

# Tsebo Outsourcing Group

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*African Expertise  
Global Standards.*



**tsebo**  
OUTSOURCING GROUP  
*tomorrow's solutions today*

Company Profile

Tsebo [tsê-bo]

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Knowledge - Sesotho Noun

A company founded on the principle of investing in knowledge

*African  
Expertise  
Global  
Standards.*

Website: [www.tsebo.com](http://www.tsebo.com)



Version 4.1 November 2014

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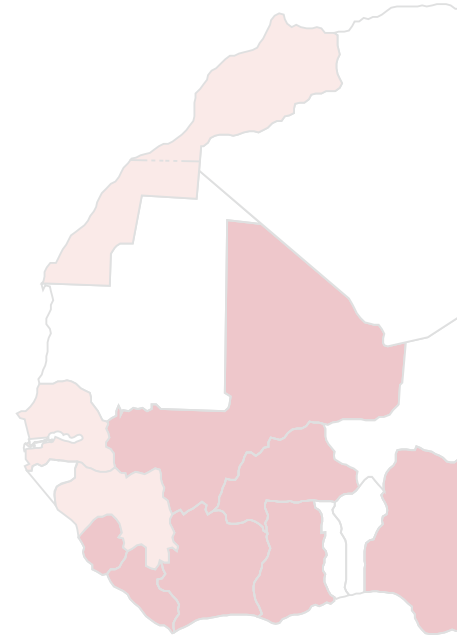
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# Facility Services for Africa

43 YEARS  
25,000 STAFF, 7,000 SITES  
*all across AFRICA*



## What We Do

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### Technical services

We maintain buildings, lifts and escalators, Heating Ventilation and AC, plumbing and electrical systems and provide construction and cabling services.



### Remote camp management

We provide full, turnkey establishment and management of remote camps in isolated locations across Africa.



### Soft services

We provide and manage furnishings, interiors, parking, waste, storage as well as space planning services.



### Business support services

We manage Occupational Health and Safety, asset management, document management, procurement, switchboard, reception, printing and stationery needs.



### Catering

We are the largest caterer on the continent and our segmented offering is designed to meet the needs of all industries and institutions.



### Cleaning

We provide high quality cleaning services that support the health of employees, customers and workspaces.



### Hygiene

We provide sanitation equipment that ensures the highest standard of cleanliness in the workplace.



### Energy management

We provide technology-based solutions that reduce electricity and water consumption, lessening dependence on "the grid."



### Security

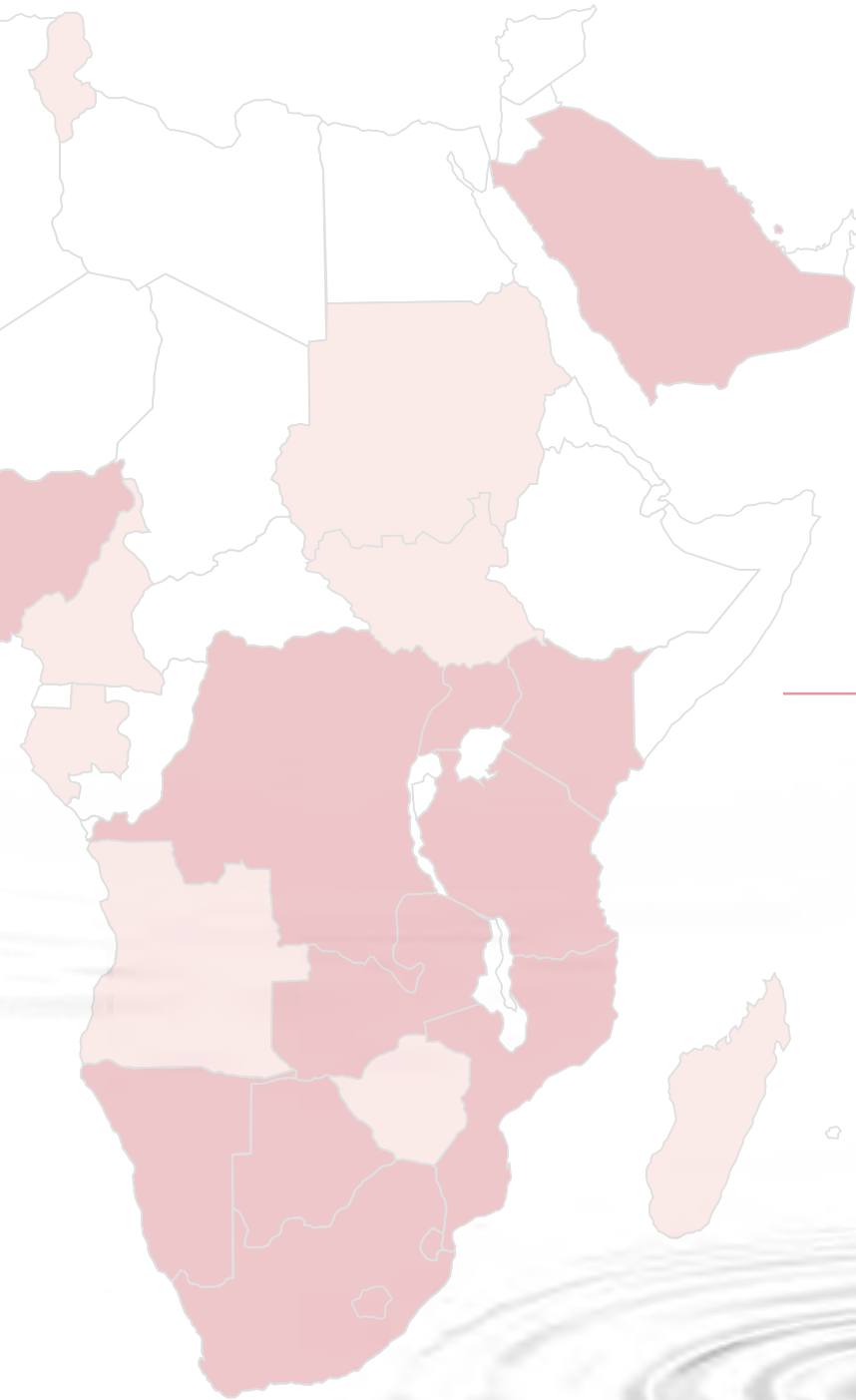
We manage soft guarding and access control, using both technology and human capital to ensure the safety of employees and customers in all environments.



### Procurement

We provide third party procurement and manage vendors, ensuring lower cost and a consistent supply of materials.

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# Industry Expertise

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RESOURCES  
& ENERGY



INFRASTRUCTURE  
PROJECTS



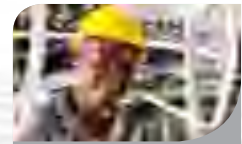
HEALTHCARE



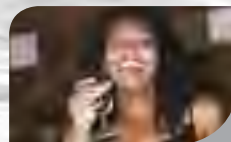
CORPORATE  
& INDUSTRY



EDUCATION



MANUFACTURING



LEISURE &  
ENTERTAINMENT



PHARMACEUTICAL



GOVERNMENT



RETAIL &  
WHOLESALE

# Our Client Benefits

## *Powering their African Growth Strategy*

With Tsebo as their partners in Facility Services, our clients enjoy **faster growth in their African core business**. This is complimented by numerous other tangible benefits.



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# INCREASE

## △ Productivity

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With a world-class partner managing your infrastructure, you benefit from improved processes.

## △ Reputation

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Tsebo carry the brand of global clients in Africa, and we deliver that brand experience to the customer through our strict ethical business practices.

## △ Transparency

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We are a fully transparent partner for our clients and our business is aligned to global Codes of Good Corporate Governance including the UN Global Compact Principles on human rights, labour, environment and corruption.

# DECREASE

## ▽ Cost

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Our experience, expertise and continental scale provides a procurement advantage that delivers a lower long-term cost of doing business in Africa.

## ▽ Risk

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Tsebo are an established multinational with impeccable ethics and rigorous procedures around governance, health and safety and quality.

## ▽ Complexity

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We lower complexity and increase convenience by minimising operational duplication and improving scale efficiencies. Our account management system gives our clients easy access to our management whenever they need it.

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# Tsebo *at a Glance*



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Tsebo Outsourcing Group are the the leading African providers of hard, soft and integrated facility services.

We provide facilities management, remote camps, catering, cleaning, security, hygiene, energy management and procurement services.

**Our knowledge of the continent, on the ground capacity and international standards make us the partner of choice** for businesses wanting to take full advantage of the economic opportunity that Africa presents.

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We enable our clients to become more efficient, more productive and more successful by taking responsibility for the tasks that are outside their areas of expertise, so they can focus on their core business. When we optimise these activities on a client's behalf, the benefits are passed directly to their company in the form of cost savings, efficiency benefits and risk reduction, thus accelerating growth.

Tsebo has achieved over 40 years of growth, success and social transformation in Africa. Since the early 1980s, Tsebo has a truly African footprint, and have sustained momentum through continuous change driven by product innovation and ruthless execution.

Our international standards of operational excellence, quality, safety, ethics and good governance, together with our experience in creating supplier networks, adapting our business practices to local needs and changing conditions, and developing local talent and skills, provides holistic client value.

**Our clients enjoy tangible bottom line benefits in the form of reduced cost, risk and complexity, improved service delivery and quality, enhanced operational efficiency and convenience of service.**

“A good head and a good heart are always a formidable combination.”

– Nelson Mandela



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# Synergetic Portfolio Structure

“If you want to go quickly, go alone. If you want to go far, go together.”

- African proverb

As a diverse services company with operations across numerous market segments and geographies, Tsebo Outsourcing Group’s portfolio management strategy is deliberately geared to sustain growth and ensure stability.

The Tsebo Outsourcing Group portfolio includes established businesses as well as medium sized, fast growth segments where the landscape is evolving continuously and returns are delivered through capturing a share of the growing market. The portfolio includes businesses that market well established products and services to well-educated markets, and others that are currently defining and educating the market as it develops. It includes businesses that are engaged by different combinations of public and private clients as well as national, regional and pan-African operations.

**Tsebo delivers quality, value and convenience to its clients through continuous innovation** and the ability to proactively meet the evolving needs of public and private sector clients.

# Tsebo Outsourcing Group

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Company Divisions</p>	<p style="text-align: center;"><b>Facilities</b></p>  <p style="text-align: center;">provides reliable, robust cost-effective business platforms.</p>	<p style="text-align: center;"><b>Catering</b></p>  <p style="text-align: center;">offers quality, professional catering across all economic sectors.</p>	<p style="text-align: center;"><b>Cleaning</b></p>  <p style="text-align: center;">delivers high quality cleaning services, through world class technology and management.</p>	<p style="text-align: center;"><b>Security</b></p>  <p style="text-align: center;">provides security management services that deliver both workplace safety and client convenience.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Marketplace Brands</p>	<div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> </div> <div style="display: flex; justify-content: space-around; align-items: flex-start; margin-top: 20px;"> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> </div>			

# Our Business Structure



## Our Difference Captured

### Deepest industry experience

- We created the outsourced catering industry in Africa
- Largest catering business by turnover, employees and contracts
- Broadest base of catering and facilities management clients in Africa
- Largest pool of industry experience in Africa
- First company to introduce market segmentation to the industry
- Only industry winner of B2B Marketing Award
- First to introduce technology-driven cleaning processes

### Progressive track record

- First Affirmative Action policy in 1984
- Largest industry skills training programme: 20,000 trainees in the last 3 years
- World-first franchising of facilities management as an enterprise development investment that creates jobs and builds skills
- Industry-leading HIV/Aids wellness programme

5,500  
employees  
in 2003

10,000  
employees in 2007

17,000  
employees in 2011

25,000  
employees in 2014



# Our Forward Thinking Corporate Philosophy

“The wise aim at boundaries beyond the present; they transcend the parameters of their origins.”

– African proverb

Our  
home  
grown  
heritage

- Market intimacy across contracts, clients, customers and regions
- African ownership and management
- Shareholders include broad-based women’s groups

All of this  
gives our  
clients

- A business partner that can **anticipate change** and react accordingly
- Products and solutions that are built to **withstand ‘shocks’ and market fluctuations**
- **A practical source of business insight** into commodities markets, labour dynamics and market trends
- Access to strategic information that allows an **anticipation of the future** before it hits
- The reassurance of having a **long-term partner** that understands the long-term



# The Five Pillars of Our Brand

“Knowledge without wisdom is like water in the sand.”

– Guinean proverb

# 1<sup>st</sup>

pillar of our brand

**We provide our clients with a dependable operational foundation that supports their growth across Africa & the Middle East**

## Building *productivity* in Africa & the Middle East

With a billion people living in 54 countries, speaking 350 languages, representing over 85 ethnic groups, practicing numerous religions and living in every stage of social, political and economic development – Africa is the world’s most diverse continent, and is currently experiencing explosive growth, development and change.

Growing a successful business on the continent requires a dependable operational platform. Maintaining that platform requires Facilities Management services that blend global best practices with locally tailored practices and customisable solutions.

Success in Africa requires skill in developing local supplier networks, an understanding of labour conditions, appreciation of the financial and legal frameworks that impact on operations, and the ability to manage skills and technological efficiencies.


Tsebo’s multinational clients rely on the Group to manage this complexity and ambiguity to create solid platforms upon which to transact and operate. By developing such platforms, the Tsebo Outsourcing Groups provides its clients with **lower market entry risks, reduced costs of capital** and ultimately, **improved direct profitability**.

### Tsebo provides key commercial benefits to our clients:

- 1. We position our clients for long-term growth** in Africa by enabling a consistent brand experience and an operating model that delivers optimised quality.
- 2. We provide a competitive advantage.** We deliver a consistent yet flexible physical operating model that enables unconstrained growth (processes, systems, networking, skills, supplier networks, etc.).
- 3. We align costs to strategy.** We reach a full understanding of the costs associated with managing each contract in order to appropriately optimise by country and region.
- 4. We optimise for efficiency.** Tsebo conducts on-going process engineering to remove duplication and enhance efficiency to ensure optimal ROI and measurable savings.







Just as the momentum of single droplet of water creates ripples of cumulative energy, so Tsebo has created increasingly dynamic currents of change over the years. But the values our Group is built on have remained constant – a DNA and set of business practices as integral to our organisation as water is to life.

### **What makes us successful**

#### **The way we support clients and communities across Africa & the Middle East**

**African perspective:** Central to Tsebo's proud track record has been a business mind-set of respect and understanding for the rules of local social and business cultures. This gives us certain advantages that are vital to strategic success – the ability to hire and retain local talent, the know-how to navigate differing legal systems, and the capacity to build strong supplier relationships.

**Supplier-network development experience:** Tsebo have been highly successful in creating supplier networks, often in rural and underdeveloped areas. We have cultivated a deep competency in training, developing and nurturing small local suppliers for service contracts. This enables us to operate under harsh and uncertain conditions without relying on 'formal' supply networks. The effect for our clients is higher performance through fewer disruptions.

**Ability to reinvent our business model:** The complexity of Africa necessitates business model innovation that is suited to rural and underdeveloped conditions. Our ability to re-engineer our business model to suit these conditions sets Tsebo apart from all competitors.

**Powerful cloud-based systems and processes built for African conditions:** The Tsebo systems architecture provides cloud-based processing with highly flexible functionality. This results in reduced reliance on unreliable data networks as well as improved system functionality and a front-end that is adaptable to specific local needs. Our integrated systems architecture is easy to customise and cost-effective to manage, robust and simple to deploy, and is ideal for the challenges of Africa – interrupted links, distributed networks, numerous languages.

**Ability to self-perform:** Unlike many competitors, Tsebo retains a core competency in the ability to self-perform all key services.

**Skills development:** Perhaps the greatest challenge to growth in Africa is the availability of skills. Even in the most developed economies this lack acts as a brake on performance. Tsebo has built valuable experience in organically creating skills from within the Group, rather than importing or competing for them. This is more cost-effective and has built Tsebo into a more robust company, with stronger long-term client relationships.

**In-country experience:** Wherever our clients need support, Tsebo will have been there before and learned the lessons needed to deliver a superior service.

# 2<sup>nd</sup>

pillar of our brand

## We create powerful solutions for our clients that they can measure in hard terms

Tsebo Outsourcing Group's core competence is the provision of outsourced services that our clients consider "non-core".

Our expertise in these matters, combined with the scale benefits of managing these types of operations in multiple sites, gives Tsebo Outsourcing Group the ability to deliver these services at lower cost with improved quality.

## Measurable client benefits

### Direct cost savings for bottom-line impact

Tsebo Outsourcing Group ensures that we deliver a direct cost benefit to the client versus the alternative of 'in-sourcing'. This benefit is derived from a number of factors – procurement scale, shared resources and accumulated experience, to name but a few. Tsebo strives to create bottom-line impact for our clients, turning non-core functions into strategic assets that contribute to growth.

### Best value contracting

Tsebo Outsourcing Group is adept at combining cost with value-add and packaging these elements into commercial solutions for our clients. We are proud of our investment in people, systems, technology and infrastructure, as these provide the stability our clients demand. We may not always be the cheapest option, but are able to keep costs down, manage shocks and risks, and deliver quality and best value in cost terms consistently over the contract lifespan.

### Product and service quality

Tsebo Outsourcing Group never compromises on quality. We stake our brand on uncompromising quality delivered by industry professionals using world-class systems. We invest in the drivers of quality – food safety standards, hygiene protocols, health and safety practices, supplier management for commodities, industry best practices and accreditation (ISO, HACCP) – and will constantly improve these through direct investment.

### Lower risk

Our clients are concerned with the management of risks that may impact on their business continuity. A relationship with Tsebo Outsourcing Group comes with a number of factors attached that build a level of assurance into the service that cannot be replicated by clients or competitors. Our clients diversify and manage risk by relying on our skills, quality of inputs, stability of staff and management, accumulated experience and extensive back-up systems.

### Convenience to focus on their core

Tsebo Outsourcing Group provides a simple benefit beyond the obvious cost and quality. We take responsibility for all the daily operational challenges. By removing this distraction from their lives, our clients become more focused on what matters to them most – their core business.

### Client service

All Tsebo Outsourcing Group divisions operate through a simple account management system that gives each client easy recourse, senior management responsiveness and commercial transparency. A key benefit to outsourcing with Tsebo is a full service capability with true convenience.

### Expertise

Tsebo = knowledge. The core of our brand promise lies in the delivery capability of our people – based on their technical, commercial and industry knowledge. We therefore remain by far the leading investor in people development in our industry. From entry-level assistants to senior executives, we make sure our people have the skills to give our clients what they need.

# 3<sup>rd</sup>

pillar of our brand

We provide our clients with matchless value for money by offering them diverse, inventive yet practical, long-term business solutions

Tsebo Outsourcing Group holds an immense amount of market knowledge and experience within each of its divisions. Each of its markets is complex and requires very specific expertise. We nurture, develop and harness the intellectual property in each of our divisions and continuously build product innovations that enhance client and customer value.



Whether it's new menus and restaurant concepts that reflect today's lifestyles, enhanced hygiene products to improve the health of customers, or exciting new solutions that drive down energy consumption, Tsebo continually seeks to develop new offerings for each market, and delivers each with precision and superior value to clients.

The Tsebo Outsourcing Group innovation philosophy is simple, yet it permeates everything we do – deliver improved cost, quality and convenience, continuously. Tsebo recognises that our strength lies in the satisfaction and loyalty of consumers; innovation is therefore central to everything we do.

## 💧 Innovation in food

- International menu trends
- Health and wellness cuisine
- Mobile / on-the-go catering
- Latest ingredient and "cheffing" trends
- "Eat-er-tainment"

## 💧 Innovation in facilities services

- Scaled down services
- Franchise business models
- New technologies
- Rapidly evolving legal compliance frameworks
- Emerging environmental research
- Translation of global solutions for the African context

## 💧 Innovation in cleaning

- Use of technology to improve monitoring
- Constantly improving processes
- Environmental chemical footprint

## 💧 Innovation in solutions

- Industry-service bundling
- Re-engineering business models
- Social development industry solutions
- Specific training for emerging technologies and competencies

## Social development through visionary leadership

# 4<sup>th</sup>

pillar of our brand

**We provide vision and practical solutions that drive growth priorities – skills development, job creation, entrepreneurship development, health and nutrition**

Tsebo Outsourcing Group is proud of its track record as a leader in progressive business ethics in Africa. Since the birth of the company, the Group has lived by a powerful mantra: that it is possible to serve a demanding shareholder mandate while simultaneously building social value for the people and communities of Africa. In everything the Group does, a concrete effort is made to create opportunities for people to improve their lives. It is our belief that every choice we make will contribute to creating a brighter future for all.

Tsebo seeks to assist governments in providing basic services to the people of Africa by maintaining the standards of infrastructure for communities and helping society to thrive through sustained, needs-driven solutions.

We are fortunate to employ a large number of people and touch the lives of Africans every day. Because of this, we strive to make a real difference through:

- Skills development
- Youth employment
- Job creation
- SMME development and entrepreneurship support
- Rural enterprise development
- Tsebo Foundation – CSI and charitable work

For us, good business is about boosting opportunity with energy and skill, by unwaveringly scouting fresh market potential and by equipping our employees with the skills required for personal growth.

We equip Africa's unemployed youth with the means to become economically self-reliant, while our entrepreneurial partnership opportunities create vibrant Small/Medium Enterprise marketplaces – especially in rural communities where the greatest thirst for development exists. We help the private sector improve efficiencies and the public sector improve its capacity, all to secure economic and service delivery optimisation for Africa.



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# 5<sup>th</sup>

pillar of our brand

**By protecting the interests of communities and the environment, we encourage a collective welfare that bridges generations**

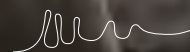
## *Sustainability ingrained*

Four decades of African hospitality and facilities management expertise has given Tsebo Outsourcing Group the know-how and can-do attitude to deliver sustainable solutions with real commercial impact.

Tsebo's comprehensive grasp of local market requirements and logistics translates into meaningful service solutions that deliver sustainable development initiatives on the continent. Tsebo strives to create community-based programmes alongside each of its business operations by building local upliftment and environmental responsibility into every possible contract and business relationship. Our grassroots training, community development, small business creation, as well as health awareness and wellness programmes thus flow out of and into our projects to create vibrant new marketplaces for communities.

Tsebo places environmental sustainability at the heart of our operations. This extends from maintaining our standards of environmental practice at an operational level, re-inventing the ways in which we operate to constantly improve our internal benchmarks, to training our people to create innovative product solutions for our clients that provide commercial and environmental benefits.

Every division of the Group works with its valued clients and customers to minimise impact on the environment, and set targets for on-going improvement. We comply with recommended environmental legislation and constantly seek to improve our own environmental programme. We raise awareness of environmental issues among our employees and enlist their support in improving the Group's performance.

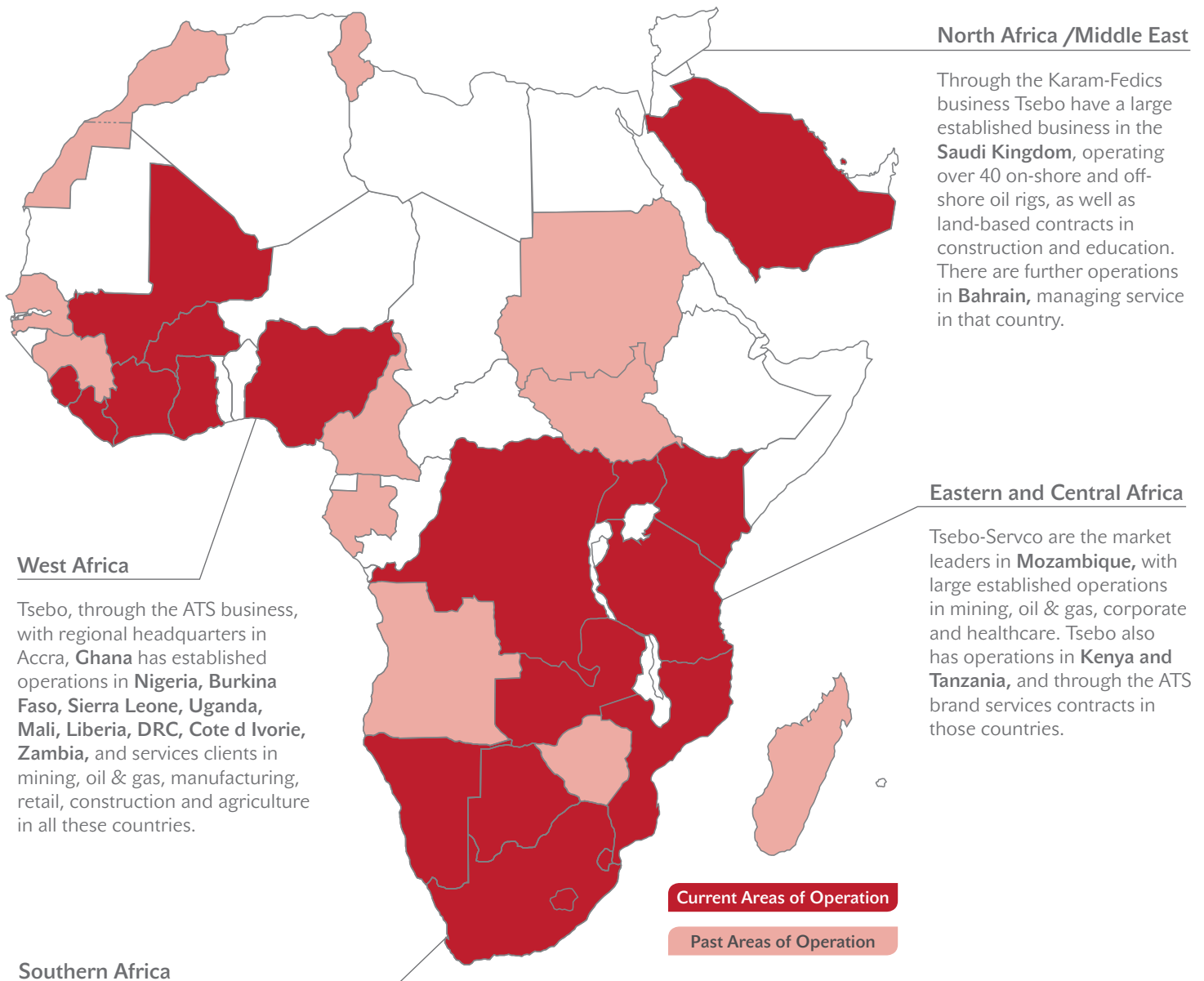


# Our Reach

Tsebo's experience across Africa is substantial.

## Our Footprint

Tsebo have established offices in 20 African and Middle Eastern countries, and on-the-ground operations in a further 4 countries. We are situated in approximately 7,000 client sites across these countries.



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# *African Expertise Global Standards.*



# A History of Rainmaking

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“You can’t walk alone. Each man is bedded in his people, their history, their culture, and their values.”

– Peter Abrahams

As a stream gradually grows into a mighty river so Tsebo Outsourcing Group has grown over 43 years into the pan-African leader it is today.

The springs that grew into our tributaries emerged from the African soil as early as 1971, and were nurtured across the continent by people of vision and energy. These rivulets took hold and flourished in their marketplaces, driven by the nourishment and refreshment they brought to all.

In South Africa, Fedics was the company to establish outsourced catering and facilities management, and create the model by which the industry operates today. In West and Central Africa ATS took the vision of a burgeoning resource industry and shaped itself around the needs and demands of that. In East Africa, Servco anticipated the emergence of Mozambique and the East African belt as a future area of growth, and established itself as the leading formalised industry player servicing the awakening giants in mining and O&G. In North Africa/ Middle East, Karam-Fedics was created a step-change service model that created industry growth throughout that region.

These separate, simultaneous rivers shared vital characteristics. They were driven by a vision of the future, not the needs of the day. They each anticipated their client industry needs ahead of the curve and positioned themselves through energy, innovation and discipline. They each focused on their client’s success, never losing sight of the fact that this is the key to their own success.

Most importantly, each of them remained rooted in the soil of Africa – its culture and customs, its values and quirks, and the extraordinary potential of its people. Success in every region was built on a powerful local knowledge that is only growth through years of experience.

Through the changing fortunes of time, these rivers found their way to one another, linking up and joining forces as they flowed in the same direction. Each confluence increased the power and speed of the flow, until they all came together to create a mighty river, carrying along its people, clients and communities towards the future.

As this river gathers momentum, we look to the future with excitement. Our first 40 years have laid a great foundation for all stakeholders. With pride, we ride the rapids of Africa’s growth





# Watershed Moments

## A few moments in history – a lifetime’s difference

1971

Company founded as a contract catering business by Federale, ICS and Trust Houses (UK).

1979

Trust Houses sells its share to the other shareholders.

1981

Fedics implements its first affirmative action programme, and documents its first “BEE policy”.

1983

We sponsor the SA Chef’s Association to develop Black Chefs.

1994

We win the Sancorp Investor in People Award.

1995

We win the BMF Most Progressive Company Award.

1996

We conclude our first BEE transactions with Nozala Investments, SIP and IPG as shareholders.

1998

Company rebranded as Tsebo Outsourcing Group.

1999

We introduce an HIV/Aids programme to drive access to health.

2000

Management, Nozala Investment Holding and Ethos Private Equity delist the company.

2003

Tsebo successfully hosts the All-African Games in Lagos, Nigeria, our largest project to date.

2005

Tsebo Outsourcing Group becomes one of the first organisations of its size to achieve ‘excellent’ BEE accreditation through Empowerdex.

2007

We achieve Level 3 BEE Contribution status. Shareholders Ethos exit and ABSA Capital enters with a cash injection of R1.2bn, R331m of this is allocated to empowerment shareholders.

2008

Equality Reef Services Catering joins the Tsebo Group. Tsebo expands into the Middle East Oil & Gas Sector through Karam-Fedics.

2009

We achieve Level 2 BEE Contribution status. We launch an aggressive Disability Awareness Programme, employing over 200 disabled people across several operating sites. TSAfrika Catering joins the Tsebo Group.

2010

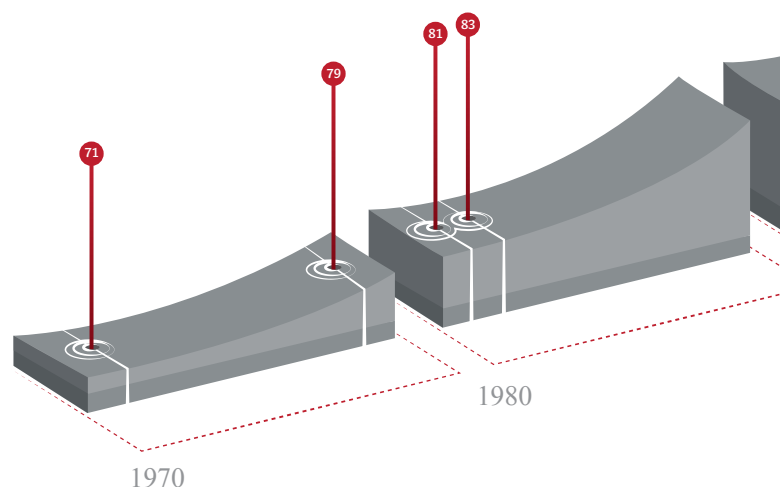
We reach 94.21 out of 100 BEE points, maintaining one of the highest Level 2 industry scores for a company our size. The Board approves a greater level of investment in job creation, franchising, skills and enterprise development.

2011

Tsebo celebrates its 40th Anniversary by launching the Tsebo Foundation, a charitable vehicle to command the Group’s CSI in education and Health Improvement.

2012

Enter the Energy Management sector with a differentiated, yet complementary offering. Launched Tsebo Hygiene Solutions Division. Servco Catering Mozambique joins Tsebo Group. ECHS Cleaning, a major competitor, joins the Tsebo Group.



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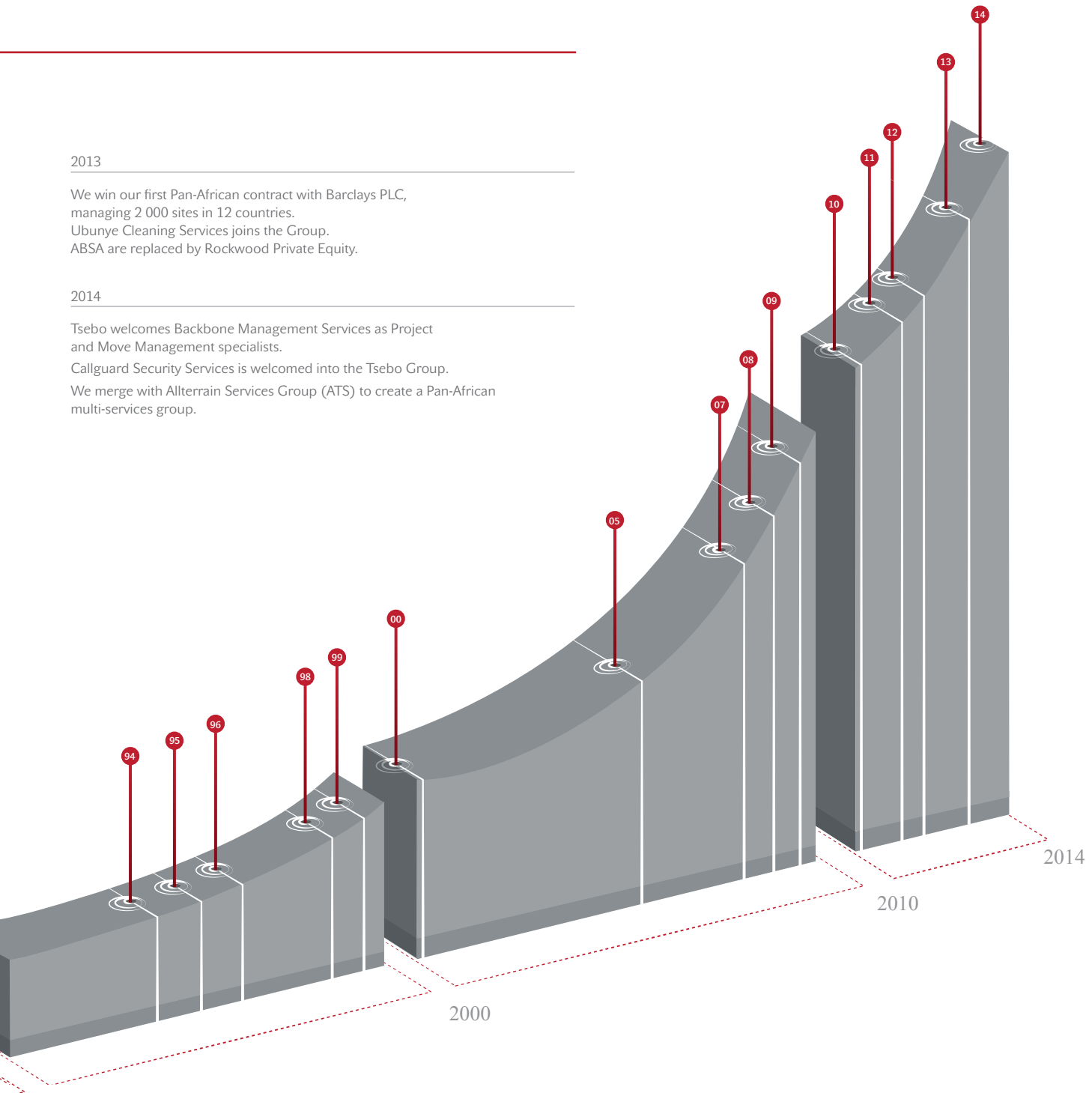
2013

We win our first Pan-African contract with Barclays PLC, managing 2 000 sites in 12 countries.  
Ubunye Cleaning Services joins the Group.  
ABSA are replaced by Rockwood Private Equity.

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2014

Tsebo welcomes Backbone Management Services as Project and Move Management specialists.  
Callguard Security Services is welcomed into the Tsebo Group.  
We merge with Allterrain Services Group (ATS) to create a Pan-African multi-services group.



“Time is change; we measure its passing by how much things alter.”

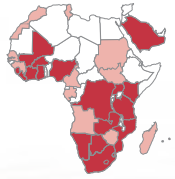
- Nadine Gordimer

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# Our People *and Knowledge*

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# Our Powerful Team

In a service business, client satisfaction and the experience of a brand rest in the hands of people. Tsebo has grown to its current stature as a market and industry leader by continuously investing in its human capital.

## Senior management

The inspirational leadership team of Tsebo Outsourcing Group constitute a powerful and balanced quorum whose direction ensures that all stakeholders throughout the organisation are positively aligned. Their broad industry experience, coupled with deep understanding of their industry, enable Tsebo's leaders to create a workplace where individuals can grow with the business.

The strength of our business lies in the ability of our leaders to anticipate the future and move in the right direction before it becomes obvious as such. With its blend of youth and experience, Afrocentric growth path, hands-on experience across the business divisions and backing from our incredibly strong company alumni, the leadership team of Tsebo Outsourcing Group steer the organisation in exemplary fashion, and will continue to do so over the next decade.

The Group's on-going investment in future leadership education ensures that our legacy planning remains vibrant and reliable.



## Middle management

With immense market knowledge and experience in each of its divisions, Tsebo Outsourcing Group is widely recognised as one of the most progressive workplaces in the industry. Most middle and senior managers in the Group attend an obligatory 18-month Management Advancement Programme (MAP) course run by the Gordon Institute of Business Sciences in partnership with Tsebo Outsourcing Group. Our outcomes-based training courses for managers and supervisors is aimed at creating a steady pipeline of skilled junior and middle managers – from which the future pool of senior management will emerge.



## FUTURE CLIENT BENEFITS

Skills and Human Capital are a key battleground for success in Africa over the next 20 years. On this front, Tsebo are extremely well placed to grow ahead of its peers, and this supports our growth potential.

## IMMEDIATE CLIENT BENEFITS

The future of Tsebo lies in capable hands. At every level the business has an abundance of talent and human capital potential, as well as a well-oiled machine for performance management and development.



### Staff

Tsebo Outsourcing Group's growth has always been linked to equal opportunity employment. Our starter job profiles, coupled with the growth and training opportunities from within, make us one of Africa's most trusted employment providers. Our managers and staff count among the most qualified in the industry, and receive continuous training to a standard of tireless improvement.

Our Institute for Hospitality Studies (IHS) is accredited by the Tourism and Hospitality Education and Training Authority – all training programmes are aligned to South Africa's National Qualifications Framework. IHS has trained over 20,000 people in the last 3 years. The Institute also offers management-training programmes to ensure that the skills obtained are maintained and developed. Massive job creation has also taken place within the Group's divisional operations, with the organisational headcount growing from 10,000 to approximately 25,000 over the past ten years.

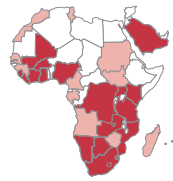
### Support services

Tsebo Outsourcing Group's insistence on on-going training and development means that each of its divisions is staffed by highly skilled experts following professional processes and systems, backed by a strong central Group structure that supports both national, regional and Africa-wide operations.

### Suppliers

Tsebo Outsourcing Group operates a highly integrated value chain, minimising cost and optimising efficiency at every stage. The deep level of collaboration the Group cultivates with its stable supplier base makes this possible. Tsebo procurement and operational teams have intimate knowledge of their supplier operations, and work with them in planning for mutual benefits. This collaboration of systems, processes, skills programmes and market knowledge delivers mutual benefits and enhances value for clients and customers alike.





# Streamlined Leadership



## DR. NN Gwagwa

**M.TRP (UN); MSc (cum laude) (LSE); PhD (UCL)**  
**Non-Executive Chairperson: Tsebo Corporate Board**

Lulu is a highly qualified figure in Southern Africa's corporate landscape, with a strong public sector and developmental background. She serves as the CEO of Lereko Investments and is represented on the boards of several leading local businesses, as well as national and provincial planning committees. Lulu plays an active role in social planning in Southern Africa and chairs the Tsebo Group Social Ethics and Transformation Committee.



## CR Smith

**ACIS (SA)**  
**Group Chief Executive Officer**

Clive has had leadership experience in every part of the Group over the last 20 years. Under his leadership, Tsebo Outsourcing Group has grown to unprecedented size, while enhancing its transformation credentials and delivering customer and shareholder value. Clive has a strong financial background and many years experience in leading large employee groups and operating companies, whilst driving an organic and acquisitive growth strategy.



## TT Ratsheko

**BJURIS, LLB (UNISA); LLM Human Rights and Constitutional Practice (UP); LLM Communications Law (incl. Space and Satellite Law) (WITS)**  
**Non-Executive Director: Tsebo Corporate Board**

Tsheko is an advocate in private practice, Audit and Risk Committee member at ICASA and Board member of the South African National Space Agency (SANSA). Former Group Compliance and Sustainability Manager at Exxaro Resources Limited, Tsheko's career includes senior positions at the Gauteng Department of Agriculture, Conservation and Environment, SABS and DTI.



## TLB Boikhutso

**MSW (WITS)**  
**Independent Non-Executive Director: Tsebo Corporate Board**

Thalita's undying passion for leadership development has been featured in Dr John C Maxwell's book "Put Your Dream to the Test". She chairs African Olive Investment Holdings, which has interests in the logistics, jewellery, mining and tourism industries.





## ADJ Brewitt

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**NHDip.Agri (UKZN)**

**Non-Executive Director: Tsebo Corporate Board**

Starting his career as Research Agronomist at the SA Sugar Association in the 1960s, Tony's illustrious career includes leadership positions at Irvin & Johnson, Zeneca SA, Imperial Chemical Industries, Medicross Healthcare and most recently, Absa Capital Private Equity.



## S Dakile-Hlongwane

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**MDE (WCMA)**

**Non-Executive Director: Tsebo Corporate Board**

Salukazi co-founded Nozala Investments in 1996 and served as its CEO until 2011. Following tenures at the Lesotho National Development Corporation, African Development Bank and Development Bank of Southern Africa, Salukazi also served on the Boards of Medi-Clinic Corporation, Exxaro Resources and various Nozala subsidiaries.



## AJ Dewar

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**BAF (WITS), CA (SAICA)**

**Non-Executive Director: Tsebo Corporate Board**

Andrew heads Tsebo's major shareholder, Rockwood Private Equity. With a wealth of experience in due diligence for the local private equity market, Andrew has facilitated over 300 transactions between local and global, listed and unlisted entities. He was head of Absa Capital Private Equity for five years, prior to which he was a partner at KPMG.



## DR. CR Jardine

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**BS, MS, PhD (IT)**

**Executive Director: Tsebo Corporate Board**

Chris is a seasoned executive, having worked in senior leadership positions in a number of companies and sectors. These include stints as an Executive Director of the Transnet Group, Director of MTN, and CEO of diversified investment company, the J&J Group. Chris joined the Tsebo Group in 2011 as CEO of Tsebo Catering Solutions.



## **IN Mathews**

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**MA (OXON); MBA**

**Independent Non-Executive Director: Tsebo Corporate Board**

Nigel's eminent career in the hospitality and retail industries includes leadership positions at Holiday Inns Limited, City Lodge Hotels, Sun International, Massmart Holdings and Sentry Group. He is Chairman of The SIEST and Lead Independent Non-Executive Director at Sun International Limited. Nigel chairs the Tsebo Audit Committee, Risk Committee and Remuneration Committee.



## **TG Walters**

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**B.Com; BAcc; CA (SAICA); SEP (SU)**

**Executive Director: Tsebo Corporate Board**

Tim is CFO of Tsebo Outsourcing Group, managing finance and M&A strategy across the Group, and is also a member of the Tsebo Outsourcing Group Executive Committee. Prior to joining Tsebo Outsourcing Group in 2002, Tim held supply chain and financial leadership positions at SAB's Beer Division and Barloworld Equipment Company.



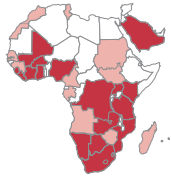
## **Philile Maphumulo**

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**B.Com (Hons) CA (SAICA)**

**Non-Executive Director**

Philile graduated from the University of Natal with a BCOM (Honours) in Accounting. She qualified as a Chartered Accountant in 2005 after serving articles with Deloitte. Philile has a Masters degree from the University of Johannesburg. Prior to joining Nozala, Philile spent 8 years in investment banking, namely at AMB Capital and RMB Corvest.



# Depth of Experience Across Africa

“I am a leader by default, only because nature does not allow a vacuum.”

– Desmond Tutu

The leadership of Tsebo Outsourcing Group shares a dual conscience stream: valuing its workforce and inviting innovation from within. As many of the Group’s leaders started off on the shop floor and innovated their way upstream, it is in their DNA to empower. Ours are companies where individuals can test new waters, frequently, without disturbing the workflow.



## Sanjay Narain

**BA (Hotel Management) – South Bank University (UK); BTech in Hotel, Catering and Institutional Management Operations**  
**CEO: ATS – All Terrain Services**

Sanjay has 25 years of experience in the hospitality sector, is a member of the Hotel, Catering and Institutional Management Association, and has been the Managing Director of ATS since 1998. He has managed numerous multi-site tenders, multi-country projects and mobilisations in the remote and difficult operating environments that ATS does its work.



The opportunities of Africa are easy to see but difficult to realise. They require a broad view of life and business and a curious mixture of humanity, science and pragmatism. As a leader in Africa I am acutely aware every day of the responsibility to others to think and act with foresight.



## Hamid Khan

**Nat. Diploma (Hotel Management); MDP (University of Durban Westville); MBA (Netherlands Business School)**  
**General Manager: Karam Fedics Services (Middle East)**

Hamid has an exceptional leadership track record in the hospitality industry. From early days with Southern Sun in Durban, South Africa, he progressed up the ranks with Fedics catering to become Managing Director of the Cape Region. After a stellar tenure of profit growth, contract retention and human capital development he accepted the challenge of growing the Fedics’ Middle Eastern business to new levels.



Leadership is a multi-dimensional discipline that is constantly evolving in its challenges. I am always stimulated by the challenge of marrying individual personalities, company financials, market dynamics and operational challenges into a coherent strategy. Then it takes sincere leadership to realise the vision.





### **Dr. John Wentzel**

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**PhD (Industrial Systems) University of Pretoria. MBA, MSc (Nucl. Physics), BSc(Hons.) (Nucl. Physics), BSc (Mathematics & Physics) University of Cape Town  
CEO: Tsebo Facilities Solutions**

John applied his credentials in physics and engineering to a career that earned him broad experience across the retail, FMCG, banking, communication and logistics industries and in just as broad a range of management roles; operations, IT, project management and HR. He brings a depth and breadth in knowledge of what makes these industries tick and what it takes to serve them exceptionally.



My journey has been one of serious study and hard work, starting at the very bottom. This is a quality I admire in the Tsebo Outsourcing Group – it has been built on training and education, with everyone prepared to work hard without calling in favours. At Tsebo we believe the circumstance of your birth, opportunity and natural talent do not define who you are or will be – but rather the character that you have developed.



### **Joe Mahlare**

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**MBA; BSc Honours (University of Hertfordshire);  
Global EDP (GIBS); MAP (Wits)  
MD: Tsebo Cleaning Solutions**

A student of industrial engineering, Joe built his career at the Ford Motor Company and at packaging giant Nampak in a series of operational roles, prior to joining Tsebo Outsourcing Group as Systems and IT Director at Drake & Scull. Joe now leads the fast-growing Tsebo Cleaning Solutions business and has delivered outstanding growth over the last few years.



Drawing strength and wisdom from the African indigenous leadership philosophy, blending it with today's corporate governance and management systems in a diversified environment like that of Tsebo Outsourcing Group, is a unique learning experience that I will present as treasured when I pass my knowledge on to tomorrow's leaders.





## Themba Gezane

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**BA Legal Studies, LLB (UKZN)**  
**Sales Director: Tsebo Catering Solutions**

As chief sales guru at Tsebo Catering, Themba can wax lyrical about the fine art of selling, and how it is all about listening. An LLB graduate whose extensive sales experience across Africa in the public, corporate, financial, IT networking, and oil and gas sectors, he has outstanding credentials in government and international corporate relations, with a passion for education that stands Tsebo Outsourcing Group in good stead.

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When I joined from the outside, I was delighted to discover that Tsebo Outsourcing Group does not allow fear of importation to get in the way of innovation. Through school, university and my career, Fedics fed me well. As part of Tsebo Outsourcing Group, I am now able to return the favour by offering students career guidance, mentorship and job opportunities. The entry level of Tsebo Outsourcing Group's starter job profiles, coupled with the growth and training opportunities from within, make Tsebo Outsourcing Group one of Government's most robust employment providers.

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## Nandi Trinidad

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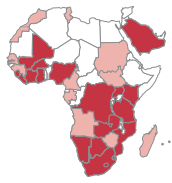
**B.Soc Sc (Hons), Post-Grad Dip. (Personnel Management)**  
**Operations Director: Drake & Scull**

Nandi's post-graduate public sector experience favours Tsebo Outsourcing Group's closer alignment with South Africa's service delivery schedule. Nandi is instrumental in driving the Drake & Scull business for both public and private sectors. As the synergies between the public healthcare sector's areas of immediate need and Tsebo Outsourcing Group's expertise escalate, Nandi's team is positioned to render viable responsive solutions. One example is the provincial healthcare contract in the Eastern Cape that will see the maintenance of over 300 health facilities in remote mountainous reaches.

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As we have committed ourselves to leaving a lasting legacy for the indigenous communities in which we operate, it is our resolve at Tsebo Outsourcing Group to enhance our partnership with Government in various areas such as Health, strengthening their capacity where required and designing bespoke, effective and affordable solutions using job creation and enterprise development models. It requires a proficiency to co-operate with multi-stakeholder groups, grounded in sensitivity to the dynamics of projects at ground level, and the systems to ensure consistent and efficient service delivery.

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# In Tune with Our People

“My humanity is bound up in yours, for we can only be human together.”

- Desmond Tutu

The spirit that defines Tsebo Outsourcing Group is a dedication to positive change delivered through the continuous growth of our human capital, our business, industry and society. Our growth over the last 40 years is thanks to our practice of building the power of our people for the benefit of our clients. This is our passion.

Across Africa, national priorities such as education, health, jobs, rural development and safety are supported by Tsebo Outsourcing Group’s provision of infrastructure and hospitality services that support these sectors service delivery mandates.



## Human capital development

The Tsebo Outsourcing Group brand is rooted in the pursuit of knowledge. This is the spirit that drives us forward in our management of people, both by definition and in daily practice.



### Structured succession planning creates opportunities:

Outcomes-based training courses for managers and supervisors are aimed at creating a steady pipeline of skilled junior and middle managers – from which the future pool of senior management emerges.

### Skills training:

For the majority of our 25, 000 staff, the training and development they receive is a significant part of their overall education. Each of the Group’s 25, 000 employees are trained well beyond a level of basic employability.

### Job creation:

Tsebo’s projects create hundreds of new jobs every month, 90% of which are non- and semi-skilled. Consistent growth within the Group has delivered massive job creation, with our organisational head count increasing from 10, 000 to 25, 000 over the past ten years.

### Employee wellness:

Tsebo’s HIV and Wellness campaign distributes nutritionally enhanced food developed to boost the immune systems of both young children in rural communities and individuals living with HIV/AIDS.



### 💧 Industry skills development:

The Fedics Institute for Hospitality Studies (IHS) provides skills training and management-training programmes to ensure that skills obtained are maintained and developed. According to workplace skills audits, IHS has trained over 20,000 people in the last few years.

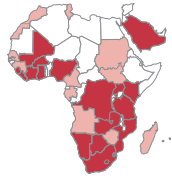
### 💧 Creating the leaders of tomorrow:

Most middle and senior managers in the Group attend an obligatory 18-month Management Advancement Programme (MAP) course run by the Gordon Institute of Business Sciences.

### 💧 Commitment to disabled employment:

We employ about 330 individuals with disabilities in our cleaning, catering, managerial, customer liaison, finance and corporate services divisions. Our Disability Programme equips disabled staff members with vital skill sets to guarantee personal growth. In 2011, we accelerated this effort by introducing the Tsebo Disabled Learnership Programme, fast-tracking 40 disabled employees in an intensive development programme. The most promising individual also qualified for a fully funded bursary to earn a widely recognised 3-year Chef's qualification. We have made physical alterations to our sites in order to accommodate disabled staff.

Since its entry into the market over 40 years ago, Tsebo Outsourcing Group has committed itself to promoting equal opportunity for all, irrespective of colour, creed or physical ability. We continue to champion empowerment.



# In Tune with Our People

## Corporate Governance and Ethics

Beneath our successful business model is a robust dedication to sustainable development and equal opportunity employment. This foundation has seen Tsebo Outsourcing Group surface as one of Africa's most progressive corporate entities.

**Tsebo Outsourcing Group instils ethical business practices in every aspect of its operations, with a zero-tolerance staff policy on any form of dishonest behaviour.** Employee calls to our outsourced, anonymous ethics hotline are handled at Boardroom level for immediate investigation. This rule applies across all Tsebo Outsourcing Group operations.

Tsebo's Social Ethics Transformation Committee (SETC) oversees the Group's alignment to global Codes of Good Corporate Governance on responsibility, accountability, fairness and transparency; the UN Global Compact Principles on human rights, labour, environment and corruption; and the country's legislation and industry charters.

Beyond compliance, the SETC manages stakeholder interests with shareholders, customers, the public, employees and the environment across all business divisions. This includes the monitoring of corruption, fraud and theft, sponsorships and donations, and continuous transformation.





## Localisation and community partnership

For Tsebo, transformation and localisation has never been a compliance requirement. It is part of our DNA and is weaved into our business model, business processes, cultural values and business strategy. Our local shareholders, communities and staff have benefitted directly and financially over the years, all to the benefit of their stakeholders.

Underneath our track record of true, empowering localization lies an enormous amount of hard work and commitment to the 'nuts and bolts' of successful partnership.

Tsebo Outsourcing Group shareholders exemplify the principle of meaningful participation, and are deeply rooted in rural communities.

Our structured development programmes and recruitment policies ensure our staff are given every possible opportunity to use their potential and reach their aspirations.

Tsebo embraces local procurement by working with large and small local suppliers in every possible manner. Tsebo invests in their development on an ongoing basis.

Individuals with disabilities are employed in at least nine operating functions and divisions, including cleaning, catering, managerial, customer liaison, finance and corporate services. We do not keep these candidates hidden.

## Social and economic development

Each year, Tsebo Outsourcing Group invests massively in community supplier projects that create new SMMEs through its Enterprise Development programme.

The Tsebo Foundation ensures the streamlined establishment of SMME suppliers in rural areas, effective management of the Group's own HIV and Wellness Programme, and accurate support of nominated charities via donations towards food and monthly running costs – both for Tsebo divisions and our clients wishing to make a concerted difference.

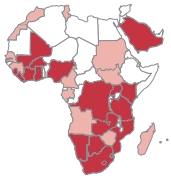
Tsebo Outsourcing Group actively champions the issue of diversity with our clients. We are committed to doing the hard work to build capacity.

### IMMEDIATE CLIENT BENEFITS

- Cost and value
- Tailor-made business solutions
- Responsive client service
- New ideas to old problems
- Simplicity and consistency

### FUTURE CLIENT BENEFITS

- The right balance for each client
- Workforce comfort
- Hassle removed completely
- Environmental and community responsibility



# *In Harmony with Local Communities*

“It always seems impossible until it is done.”

– Nelson Mandela



## **Wholesome schools to boost education**

According to research, schools reach over 95% of all children between the ages of 5 and 17, and meals and snacks at schools play a critical role in developing these children’s eating patterns. Furthermore, research shows us that more and more children are moving towards obesity, which leads to numerous health risks in later life. Poor nutrition also affects a child’s ability to learn. Fedics are market leaders in healthy schools catering through a product that combines healthy eating for learners with teaching materials on nutrition for teachers. This holistic approach is designed to play a positive role in preparing children for adulthood.



## **We Support Early Childhood Development**

Tsebo Security Solution’s Callguard Security Services channels its Enterprise Development spend into early childhood development projects. The company has partnered with the ASHA Trust to make a grassroots difference and give children in impoverished communities a chance to escape the poverty trap.



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“Tomorrow’s Solutions Today”. Through vast **experience and a depth of knowledge that spans Africa’s industries, geographies and cultures**, Tsebo is unique in delivering business solutions that are designed not only for today’s needs, but to withstand and thrive on future change.



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**We nurture the rise of small business**

As part of its Supplier Development Programme, Tsebo allocates 40% of its procurement spend to local indigenous suppliers. More than 150 thriving entrepreneurial businesses have mushroomed around the Group’s involvement at a large rural contract and these businesses employ up to 1000 local community members. Our involvement at the site via a partnership with the local community business forum has brought wealth, skills development and opportunity to the entire region.



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**We put farming back in the hands of a mining community**

Tsebo saw to it that a derelict commercial farm in South Africa’s North West Province was restored to a running vegetable farm run by the local community. We oversaw the business planning, training, finance and supply agreements to ensure that local residents could become preferred suppliers for Tsebo’s long-standing catering contract at nearby mining operations. This operation achieved self sufficiency and became a key employer in the impoverished local community.





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### Restore hope to rural communities

Tsebo's Capacity Building Programme focuses on developing sustainable local skills. Communities in South Africa's Eastern Cape Province are experiencing socio-economic upliftment because of our public sector healthcare contract where 50% of the labour force is sourced from these communities. Local contractors are also being taught skills so that they can take over healthcare facility maintenance in the future. In recognition of its efforts, South Africa's national power utility, Eskom, voted Tsebo the 'Most Successful Transferor of Skills' in the sector.



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### Growing food downtown – on the rooftops

Tsebo Outsourcing Group partnered with a major city municipality to form a public-private partnership to implement a massive inner city renewal project in the lead-up to the 2011 UN Conference on Climate Change. This project turned the dubious back street into a safe place of learning, where everyone from citizens using the local taxi rank to school children from the region visit to learn about sustainable food growing. The 1 300m<sup>2</sup> rooftop community garden features greenhouse tunnels, vegetables installed in recycled tyres and drums as well as giant trellises for creeping veggies like tomatoes. The harvest is distributed between the Durban Children's Home and a local shelter, while six previously unemployed women sell surplus stock to earn an income.



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### Market creation for local communities

ATS is a major contributor to the economic development of the local communities where it operates. Since 2012, 2850 community suppliers have received training from ATS while more than 80% of the company's workforce is hired from these communities. Over 235 local businesses have been engaged to supply dry goods and consumables and more than 287 agricultural business activities support ATS operations. Procurement value from these businesses represents 21% of ATS's total procurement – USD 11.5 million per year.





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### Combat youth unemployment by providing entry-level skills

Across Africa, many school-leavers cannot gain access to formal employment. The Fedics Institute of Hospitality Studies has provided 20 000 semi-skilled and unskilled people with in-house hospitality training over the past three years alone. Massive job creation has also taken place within the Group's divisional operations on the back of steady growth in market share, and this has created employment for thousands. Tsebo is a responsible employer, offering every person a structured career path to enable them to rise to the very top.



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### Rural women are natural caterers

In 2003, shareholder Nozala Investments partnered with Tsebo Outsourcing Group to empower local woman entrepreneurs on a Goldfields mine in Thabong near Welkom in South Africa's Free State Province. After catering training by the Group locally and on referral, the new Mphepeng ('Feed Me') catering company landed a massive two-week management conference contract. Tsebo's flagship catering company, Fedics, swiftly put together another workshop for the all-woman group on conference management. The project was a great success and Mphepeng soon landed a contract to produce uniforms and linen for the surrounding Free State government hospitals.

From vegetable gardens and livestock to baking, beading, sewing uniforms and brick making, Nozala's vast network of grassroots supply organisations neatly dovetail with Tsebo's projects, upskilling and empowerment capabilities. Nozala's women upliftment programme beneficiaries identify value-added services to Tsebo regional and rural operations. More than 25 successful projects across South Africa have benefitted from this model. Of these, 75% are in the agricultural sector and have a direct impact on the food security of the women and their communities.





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**Developing sustainable community-driven businesses**

Tsebo routinely establish supply networks of local businesses, often from scratch. As such, building a relationship of trust with the rural and poverty stricken communities where education is limited is vital. Through experience we have learned that by engaging such communities we become responsible for educating them for success, as well as setting up their businesses. By taking a slow, methodical and respectful approach, we have built many businesses on minimal education to the point of being strong, reliable suppliers – even independently reliant. Helping to create such businesses is our proudest measure of success.



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**Creating a community-driven quality management forum**

Tsebo's Servco catering engages local communities in Mozambique to such an extent that these communities are even acting as a forum for overseeing the local village suppliers to Servco's larger contracts. Through partnering with them, Servco is fast realizing a vision that everyone wants – strong, quality local suppliers. These communities understand the benefit to them in supporting their local entrepreneurs and get involved as such – the contract quality improves as a result, and the community benefits alongside this.



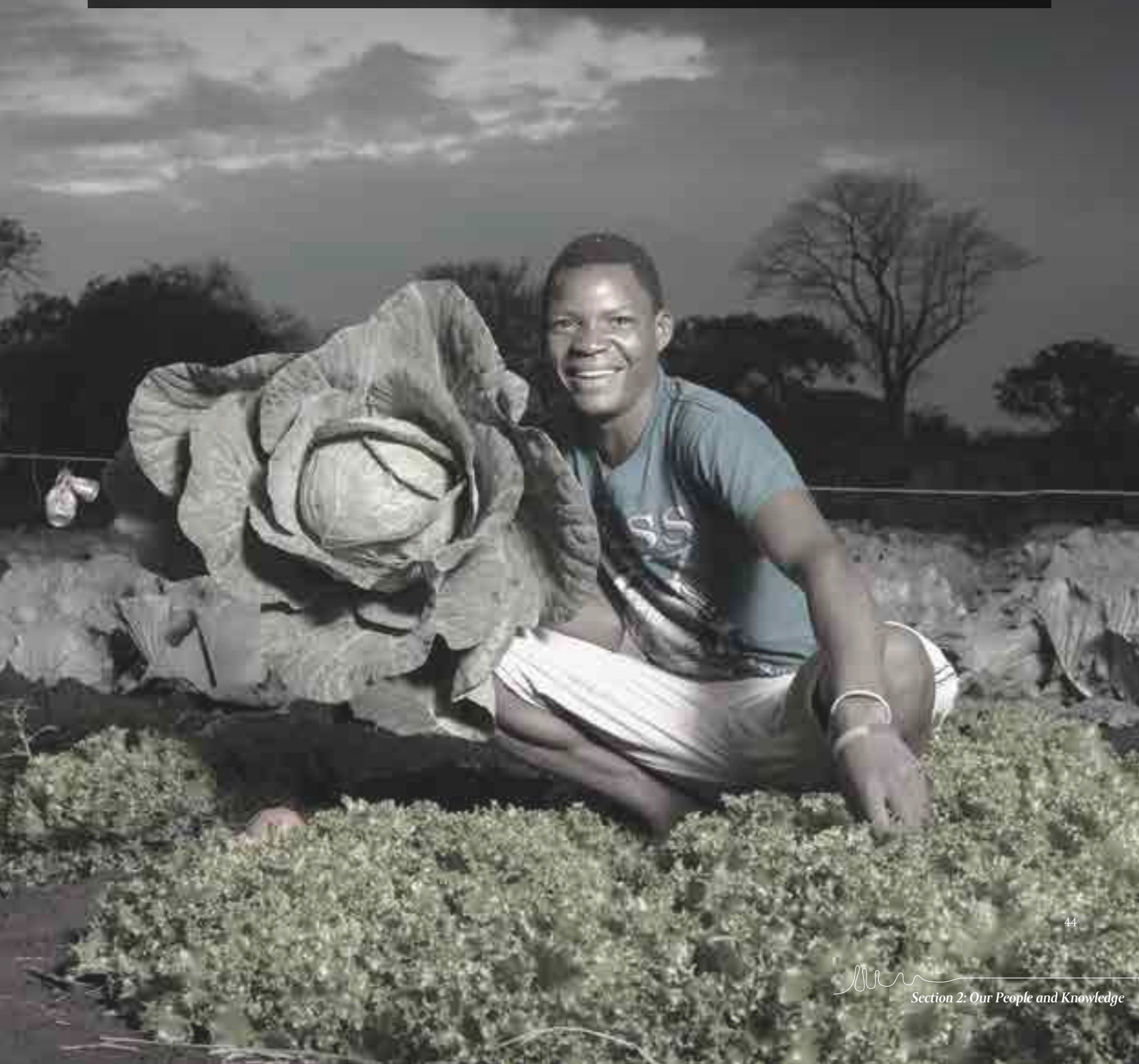
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**Localization is our preferred way of doing business**

Tsebo understands the dynamics of community partnership in managing its operations. In every country of operation, Tsebo seek to involve local partners and work together with them for long term mutual benefit, rather than simply deliver a service. Our philosophy is to invest in the local economy in tangible form – training, entrepreneurial development, supplier engagement and local employment in order to truly integrate with the fabric of the society. Our African roots mean we are loyal to the countries and communities we operate in.



Tsebo Servco's Fasenda Mizimo Farm Project aims to train over 600 farmers.





"To give up the task of reforming society is to give up one's responsibility as a free man."

– Alan Paton

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# Tsebo and the Environment

## In Natural Balance

For Tsebo Outsourcing Group, the wellbeing of the environment is among our core concerns. For us, 'environment' signifies all the ecosystems and human systems that our business encounters in its daily operations. We believe the environment is a stakeholder on an equal level to our employees, clients and customers – requiring an equal amount of attention.

We know that Africa's socio-economic challenges – which affect millions every day – require serious and concerted attention if our continent is going to become a truly inclusive society. We believe in building this society, in creating an Africa in which all people have gainful, sustainable employment and sufficient nutrition – a continent where this is the rule, not the exception. We believe that building this society is a cornerstone of good corporate citizenship.

As a continent of developing nations with significant infrastructure development in progress, we know that the impact on the environment will increase as this development proceeds. We know that this impact will become heavier on the back of increased energy utilisation and manufacturing requirements before CO<sub>2</sub> emissions begin receding. It is thus the responsibility of every business involved in this development to manage its emissions and waste with as much energy, attention and innovation as is given to pursuing business objectives.

Tsebo answers these challenges across all of its operations. Our catering operations adhere to a strict code of environmental conduct, managing their carbon footprints and providing encouragement and support for client initiatives that seek to minimise impact on the environment. Likewise, our cleaning practices are structured in order to minimise chemical waste and environmental harm, while our ISO 9000 facilities management standards deliver environmentally sound services. In addition, through our Energy Solutions division, we make every effort to reduce energy consumption at our existing operations and in our wider market portfolio. Responsible adherence to the Group's Environmental Policy Statement, driven from C-suite level, permeates all our operations, while management reviews of environmental performance embrace both environmental impact and stakeholder wellness evaluations.

**It is through all these measures and initiatives that the Tsebo Outsourcing Group has positioned itself in balance with the natural world.**

Beyond compliance, Tsebo Outsourcing Group's hygiene programme improvement campaign is externally audited and its Star Grading Programme annually reviewed to ensure that the scope of its environmental evaluation is broadened consistently.

Employee environmental awareness programmes are classed by designation and service area, and augmented by mandatory supply chain environmental policy revision to ensure alignment with the Group's carbon footprint targets.

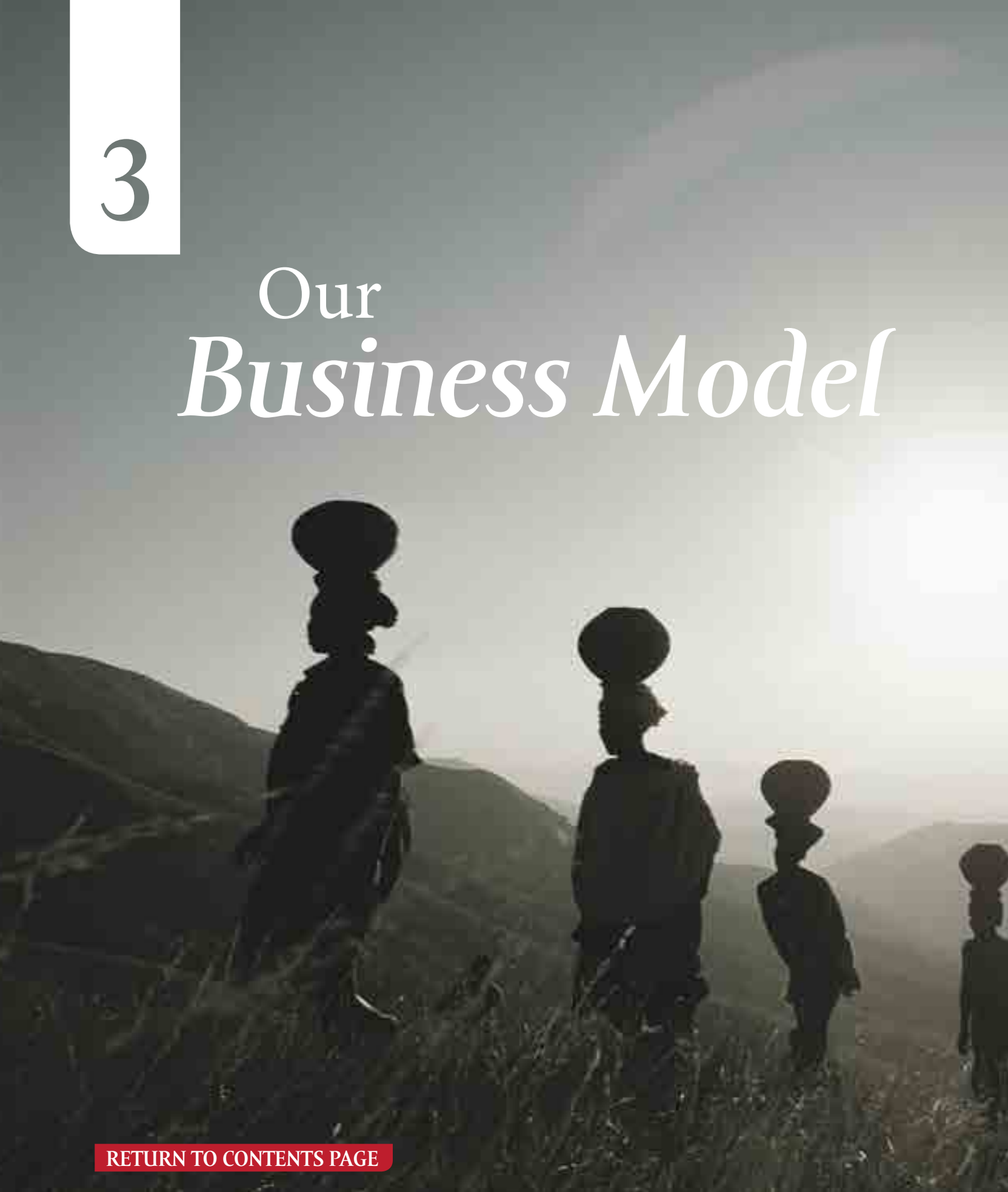
The organisation follows a policy of open disclosure to public stakeholders, government bodies and interest groups on its environmental performance. The Group is equally receptive to the reasonable adaptation of its Environmental Management System by external consultation.

By offering products that benefit the immediate population in a meaningful way, and by developing innovative and environmentally responsible solutions, Tsebo Outsourcing Group is contributing towards sustainable growth within Africa.




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# Our *Business Model*

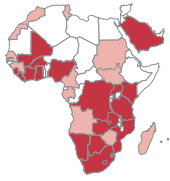


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“Wisdom is like a baobab tree; no one individual can embrace it.”

-Akan proverb



# A Thirst for Brand Building

## The Tsebo group brand architecture

**LEVEL 1**  
**Mother Brand**  
 Endorses all primary brands

**LEVEL 2**  
**Group Sub-brands**  
 For clarity & structure of the organisation

**LEVEL 3**  
**Primary Brands**  
 These are our market-facing brands we sell to the market, built & endorsed by the Mother Brand

**LEVEL 4**  
**Secondary Tactical Brands**  
 Used to deliver specific commercial opportunities



# “A big river is enlarged by its tributaries.”

– Malawian proverb

The Tsebo Outsourcing Group owns a powerful portfolio of marketplace brands, each with strong relevance and equity in their own market segments. The brands are organised into a coherent architecture that enables both the development of individual brand positioning as well as the overall strategic development of the Group brand equity.

The Group structure mirrors the brand architecture, with business operations being organised into divisions called ‘Solutions’. Underneath each Solution sit the Primary brands. These are the brands that provide services in procurement and in the catering, cleaning, facilities and hygiene industries. The brands within each segment are carefully positioned to enable the Group to capture maximum market share. This is achieved by following a strategy of marketing ‘Good, Better, Best’ or ‘value, mainstream and premium’ brands in every segment.

The Group and its divisions provide active management of every brand to ensure that customer loyalty, improved trust, and the ability to command a value premium in each sector, are maintained and improved.

Each brand meets specialised needs within a respective segment, driving development within a broad range of disciplines. From the lightest touch points to the largest cross-border campaigns, every element of branding is deeply considered and meticulously executed.

The Tsebo Outsourcing Group brand-building philosophy is clear – we focus on the key principles that build the brand equity of our Primary brands, and in doing so the overall status of the Mother brand is elevated.

## Our brand building strategy includes:

- Investing in research to establish unison between our market, customer and client needs.
- Continuous innovation to create new products and solutions in line with market demands.
- Infusing our corporate delivery mechanisms with those processes, skills and systems capacities that ensure consistent customer satisfaction.
- Swimming in tandem with our clients around every lap.
- Fanatically protecting the integrity of our brands.
- Managing our cross-industry solutions from the corporate basin.
- Investing heavily in the knowledge, skills, capacity, wellbeing and morale of our primary asset, people – and incentivising their performance on every level.
- Providing the corporate backbone that leave the brands free to focus on their centres of excellence.

## IMMEDIATE CLIENT BENEFITS

Tsebo have the multi-disciplinary knowledge to support your entire business architecture. We are able to drive down the overall costs of supporting individual services for our clients by consolidating spend while simultaneously improving quality and convenience.

## FUTURE CLIENT BENEFITS

Our clients are leaner, more agile and more focused, with improved abilities to adapt to unpredictable market conditions and cost pressures. By partnering with us they become more ‘future-fit’.



# Our Robust Growth Formula

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The hallmark of Tsebo Outsourcing Group’s business strategy is a flair for adapting early to emerging market and societal trends. Over forty years, our market penetration has deepened to a position of maturity that enables us to move assertively into new territories and market spaces and serve both public and private sector clients across Africa.

This is no accident. The Group has managed its growth over the years according to a deliberate strategy. An on-going strategic management process that involves quarterly debate, refinement and the measurement of strategic objectives underpins this strategy. There is continuous reprioritisation of the strategic management agenda to ensure that unfolding market conditions are absorbed and managed, but do not overshadow the overall unfolding strategic progress of the Group. **The key principle is disciplined execution.**

Tsebo’s growth strategy rests on five core pillars. Together they reflect the directional sources of growth and thus do not change.

1. Grow the Core businesses through organic innovation and selective acquisition.
2. Establish scale in new markets that add to Group Value and expand the size of services.
3. Expand into new markets throughout Africa as a “One Tsebo Solution.”
4. Access a broader client base in existing strongholds by innovative entry and niche segments.
5. Leverage the IP and power of the Group to differentiate through expanded industry solutions, while consolidating back office support functions.

Tsebo’s growth relies on our ability to create momentum via this growth strategy – then use this to cross-sell and further establish scale using capability from across the Group. This growth formula is simple but it works. Tsebo is proud of the growth milestones it has achieved:

- Exponential growth in Tsebo Cleaning – from nothing to 3rd in this highly competitive market.
- Market leading growth in the energy management sector.
- The successful acquisition and integration of significant competitors in cleaning and catering.
- Ability to service pan-African clients across Africa.
- Successful establishment of a powerful Middle East catering business, now commanding 25% market share in Oil & Gas.
- Delivery against challenging targets of growth in Africa, including the on-going establishment of regional hubs in major centres.



“In the moment of crisis, the wise build bridges and the foolish build dams.”

– Nigerian proverb

Our strategy presents us with great opportunities for growth over the next decade. Our mature Southern African catering business will continue to provide a robust core foundation for largely untapped growth potential for the Group exists in supporting corporates as they invest and grow across Africa. We will tap this growth and provide this support in the following ways:

- Securing infrastructure platforms for our clients.
- Working with institutions to manage service delivery and infrastructure capacity.
- Expanding remote and traditional catering across Africa as fuelled by the resources boom and accelerated urban development.
- Providing for the increasing demand for energy consumption solutions and sustainability products that add commercial value.
- Saturating the existing footprint with energy products.
- Upselling and expanding growth in high-margin hygiene services.
- Expanding into lucrative market segments in the Middle East.

All of this growth adds to the scale advantages that the Group can draw on through its centralised procurement and support systems, lowers overall input costs and improves resource utilisation.

We are excited and energised for the next decade of growth – confident of our success thanks to our unpretentious strategy and track record of effective execution.

#### IMMEDIATE CLIENT BENEFITS

Tsebo has built a solid track record of growth that is scalable and replicable. With further growth the Group’s efficiencies will only improve, further lowering overall input costs and optimising client benefits.

#### FUTURE CLIENT BENEFITS

Tsebo are perfectly positioned for the next ‘horizon’ of growth: the sources are identified and the foundations are in place.

# Our Financial Model:

## *A Deep River in Continuous Flow*

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High economic growth rates not seen on the continent in decades are increasingly attracting investors to markets throughout Africa.

As the continent's economies begin to move away from a reliance on extractive industries, financial services, technology, agriculture, as well as consumer and infrastructure investments are starting to figure more prominently in the sectors attractive to private equity. This growing interest is driven in part by high growth rates and improved political and economic landscapes – as well as by the powerful demographic appeal of a rising middle class and increasingly urbanised population.

Unlike the retail sector, the services business offers predictable cash flows and yields. And although its flow usually follows global GDP currents, Tsebo's growth figures have doubled over the past years of economic uncertainty. This robust position can be attributed largely to the Group's 80% corporate client base and the essential nature of the services we provide.

Tsebo entered into its first private equity deal after delisting from the Johannesburg Securities Exchange in 2000. In 2007 the previous private equity shareholders exited, and ABSA Private Equity acquired Tsebo Outsourcing Group – with strong representation from empowerment partners and the Group's management. ABSA were replaced in 2013 by Rockwood Private Equity.

Since 2007, despite unfavourable trading conditions, Tsebo has grown its market share and established strong positions in new geographies and market segments, all funded out of existing cash flows.

“Knowledge is power. Information is liberating. Education is the premise of progress, in every society, in every family.”

– Kofi Annan



## TSEBO OUTSOURCING GROUP: SHAREHOLDING

The financial attractiveness of the Tsebo Outsourcing Group model is underpinned by:

### 💧 Cash generation:

We recover our cash through managing debtors on an on-going basis. This means that we are able to deliver a cash conversion ratio of over 90%.

### 💧 Predictable earnings:

The nature of our turnover is largely determined by periodically negotiated contracts. These contracts typically last between five and ten years, but often last longer. This creates a strong forward visibility of turnover that enables Tsebo to predict earnings with some certainty, even during volatile conditions.

### 💧 Dependability:

Tsebo provides services that keep our clients' operations running continuously. These clients are largely corporates, multinationals and institutions. This gives our operations a measure of reliability – as they are not directly exposed to economic shocks or short-term sentiments.

### 💧 Risk diversity:

Through exposure to many industries and regions, Tsebo is able to smooth its risk profile and manage its earnings with some predictability.

### 💧 Geographic spread:

Tsebo Outsourcing Group's medium-term strategy is to supplement the existing financial mechanisms with accelerated African growth in order to enhance the cash-generating ability and investment attractiveness that has earned the Group the reputation of a predictable, dependable investment destination.

NOZALA  
INVESTMENTS 15%

LEREKO  
INVESTMENTS 15%

MANAGEMENT 20%

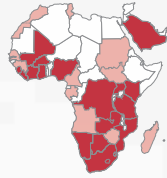
ROCKWOOD  
PRIVATE EQUITY 50%

### IMMEDIATE CLIENT BENEFITS

Tsebo's growth strategy will supplement the existing financial mechanisms with accelerated African growth, enhancing its cash-generating ability and investment attractiveness.

### FUTURE CLIENT BENEFITS

Tsebo will continue to grow as a predictable, dependable investment destination with consistent cash flows and a strong balance sheet.



# *Tsebo Group:* A Reservoir of Added Value

“If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart.”

– Nelson Mandela

Central to the strength of the Tsebo Outsourcing Group is a central spine that adds significant value. Rather than being a conglomerate of affiliated businesses, Tsebo is an integrated collection of synergistic businesses that feed off and build one another.

The role of the Tsebo Outsourcing Group is to maximise shareholder value by harnessing all avenues of shared opportunity. Thus the corporate core is designed to ensure optimal streamlining and knowledge management.

Tsebo is uniquely poised to drive differentiation in the services industry through industry specialisation, integrated solutions and a turnkey infrastructure development service offering.

So what does this mean in practical terms? Quite simply, Tsebo's mandate is to deliver three drivers of stakeholder value across the Group:

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## Scale advantages and process synergies

We drive down cost by minimising duplication and improving scale efficiencies for every business and solution so that they may become more cost and quality competitive.

- We develop cross-divisional industry solutions.
- We manage procurement on a centralised basis for optimal input cost economies of scale.
- We deliver solid corporate support services such as finance, administration and marketing.
- We are a Pan-African organisation in scale and reach.
- We guarantee lower risk.

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## Improved execution capability

By drawing on shared experience and pre-existing supplier and customer relationships, we enhance the ability of our operating units to execute quality services.

- We continuously drive improvement in systems capability.
- We play an active role in ensuring optimal resource allocation at the lowest cost.
- We co-ordinate the activities of individual divisions as they expand and by using the existing operational footprint of other divisions, our brands are able to accelerate growth into new markets by shortcutting the learning curve.

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## Optimal growth

We continuously interrogate market trends and client opportunities across the Group and identify how these may apply to other brands and divisions.

- We enable innovations that are then replicated across operations.
- We enable new market penetration across divisions to ensure equivalent business development.
- We enable standalone solutions that benefit and easily integrate with each division.

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### IMMEDIATE CLIENT BENEFITS

Tsebo creates value for clients and stakeholders by minimising cost and maximising opportunity in practical ways that the individual businesses and brands would not be able to accomplish on their own. It is the responsibility of the Group to ensure that 1 + 1 always = 3.

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### FUTURE CLIENT BENEFITS

Our clients' future is stabilised by the security of being 'wedded' to a large entity that underwrites individual services. As their needs evolve, or when unforeseen events strike, the Group provides a safety net of assurance.

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## Our *Marketplace Brands*

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“It is a law of life that problems arise when conditions are there for their solution.”

- Walter Sisulu

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Our collective experience in doing business on African soil results in services that are not only designed with tomorrow in mind, but also take heed of the slipstreams and gullies that may alter the course of our clients’ needs a year from now.

After all, quality hospitality and facility services revolve as much around efficiency as productivity – no matter where in the world you operate. This forward-thinking approach is evident in the long-standing tenure of Tsebo Outsourcing Group contracts, endorsed at optimal price points and appropriate value propositions by our clients.

Whether we are required to nourish 2,000 mineworkers in a timely and health-centric fashion, or reflect the brand identity of a blue-chip company in its dining room, the cross-roads of exceptional quality and cost at scale is where you will find the Tsebo Outsourcing Group, time and again.

Our standard-setting industry services are designed to offer affordability over a contract lifespan – not quick wins and losses. We achieve this by aligning our strategies with a client’s business drivers to minimise clutter, distraction and complexity. The gains in our clients’ staff productivity thanks to our support services are well documented.



# ALLTERRAIN SERVICES

ATS provides catering, facilities management and design, procurement and purchasing options, as well as maintenance and communications solutions to the mining, oil & gas and industrial sectors in 10 African countries.

**We were the first catering company in East, Central and West Africa to be certified with both HACCP and ISO 22000:2005 food safety management systems by SGS international.**

Our facilities management services range from remote site catering to complete camp management. All of our services can be deployed, withdrawn or adapted easily and efficiently to meet changing client or site requirements.

We engage with local communities, hiring and training local workers, utilizing local suppliers and traders and grow relationships with local business partners by providing health and safety, accounting or basic business management training.

## OUR ASSURANCE TO OUR CLIENTS

- International standard catering and accommodation, regardless of how remote the location is.
- Full turnkey solution for client convenience.
- Local knowledge based on African experience in your industry.
- Fully integrated with local communities for sourcing, employment and upskilling.

“ATS’s proven track record of continual workforce training, employee promotion into management, as well as mentoring, coaching and development, has significant impact on the work ethic, commitment and well-being of employees.”

– GoldFields Ghana Chief

**CATERING – FACILITIES MANAGEMENT & DESIGN  
– MAINTENANCE – COMMUNICATIONS**

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# Drake & Scull

Balancing science and humanity, Drake & Scull manages more than 4,000 sites in Africa across the leisure, retail, commercial and industrial sectors, among others.

Drake & Scull's offering of secondary organisational function service solutions, backed by robust technical architecture and client service flair, includes:

- **Hard services:** building maintenance, cabling, lifts, HVAC, access, fire detection and storage.
- **Soft services:** furnishings and interiors, parking, painting and landscaping.
- **Business support:** photocopier to network and help desk, reception and switchboard operation to archiving.

Businesses that employ Drake & Scull benefit in specific and measurable ways:

-  **Reduced costs** – our procurement platform and industry expertise makes outsourcing non-core activities to us the cost-effective choice.
-  **Improved efficiency and expertise** – we experts in all aspects of the highly technical field of infrastructure management. Our knowledge of all elements far exceeds that of our clients, and they benefit from this accumulated capability.
-  **Convenience** –we assume responsibility for all processes and systems related to infrastructure maintenance. This provides a 'one-stop-shop' for clients.
-  **Business continuity** – In Africa particularly, we are positioned to provide a major contribution to our clients' growth – a reliable business architecture that enables them to focus on growth.

What makes Drake & Scull truly unique is its approach to managing clients. Where technical competence is a given, we also understand the need to provide outstanding customer service – we provide the 'humanity' that is often lacking within our field. Our clients thus experience the benefit of our technical expertise and receive a personal service experience.

**Drake & Scull possesses the richest human capital in the facilities management industry – this enables us to deliver robust technical solutions that are adaptable, future-proof and people-centric.**



People with Whom  
you can **Build** your  
**Future**



## Creating Workspaces for Optimal Productivity

Backbone provides a range of Project and Move Management services for changing office environments. We get it right, first time - drawing on our large and experienced resource pool. We reduce overhead costs and provide specialist input where and when it's needed.

### Cost effective, professional and flexible

Backbone delivers value whether on a short-term, long-term or project-by-project basis. This benefits companies of all sizes, from small start-ups to large corporate institutions.

### The Backbone difference

Backbone is a consortium of specialists with a comprehensive range of services. Clients can select a single, specialist service, or a combination of services – as and when required. This flexibility allows us to work within existing constraints and meet the specific and changing needs of each client.

### The Backbone approach

We provide a complete packaged service, but are open to collaboration. We can work in conjunction with a client's in-house facilities team, design team, appointed architect or design firm. And we can work with existing contractors and sub-contractors if there is a successful on-going relationship or service agreement in place. We can also manage projects outside a client's current infrastructure. This flexibility enhances the existing resources of our clients.

### PROJECT AND MOVE MANAGEMENT SERVICES

- Office Fit Outs
- Alterations
- Furniture Services
- Relocation
- Day 2 Services



# tsebo **SERVCO**

Part of the Tsebo Outsourcing Group

TseboServco is Mozambique's leader in facilities management catering and cleaning, with a proven track record of excellence with the top 5 companies in the country – where we serve well over 22,000 meals per day.

Our longstanding presence in Mozambique – stretching back to 1999 – has been built on a commitment to high management standards, the development of local infrastructure and logistical capability and a belief in good client relations.

Servco supplies remote camp management, catering and hospitality services to all sectors including Oil & Gas rigs, Corporate, Healthcare and Industrial.

In addition, the company's managerial experience also enables us to direct security and gardening services. Indeed, our full time in-country management team and supply chain volumes makes us the first choice for site services in the Nampula, Beira, and Tete regions as well as the areas surrounding the capital Maputo.

For Servco, catering is not just about fulfilling nutritional requirements, but a belief that feeding people is also about feeding morale – and that variety of diet, fresh produce and constant menu development not only achieves this, but makes for better business on both the client and the provider side. In line with Mozambican policy, Servco has committed to sourcing local produce for its catering operations.



*“Mozambican Expertise.  
International Standards.”*





# TsAfrika

Catering Solutions

"Corporate dining facilities are an extension of a brand and its public image. Only TsAfrika possess the understanding and capability to create memorable dining experiences for your staff and clients and take your company image seriously.

Ts Afrika brings artful cuisine and quality to our clients. We operate on the edge of creativity and every contract team is tasked with driving creativity and innovation through exciting and imaginative food innovation. Our benchmark is to always be one step ahead of the cutting edge of food trends."

The Ts Afrika difference is based on two factors:

- The skills and credentials of our people - best chefs let loose to create.
- Our food innovation focus - we focus on constant creativity in food.

By partnering with us, organisations can use catering and functions to impress their clients and build their brand image.

## *The Art of* FOOD

DELIVERING PREMIUM CATERING  
SOLUTIONS AND DINING OCCASIONS

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# FEDICS

The doyen of contract catering in Southern Africa, Fedics has maintained an impressive growth over the past years of economic recession, and is poised for continued growth through its differentiated brand positioning of 'segmental solutions' that enable client success. Whether our client is a factory, a hospital, a school or a bank, our experience of over 40 years in the industry enables us to design specific product solutions for each segment that meet specific needs

**Our clients benefit from productivity gains, human capital benefits and commercial success.**

Our intimate market knowledge and know-how has secured us a reputation of professionalism, reliability and ability to ensure peace of mind for our clients.

Fedics brings this ethos to market in a practical way – organising itself into distinct market capabilities that focus on specific sectors: corporate, industrial, healthcare, education, leisure, and remote sites. With specific teams, different products, bespoke operating models and services specific R&D and innovation programmes, our segmental solutions are more than a single product dressed differently – they are completely sector-specific.

With 40 years of experience in providing catering solutions to all segments of society, Fedics is the leading catering brand in Southern Africa. We lead the industry in the development of people at all levels, and their capability enables us to deliver solutions that become strategic assets in our clients' businesses.



## *Nourishing our Clients' Success*





# KARAM FEDICS

## *Leading Outsourced Life Support Services in the Middle East*

With experience gained over more than twenty years, and backed by the power and reach of Fedics in South Africa, Karam Fedics is today a leading provider of life support services in Saudi Arabia and Bahrain.

Thanks to its technical expertise and skilled management team, Karam Fedics offers each of its clients a flexible life support solution designed to accommodate unique needs and circumstances.

All Karam Fedics clients benefit from lower downtime, higher morale and competitive costs, all of which result in optimised productivity.



### **Industrial Catering**

We are experienced at delivering cost effective, high volume catering solutions that tastefully fulfil nutritional requirements.



### **Healthcare**

We provide highly specialized patient catering that is both compliant with patient medical requirements and meets exacting standards of taste.



### **Staff Villages and Camps**

We have a full service capability for all functions related to managing and servicing camps used for bachelor accommodation.



### **Oil and Gas**

We offer a full suite of life support services designed for those living in the challenging environments of onshore and offshore drilling rigs.



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As the market leader in bulk catering solutions, Equality Reef Services specialises in basic nutritional and auxiliary product and service provision to large industrial and mining organisations.

By partnering with ERS, heavy industrial and mining corporations can be assured of the health, wellbeing and optimal functioning of their workforce.

## *Feeding People, Growing Communities*

**What makes ERS unique is its approach to the communities within which it operates.**

Having first-hand field experience of the changing and pressing needs of these communities, we offer a range of upliftment programmes that complement our catering services.

Mines are communities, not just resources in the ground. They are often isolated, rural and underdeveloped and suffer from unemployment and lack of opportunities. Mining houses are increasingly compelled to assist these communities, and this is where ERS plays a part.

**We seek to use our business platform as a social development tool.**

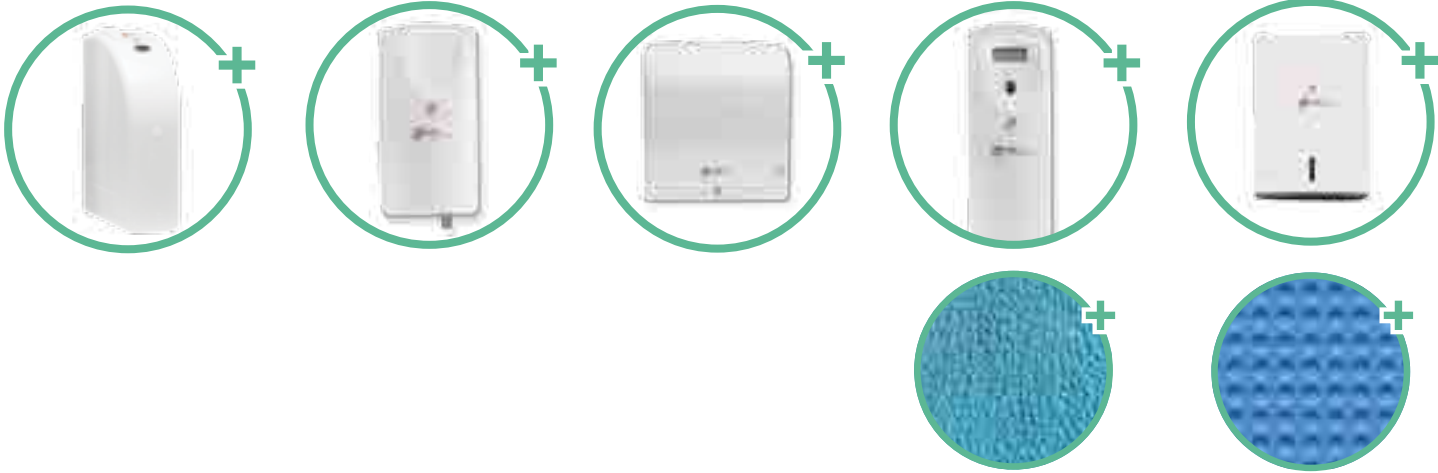
This takes the form of literacy programmes, entrepreneurship development plans and skills training schemes – and we seek out partnerships with local NGOs who provide value-added services that can assist in healthcare and education.



Through these initiatives, certain vital commercial benefits accrue. Foremost is a climate of labour cohesion and deeper relationship with our clients that improves contract management and stability. This value-add sets ERS apart – we are not just caterers, but serve as part of our clients' strategic agendas.

**ERS is a socially responsible company that actively assists in driving our clients' agendas for responsible employment and safety in the workplace. We go beyond basic catering to provide customers with opportunities for education and mobility. Our difference is our combination of healthy catering with genuine corporate social citizenship that benefits both our clients and our customers.**





## *Flexibility and Value in Hygiene Services*

Given the highly technical nature of hygiene services, our Hygiene Solutions division operates independently, providing specialist services across the Group's divisions – quality services with real value. This involves the provision and maintenance of washroom hygiene supplies such as hand dryers, sanitizers, dispensers, and bins, and providing deep cleaning solutions, as well as dust control and room fragrances.

This service area is growing in importance across all industries as it impacts on productivity, company brand image, as well as occupational health and environmental footprints. Enhanced solutions that reduce costs include management of equipment servicing, optimisation of consumables and continuous development of new solutions.





## *Cleanliness Beyond the Obvious*

Tsebo Cleaning Services is a leading player in the contract cleaning market and operates over 150 contracts with a staff complement of nearly 7,000 people.

Tsebo Cleaning remains true to our roots in hospital cleaning and retains a specialisation in the high-quality segment of contract cleaning. Although the business today has a more diverse clientele, the ethos of a high standard of cleaning that is suitable for a hospital environment applies to the service ethic and quality provided by Tsebo Cleaning to all its clients.

Tsebo Cleaning has a proud record of innovation and technological leadership in the cleaning segment. We only use vacuum cleaners with hepa filters to advance indoor air quality, and our infection control is benchmarked at current Centres for Disease Control (CDC) levels. We were the first to utilise the PDA – Personal Digital Assistant – as an inspection tool to allow staff to log reports for maintenance and thus ensuring a proactive and accurate approach to cleaning services. Tsebo Cleaning was also the first to introduce a 'call-on-technology' to enable responsive service and immediate delivery.

**Within the cleaning industry, only Tsebo Cleaning is built on the pillars of service innovation and people investment.**

Through our investment in post-graduate management development, we have the most qualified management team in the industry. Backed by leading-edge technology, we deliver the highest standards of cleaning at the most competitive prices. Tsebo Cleaning invests in the drivers of customer quality experience in order to guarantee that our promise of service excellence remains unbroken.

**“Higher quality cleaning experience at market-competitive pricing”**





## *Ubunye Cleaning Services*

### **COST EFFECTIVE, SERVICE DRIVEN CLEANING SERVICES**

Ubunye provides a broad range of cleaning services to the Industrial, Commercial and Hospitality/Leisure industries in South Africa. Our management team are committed to total involvement in each and every contract and has a collective experience of approximately 60 years in the industry.

Ubunye is committed to excellence in all business activities, including safety, health and environmental management. We employ the latest technology and techniques along with quality, environmentally friendly chemicals to meet and exceed quality and environmental standards, and monitor the effectiveness of our services through regular on-site assessments and audits.

#### **Our Services Include:**

- Pest Control
- Washroom Cabinet Rentals and Services
- Carpet/Upholstery Cleaning
- Window Cleaning
- Deep Cleaning of ablutions and kitchens
- Post and Pre Occupational Cleaning
- Abseiling Cleaning for high-rises
- Supplying Washroom and General Cleaning Products
- Purified Water Systems
- Garden Services
- Labour Hire (Drivers, Plumbers, Handymen, and Painters)
- Stripping and Sealing of different floor surfaces

#### **Committed to Skills Development and Dignified Employment**

Ubunye is committed to skills development in the cleaning industry and is an accredited training provider. This training is done on-site and is outcomes based. Our academy trains and accredits all levels, and is a pipeline of cumulative skills development that produces multi-skilled, more marketable individuals. Our objective in this is more than the creation of skilled and accredited staff – we are creating dignified employment.

*Kimberly Clark has declared Ubunye its 'Cleaning Company of the Year' three times – in 2005, 2006 and 2009.*







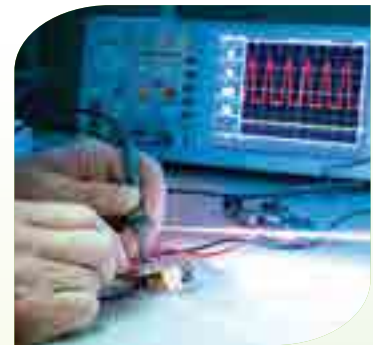
## Leaders *in* Consumption Intelligence

With energy costs as a component of non-labour expenses estimated to accelerate dramatically over the next three decades, early adaptation enables organisations to tap capacity in the existing grid more effectively by consuming power more intelligently. This is what Tsebo Energy Solutions provides.

Tsebo Energy use advanced energy optimisation technologies (alongside powerful diagnostic software that meters consumption at a granular level and identifies sources of abnormal consumption) to help our clients use energy more intelligently.

**The mission of Tsebo Energy is to create strategic advantage for our clients with solutions that minimise energy costs and improve sustainability.** We understand energy as a strategic item on the leadership agenda, and we seek to reduce production costs through simple energy solutions.

Only Tsebo Energy is able to provide both analytics and practical technical solutions that impact on the sources of abnormal consumption. We are specialists when it comes to providing integrated solutions for clients that operate over widely distributed networks.





## *Agile Security Services Empowered by Technology*

Established in 2006, Callguard provides security services to the corporate, commercial, retail and industrial sectors, as well as executive security and protection for clients. The core of Callguard are their Professional Vetted Security Officers. Supporting this core is an array of technology-based security offerings.

### WE PROVIDE:

- Traditional Security Officers
- Technical Installation and Maintenance
- Exception Based Off-Site Monitoring
- Employee Background Screening Including EMPS Criminal Checks
- ASSETA Training



We manage our security officers through a linear structure that empowers key people to make vital decisions, alleviating the massive operational hierarchies normally associated with guarding operations.

Simple yet effective systems and procedures are the driving force behind how Callguard operates. These are checked and audited for compliance and to ensure on-going improvement.

We empower our staff and have built a growth path into our business that can take a committed employee all the way to Senior Management Level. Our single biggest investment is our people. This structure ensures that Callguard retains and attracts the best Security Officers in the market.



INVALU.NET



## *Procurement Solutions Delivered by the Experts*



**INVALU.NET offers single-source outsourced procurement to existing and new Tsebo clients, creating strategic advantages for those clients through this partnership in the sourcing of key commodities.**

Tsebo Procurement helps clients manage input costs through outsourcing part or all of their procurement function to INVALU.NET, who manage this on their behalf. INVALU.NET delivers an improved cost price on agreed key commodities, with the added benefits of improved consistency of pricing, reduced risk, and greater integration of processes.

INVALU.NET aims to improve and constantly re-evaluate supply chain activities so we can reduce operational costs, identify poorly managed spend categories and utilise third parties to their fullest potential.

We are able to execute economically and efficiently, effectively assisting clients to focus on their core functions and realise their strategic goals.

**INVALU.NET offers a totally integrated solution that delivers world-class outsourced procurement – people, skills, processes, systems and supplier management.**



With a dedicated team that operates on behalf of an independent Board of Trustees from within and outside of Tsebo, the Foundation oversees, manages and governs all charitable activity across the Group, ensuring effective management and channelling of funds, as well as a centralised reporting framework.

This ranges from establishing SMME suppliers in rural areas, supporting nominated charities with food and running costs, running the Group's HIV and Wellness programmes, and partnering with clients in connected CSI programmes.

Overseen by Tsebo's Social Ethics Transformation Committee, the Foundation fulfills two mandates - entrepreneurship development and community support.

## *DSFM Delivery*

Tsebo Facilities Solutions has recognised the need for corporates to assist with job creation by means of establishing sustainable employment. DSFM Delivery, a 100% owner-managed franchise for the provision of facilities management, was established to train and employ people within their own communities. Each franchise operates independently with its own vehicles, staff and tools, but has access to the best practice, systems and processes of Tsebo Facilities Management. Tsebo Facilities Management ensures that the cost quality and service levels from these DSFM Delivery franchises meet its own high standards.

This initiative has received governmental recognition as a major contributor to job creation. DSFM Delivery is currently being rolled out as an initiative that delivers market share growth, profit enhancement, service delivery, job creation, skills development and rural upliftment.



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## Building Communities for Future Prosperity

No greater testament to the innovative capability of the Tsebo Outsourcing Group and its competence in execution exists than the DSFM Delivery brand.

DSFM Delivery harnesses the ability of the large-scale Drake & Scull brand, and deploys it on a micro-scale for a completely different market segment. In essence, DSFM Delivery is a franchise model for the provision of facilities management services. DSFM Delivery is scaled-down to manage infrastructure at a localised/community level, often in rural areas. The model works by taking a local entrepreneur with basic maintenance skills and equipping them with DSFM systems, knowledge and service support.

The individual is then attached to a local client and uses the same tried and tested processes and procedures that have made Drake & Scull successful, while the client gets improved service and reliability.

Social benefits are enormous – job creation, entrepreneurial development and service delivery being most salient.

Each DSFM Delivery franchisee is free to grow and manage this business to serve their market. They operate independently with their own vehicles, staff and tools, with their own community as a client base. DSFM ensures that the cost, quality and service levels are on standard, while in turn franchisees have access to DSFM's best practice, systems and processes.



# *African Expertise Global Standards.*

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