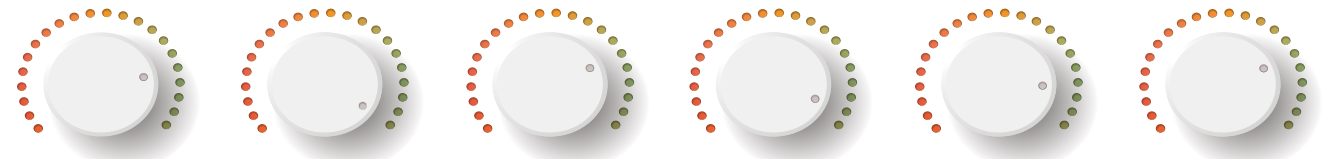
Cost of Supporting Business Critical Processes
(Innovation / Revenue)



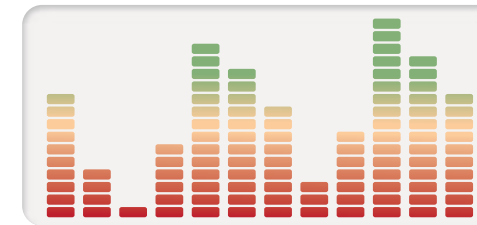
Asset / Site Condition



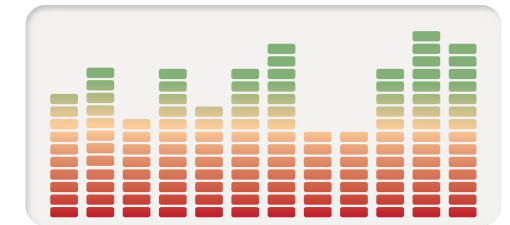
Risk Exposure by Site / Business Unit



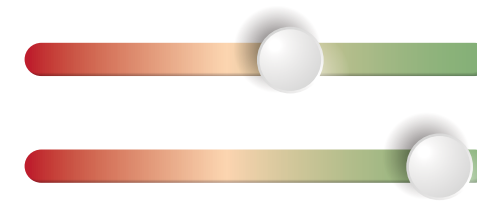
Facilities Cost m² by Site / Business Unit



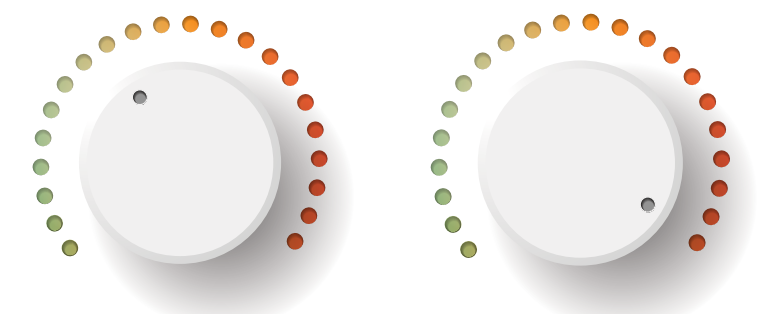
Spend Analysis / Optimisation /
Variances / Item & Contractor



Asset Replacement Forecast



Granular Cost Benchmarking
& Item / Asset TCO Analysis

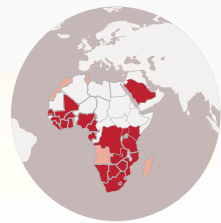


Budget Re-Basing
/ Zero-Based Budgeting

Experience Gained Across Africa Middle East Key Sectors

 <p>Oil and Gas</p>	 <p>Mining and Resources</p>	 <p>Corporate and Financial Services</p>	 <p>Manufacturing</p>
<p>Over 10 years experience delivering integrated, full life support solutions to drilling rigs up to 60 km offshore. Clients include leading multinational drillers.</p>	<p>Over 30 years experience across 28 countries, delivering integrated camp management solutions for camps housing up to 5,000 people, often in inaccessible locations.</p>	<p>Four decades of experience delivering integrated solutions to multinational financial institutions, professional services firms and corporate offices.</p>	<p>Delivering comprehensive solutions for over 20 years that meet the precise needs of motor manufacturers, commodity processors, petrochemical plants, consumer goods producers and pharmaceutical providers.</p>
 <p>Healthcare</p>	 <p>Education</p>	 <p>Leisure and Hospitality</p>	 <p>Retail and Wholesale</p>
<p>25 years of close partnership with the largest private and public providers in AME, delivering tailored, integrated solutions.</p>	<p>Tsebo have delivered integrated solutions to leading private and public schools and tertiary institutions for over 30 years.</p>	<p>Decades of partnership with leading resort chains and independent groups, delivering customised industry solutions.</p>	<p>Over 20 years in partnership with leading regional and international retailers, delivering highly specialised solutions for distributed environments.</p>

Oil and Gas Solutions



The recognised leaders in life support services

Tsebo have **deep experience operating onshore and offshore** drilling rigs.

The average offshore rig has approximately 80 people on board (POB) working in a cramped and difficult environment for long periods of time.

Under these harsh, dangerous working conditions, the level of productivity depends on life support solutions that maintain morale, health, safety and quality.

The demands of rigs are about more than just providing these services – supply chain management is critical. Using various mechanisms, from barging to air freight, Tsebo manages services end-to-end, ensuring no impact on production.

We understand the demands of taking care of an on-board team on crew rotations of 30 to 45 days. We understand the need to ensure that supply chain, food quality and variety, staff attitudes and health and safety matters are always working perfectly. We operate according to HACCP and utilise HUET (Helicopter Underwater Escape Training), H2S, First Aid, Fire Fighting, and other essential skill requirements as standard.

Tsebo deliver through exacting standards of discipline and efficiency, understanding that the productivity of the entire operation relies on consistent performance excellence.

Mining and Resources Solutions



Integrated remote camp facilities anywhere across Africa Middle East

Tsebo operated several large camps during the **West African Ebola Epidemic (2013–2016)**, with **zero interruption** and **zero incidents**.

Tsebo operates an **entire town** adjacent to a large mine in a remote location, providing **all municipal services**.

Tsebo is the leading established remote site and facility management provider in AME, providing integrated solutions to camps and mining operations across 20 AME countries.

Mining operations by nature exist in rural, often remote locations. These massive capex operations are highly sensitive to production disturbances, which can create risk to investors and local communities. Large remote sites require world-class integrated facilities management.

Quality of processes and systems is critical. Without thorough, tested processes, the entire operation is placed under risks such as food safety, access control and disease / infection. These issues are more severe in remote locations where help is limited or far away. A remote camp operator literally has the lives of the staff in their care. Health and safety and quality standards training are paramount, and a core requirement of Tsebo industry solutions.

Corporate Social Responsibility (CSR) is a central requirement, and Tsebo are skilled in developing local-to-source supply chains within client communities. The result is real transformations of these communities through training and development, and small business empowerment.

Localisation is an imperative, and Tsebo not only invest in communities but our local content sourcing is over 90% of total procurement. Thus, a Tsebo solution provides community beneficiation, creating harmonious relationships and improved productivity at site.

Tsebo have the experience across geographies, cultures, languages and commodities to support any mining operation across AME.

Corporate and Financial Services Solutions



A workplace that is brand enhancing for clients and staff, underpinned by a thorough risk and compliance framework



Diversity in solution design is key in this sector, given how distributed and varied the number and nature of sites can be. Tsebo implement a service framework of multiple site specific standards under a single Master Agreement.

Tsebo ensures that corporate offices reflect the brand essence and maximise staff retention, and simultaneously keep complex networks of ATMs, cash centres, warehouses and factories operating efficiently.

Tsebo is trusted with maintaining client Data Centres that are not only transacting, but also ensure the economic liquidity of entire nations.

Risk Management processes are unique – from physical access management to secure document management, data destruction and risk profiling.

Tsebo supports the Compliance Framework of global financial institutions, providing everything from global standards in reporting and auditing, to full 3rd party Attestation.

Tsebo create the Weave by deploying specialist teams that understand unique industry business drivers and compliance standards.

Manufacturing Solutions



Lean production facilities that support productivity and quality

At a large motor plant, **our catering has served 6,000 meals in a 20 minute production window flawlessly for over 10 years**, including serving highly specialised expat meals.

Tsebo sites routinely maintain a **75% ratio of Planned Preventative Works** to Reactive Works, supporting our clients' efficiency.



Tsebo supports manufacturing plants in many industries, and understands how production differs between food and vehicles, chemicals and electronics.

Our teams traditionally work outside the line, but closely support client technical teams to ensure zero production disruption.

The Tsebo difference is that our process framework is completely tailored for each type of factory / plant so that it is unique to that site.

A production facility relies on its facilities and infrastructure. The simple maintenance and weatherproofing of the roof structure of a paint shop facility in a manufacturing plant is mission critical to productivity.

Manufacturing sites often use highly specialised equipment that requires careful looking after, such as nuclear welders sensitive to dust or food processors vulnerable to contaminants. Tsebo ensures conditions for optimal performance and quality are maintained.

We ensure our teams adhere to client safety protocols continuously. We place huge emphasis on site induction, ongoing training and the maintenance of safety standards.

Tsebo deploys integrated teams dedicated to our clients' production efficiency, every hour, every shift.

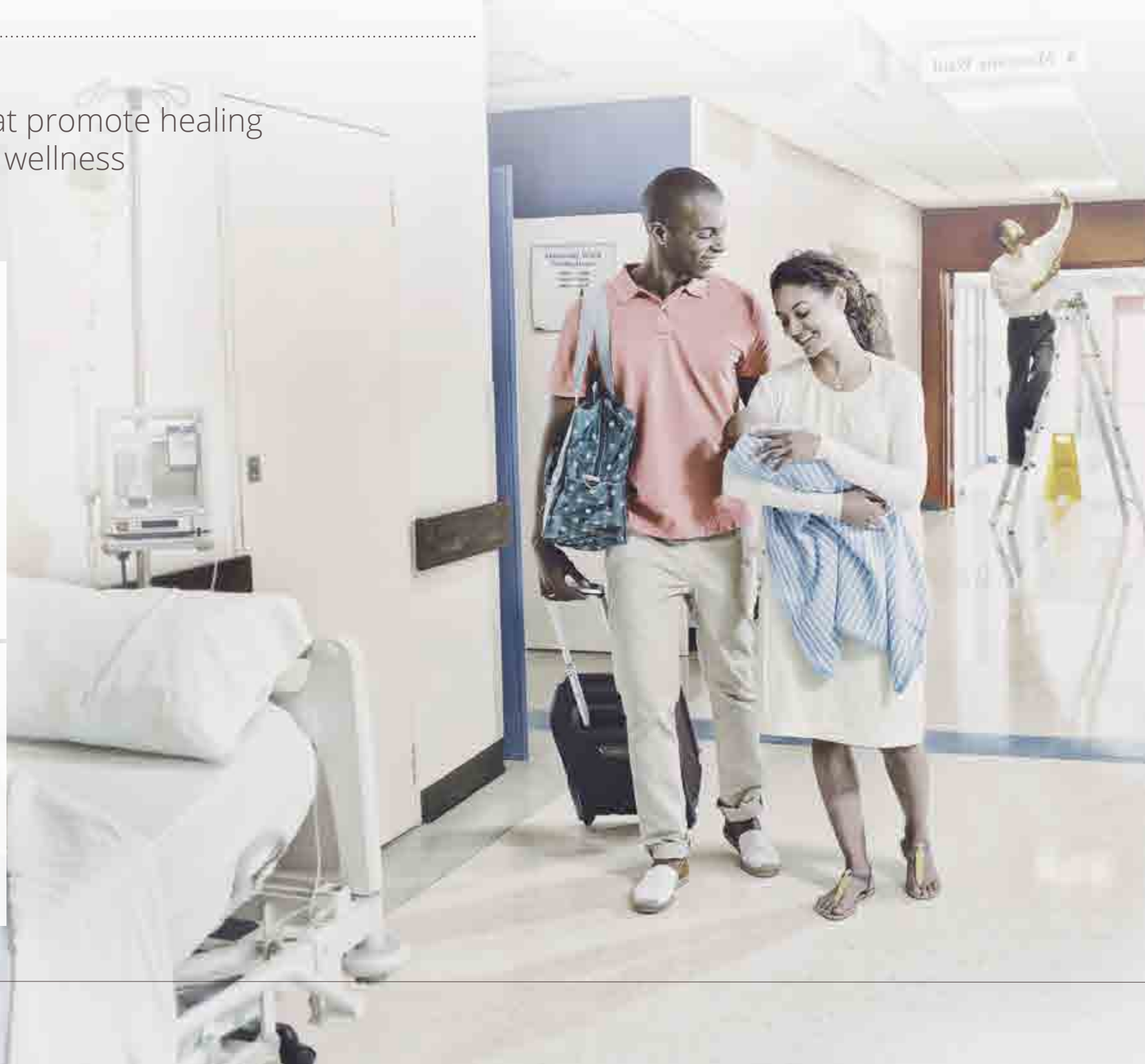
Healthcare Solutions



Facilities that promote healing and patient wellness

Tsebo manages the facilities of the largest specialist referral hospital in the Southern Hemisphere – Inkhosi Albert Luthuli Central Hospital – where in 2014 they partnered with a surgical team to conduct the longest recorded single medical operation: a marathon 48 hour procedure to successfully separate conjoined twins.

After flooding caused the closure of an adjacent facility, **Tsebo commissioned an additional 30% capacity for IALCH in under 4 hours from a standing start, enabling patients to be moved and accommodated.**



Of paramount importance in healthcare is cleanliness and infection control. The simple task of moving assets around the site – of little consideration in other industries – needs to be precisely planned and managed in healthcare to prevent the spread of infection and cross-contamination.

Healthcare facilities are high-tech environments using specialised equipment – maintaining them involves understanding how to manage gasses, reticulation, sterilisation, suction and lighting equipment.

Every surgical cycle requires sterilisation and the precise use of consumables, detergents and materials. Tsebo's staff are highly trained in all of these elements, and can routinely turn around an operating theatre in under 7 minutes.

There is more to hospitals than theatres, wards and ICU requirements. Tsebo maintain specific conditions of temperature and ventilation to prevent infection, and in such environments it is procedure to run weekly "black starts" to test that electrical cutovers to generators are 100% seamless.

Tsebo have deep knowledge in healthcare catering, and a team of dieticians that produce a range of over 20 different healing menus for specific medical conditions – these are prescribed by doctors as essential to healing.

The maintenance of a triple back-up system on critical assets and processes is standard, ensuring that all infrastructure is sound. Waterproofing is particularly key as water is highly effective in spreading infection.

Tsebo operates under the Centers for Disease Control and Prevention (CDC) protocols.

Public Sector Solutions



Partnering with the public sector for service delivery

The Public Sector is mandated to deliver services, and partnering with Tsebo powers this agenda, particularly through the use of PPP's (Public Private Partnerships).

Tsebo successfully partners with numerous public entities on a number of PPP's. Public entities benefit through access to capital, management expertise and technical skill, together with long-term planning certainty.

Tsebo's experience in managing PPP's delivers continuous availability and outstanding asset maintenance. This translates into a core benefit of a PPP – that state assets are preserved and enhanced with a view to handing them back to the entity in the future in excellent condition. This is a responsible and effective way of utilising state resources for social benefit.

Benefits of the Tsebo PPP approach also flow through to communities. Inherent in PPP's are long term programmes for local procurement and employment, as well as local business and community development. A PPP never exists in isolation – it is an effective means to create opportunity.

Leisure Solutions



Memorable guest experiences through an obsession with detail

Tsebo have managed on-site animal sanctuaries, and adapted the painting colour scheme of the surrounding environment to influence animal comfort / behaviour.

Tsebo understands that guest perceptions are highly influenced by the appeal of facilities, and that the tiniest imperfections are noticed and not easily forgotten.

Our leisure solutions have a unique focus on the smallest aspects of guest experience – to us a small blown bulb in the reception area is a priority-one fault and a guest bed turndown a critical service line item.

The Leisure industry is not a “steady-state” operation; its operating model must withstand the constant fluctuations in demand, and the facilities solution must seamlessly adapt to changes in occupancy levels impacting on the cost per room. Our scalable solutions deliver this.

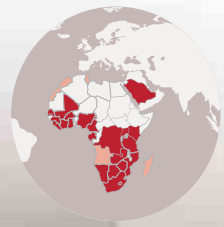
Guest experiences are everything. Our operational practices are designed to be completely unobtrusive – utilising after hours for maintenance and training our staff in sensitive guest interactions.

Leisure is a high-capex environment and much of it is highly sensitive. A simple discipline like controlling and minimising power fluctuations can dramatically reduce damage and costly maintenance.

Our staff training focus emphasises managing guest relations under pressure – managing the customer’s emotions in every interaction.

Tsebo carries its client’s brand experience in leisure with pride. Your guests are our guests.

Retail Solutions



Enticing shopper experiences built on a low-cost operational framework

We even assist with **store design** – optimising aisle layouts to reduce wastage and theft.

Tsebo understands the low margin, high volume retail business model where small operational changes can scale into significant bottom-line impacts.

Maintaining pleasant store environments is essential – where everything from lighting, ventilation, temperature, clutter, exterior and interior aesthetics all influence shopper loyalty and the propensity to spend.

Tsebo maintains front of house appeal while squeezing value chain cost efficiencies and driving down overhead costs. Simple elements of our retail solution include floor cleaning techniques that last for longer and energy efficient lamping for electricity cost savings.

Our retail solutions are highly distinctive in their operational structure – help desk and support teams align to store opening hours, maintenance teams are configured for fast deployment to sites widely distributed over large geographical areas, solutions are geared to support multiple store sizes and formats and labour practices are geared for seasonality and flexibility.

Tsebo retail solutions keep you trading efficiently – from high-prioritisation of till-point repair to specialised preventative maintenance of chilled equipment to ensure shelf availability and minimal wastage.

Education Solutions



Helping to educate tomorrow's leaders

A place of learning is a community in itself. Tsebo works with leading universities, colleges, and private and public schools to deliver learning to every pupil. This requires a specific solution design – one that is built for optimal cost optimisation with maximum personal focus.

Many educational institutions need to run lean and manage fixed, tight budgets in an environment that is exceptionally fluid, with constant new demands in the form of technology, regulation, social demands and increasing scope. With limited sources of income, these institutions need to optimise their asset base for longevity, de-risk their operating model and use all possible sources of efficiency to reduce the “drain” on operating income caused by non-educational activities.

Tsebo creates value in many ways. By optimising the existing asset portfolio it maximises the “return to the pupil” – enhancing the educational outcome. It removes a major source of distraction from the educational staff – leaving them free to focus on their passion for education.

Tsebo has even innovated in supporting education – our catering products are designed to work in conjunction with educational materials to educate learners on healthy eating.

Tsebo teams operate as an integral part of the school community, enabling enhanced learning while handing educators more resources to focus on the job of education.

Our Difference

Efficient facilities, anywhere in Africa Middle East

African Expertise

Global Standards

Leaders in **Community Empowerment**

Deep Roots in Local Communities

Our extensive local CSR programmes bring community development through programmes on entrepreneurship development, adult education and literacy, support for the vulnerable, health and wellness initiatives and employment of the disabled. **We have created over 30,000 jobs and upskilled over 250,000 staff since 2003.**



Uplifting and Supporting **Local Communities**

Community Engagement through Developing Local Supply Chains

Over 90% of inputs are sourced locally across AME, through **25 years of localisation experience** built into our business processes, systems and strategy.



A Market Leader in **Skills Development**

Sheer Professionalism from the Ground Up

Tsebo are the largest industry skills developer on the continent. **We train over 15,000 people annually** and partner with leading institutions to create careers of opportunity.



Customer Centricity in Everything We Do

Unique Customer Centricity Systems Ensure Client Needs Come First

Tsebo sets the world industry standard in deploying systems that measure, track and enhance client satisfaction. **Tsebo has a 4% annual client churn rate vs the 6-7% global benchmark in Facilities Management.**



Innovation that Never Stands Still

Leading Edge Technology for Simplicity, Speed and Quality

Tsebo utilise technology to **enhance human performance in a labour-centric business model.** This creates continuous improvement in client value and experience.



An Obsession with **Quality Systems**

The Assurance of Global Quality Standards

- ISO 9001, ISO 22000, HACCP, OHSAS

Leading multinationals rely on Tsebo to measure quality on their terms - time, productivity, efficiency and values. **Our ISO 9001 quality system delivers precision and reliability over distributed, large scale operations.**



Highest Standards of **Health and Safety**

The Knowledge and Experience of Danger To Keep You Safe - ISO 18001

Our ISO 18001 OHASC Framework incorporates **250+ safety procedures, 50,000 hours of H&S training annually**, and +5 million hours of H&S experience. We work in hostile, dangerous environments daily, with minimum incident.



Reliable Partners in **Corporate Risk Management**

The Security of Best Practice Systems

Tsebo operate a time-tested, globally benchmarked Risk Management Methodology - procedures, audits, training and processes that identify and mitigate our clients' operational, strategic, financial and intellectual risk.



Ethics at the Heart of Our Business

Zero Tolerance, Complete Transparency, No Exceptions

Tsebo's Governance and Ethical Compliance Framework subscribes to the **European SAPIN II** Laws on transparency, anti-corruption and compliance, the **US Foreign Corrupt Practices Act** as well as the **King IV Governance Statutes** and **UN Global Compact Principles.**



Passionately **Protective of the Environment**

A Partnership based on Lean, Green and Responsible Values

Tsebo's ISO 14001 Environmental Management Standards minimise energy consumption, optimise responsible practices and maximise recycling. They are designed to be cyclical rather than linear, and innovate for sustainability.



Human Capital

Our people are our difference
and we make sure they are the best

Leadership development:
100 managers sponsored
for post-grad MBA / MAP
studies with a
leading African
Business School



Our people understand
Africa
Middle East
as only true
locals can



Annual basic skills development for 15,000+ staff

USD 4 million earmarked for skills development in **2017/2018**

Diverse workforce in a motivating company culture



We have our own **In-house Training Institute**



Over 50 Nationalities

Over 30 Languages Spoken



People development at all levels

Mentorships and fully-fledged facilities management careers in the core of the business. **1200 learnerships and apprenticeships.**

Corporate Citizenship

We Train, Uplift and Invest in Communities Across Africa Middle East



West, Central and East Africa

In 2015 alone, we trained 4700+ people. Impacted community and local supply represented over **USD 34 million – 91%** of total procurement for the period.

Sierra Leone

USD 1.2 million*

Internship programme for graduates and students from local vocational and technical institutions. Management, leadership, business and marketing training for leaders of community suppliers.

Côte d'Ivoire

USD 1.3 million*

Health and safety training programme for bread supplier, Boulangerie Centrages. Food safety training programme for local food vendors.

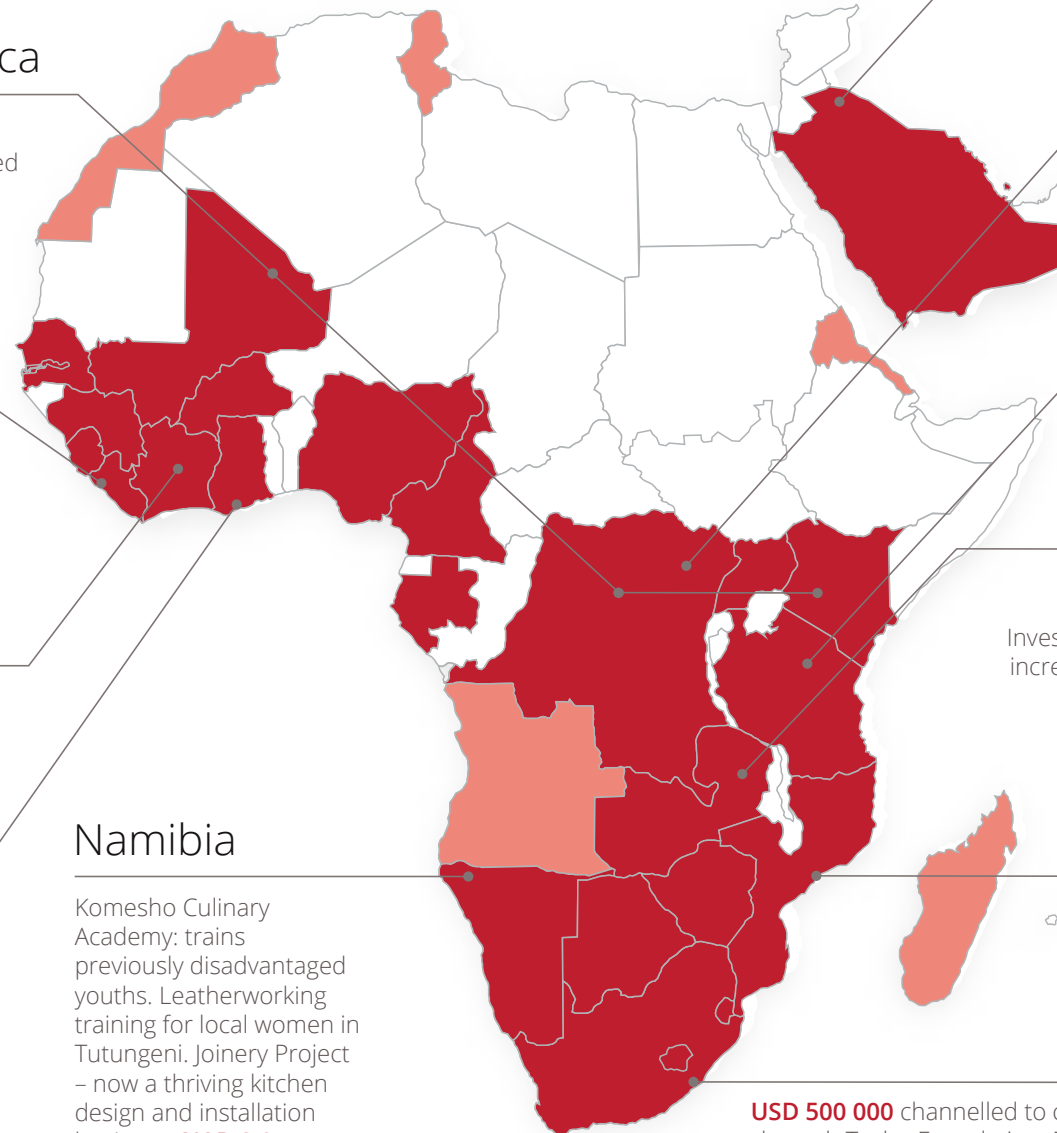
Ghana

USD 2.9 million*

Basic bookkeeping training for local vendors. Food safety training for street food sellers within the local communities. Good farming practices training for community farmers. Hygiene and sanitation training for street food sellers and community suppliers.

Namibia

Komesho Culinary Academy: trains previously disadvantaged youths. Leatherworking training for local women in Tutungeni. Joinery Project – now a thriving kitchen design and installation business. **NAD 3.9 million invested.**



Saudi Arabia

Aligned to the Nitaqat system / Saudization policy, Tsebo established the first and largest industry training centre in the region, providing hundreds of candidates with marketable skills and management competencies.



DRC

By 2016, we increased local suppliers from 2 to 45. 98% of the workforce is from local communities: 200 jobs created. 26% of supply procured, representing **over USD 2 million.**



Tanzania

USD 520,000*

Business and marketing training for suppliers of fruits and vegetables in Mtwara.



Zambia

USD 2 million*

Investment in local businesses: a baked goods business increased weekly productivity by 400%. Incubating local aquafarming businesses to supply operations. Catering internship programmes. Agronomic training programmes.



Mozambique

Training farmers in effective growing methods: now grow 90% of the produce necessary to feed 10,000+ people at nearby operations.



South Africa

USD 500 000 channelled to charitable initiatives and good causes in 2015/2016 through Tsebo Foundation. Establishing SMME suppliers in rural areas. HIV and Wellness programme. Partnering with clients in connected CSI programmes.



Leadership

Diverse. Experienced. Visionary.

On the ground
experience in over
30 countries across
Africa Middle East



Born and bred
in the markets we serve
across Africa Middle East



Over
500 years
combined
experience



Over 40 countries
worked in



24 nationalities
20 languages spoken



Commercial experience across
every major industry sector




Our Brands


We develop cross-divisional industry solutions and manage procurement on a centralised basis for optimal economies of scale, offering our services throughout Africa Middle East as a **“One Tsebo Solution.”**


Primary Brands


Facilities	Remote Camps	Catering	Protection	Cleaning
 <p>The Leading AME Integrated Facilities Solutions Provider.</p>	 <p>The AME Leader in Turnkey Remote Camp Solutions.</p>	 <p>The Oldest, Largest Catering Solutions Provider in RSA.</p>	 <p>Intelligence-Driven Premium Corporate Security Solutions.</p>	 <p>Premium Contract Cleaning Solutions for Healthcare, Corporate, and Industrial.</p>


Marketplace Brands





















Selected Tsebo Office Locations

Bahrain
Riffa

Botswana
Gabone

Burkina Faso
Ouagadougou

Cameroon
Yaoundé

Cote d'Ivoire
Abidjan

DRC
Kinshasa

Gabon
Libreville

Gambia
Banjul

Ghana
Accra

Guinea
Conakry

Kenya
Nairobi

Lesotho
Maseru

Liberia
Monrovia

Mali
Bamako

Mauritius
Ebène

Mozambique
Maputo

Namibia
Windhoek

Nigeria
Lagos

Saudi Arabia
Al-Khobar

Senegal
Dakar

Sierra Leone
Freetown

South Africa
Bloemfontein
Cape Town
Durban
Johannesburg

Swaziland
Matsapha

Tanzania
Dar es Salaam

Uganda
Kampala

Zambia
Kitwe
Lusaka

Zimbabwe
Harare

African Expertise. Global Standards.



Website: www.tsebo.com