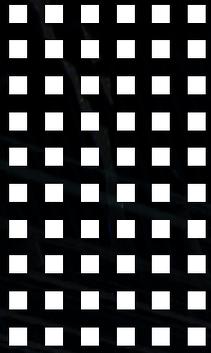




NSA
GLOBAL



*Specialised security services in an
evolving world of **Local, Regional
and Global Threats.***

**CORPORATE
PROFILE**

Genesis.

Specialist
security & risk
management
company
offering
bespoke,
turnkey security
solutions.

EXPERIENCE
INTEGRITY
DISCRETION
TRUST



NSA
GLOBAL

Since our establishment in 1999, NSA Global Security Consultants (Pty) Ltd. have developed an impressive track record of successful international deployments, having carried out a full range of security operations for clients in all parts of the world.

Founded in 1999 by the late Bob Nicholls and Rory Steyn, NSA Global is the leading provider of specialised security solutions for Africa, the Middle East and India.

Headquartered in Johannesburg, South Africa but active globally, we provide holistic security services that include a full spectrum of bespoke solutions, including protective services, security consulting, training and specialised sport and event security.

Our reputation has been built on professionalism, experience, attention to detail, and integrity, which has gained our company global recognition and the trust of our valued clients. We offer operational speed and efficiency empowered by the scale and resource of our global network of regional partners who share our values and business ethos.

Our focus is on providing intelligence-led security solutions, incorporating detailed risk assessments and an in-depth working knowledge of locations; to advise clients on appropriate security measures. This provides our clients the confidence that procedures and personnel requirements will be accurate, commensurate with risk, appropriate for their own profile, and applicable in the specific location in which they are delivered.

NSA Global Security Consultants is a specialist security and risk management company offering bespoke, turnkey security solutions to a wide range of clients including multinational corporations, Fortune 500 companies, high profile and high-net-worth individuals, international royalty, dignitaries, celebrities, athletes, and for major events.

We pioneer and deliver innovative security and security risk management solutions that are based on proven methodologies, attention to detail and real-world experience in a range of challenging environments.

Culture.

The success of NSA Global is built on the passion, experience, and expertise of our exceptional management staff. Selecting high calibre employees, investing in their professional development, and then empowering them to perform at an optimal level; remains the key differentiator to our business success. We have an exceptional team who work as a cohesive unit to support each other and our clients.

We take great pride in the experience and professionalism of our staff and in deploying the best possible resources for every project that we undertake. We recognise that to be successful, our men and women must be of the highest calibre reflecting the diversity of the communities and cultures in which we operate.

With integrity and honesty at the heart of our business, we are dedicated to complying fully with the letter and spirit of the laws, rules, and ethical principles that govern us and therefore expect our people to maintain the same ethical standards.

We are dedicated to providing cost-effective, professional security services to discerning clients; resulting in an exemplary customer retention rate that is among the highest in the industry. As confidentiality is core to our business, we do not disclose client information but will gladly provide details of our previous experience and contactable references from obliging clients and well-respected colleagues and industry peers.

Passion, Experience and Expertise

We pioneer and deliver innovative security and security risk management solutions that are based on proven methodologies, attention to detail and real-world experience in a range of challenging environments.

Our aim is to provide our clients with a safe and secure environment to empower agile decision-making and build resilience in an increasingly dynamic, complex and ever-changing world.

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VIP Protection and Personal Security Planning.

01.

We pioneer and deliver innovative security and security risk management solutions that are based on proven methodologies, attention to detail and real-world experience in a range of challenging environments. Our aim is to provide

our clients with a safe and secure environment to empower agile decision-making and build resilience in an increasingly dynamic, complex and ever-changing world.

Executive Protection is the core service upon which NSA Global Security Consultants was founded in 1999, and remains a major component of our service offering. We believe that we have unequalled experience and expertise in providing discreet, professional services to a range of clients globally. Our tailored Executive and VIP Protection services are provided on both a long-term and ad-hoc basis in all countries in which we operate.

Executive protection and journey management are the core services on which NSA Global was founded over 20 years ago. In that time, we have established ourselves as a market leader, trusted partner and service provider of choice for Fortune 500 companies, NGO's, high-net-worth and ultra-high-net-worth individuals and other entities globally, corporations, international royalty, dignitaries, celebrities, athletes and for major events.

Executive (or Close) Protection Officers

Personal security details for small or large groups on a long-term or an ad-hoc basis.

Location Security Teams

Residential and location security teams to provide protection at specific locations during times of elevated risk levels.

Security Drivers

Professional drivers trained in advanced and protective driving techniques.

Protective Intelligence Services

Threat and risk assessments, travel security assessments, and other protective intelligence services to evaluate and identify risks prior to our clients undertaking travel.

Medical Support Services

Medical support in passive and austere environments at all levels from 'first-person-on-scene' to advanced life support.



Journey Management Services.

05.

Close Protection Officers and Security Drivers

NSA Global is able to deploy trained and qualified Close Protection Officers and Security Drivers in over 70 countries globally, through our network of service providers; all of whom are strictly vetted to ensure consistency in the quality of services offered, irrespective of the country in which the services are rendered.

Many of our relationships with our service providers have been developed over many of the 24 years that we've been in business, however, we still ensure that they are audited by our management team on a bi-annual basis as a quality-assurance measure.



NSA Global offers comprehensive journey management services through our network of trusted and vetted partners around the world, with the full support and 24/7 oversight of our Global Security Operations Centre (GSOC) in Johannesburg.

GSOC Support

All tasks are supported around-the-clock by our GSOC. Our GSOC Coordinators have many years of experience coordinating both manpower and logistics around the world, and each assignment is monitored from wheels down to wheels up:

- Our Intelligence Analysts monitor the security situation within countries to which our clients are travelling, and ensure that traffic conditions, protest action, unrest, or any incidents affecting the direct area of operations are reported to both the teams on the ground, as well as our clients;
- Travel Risk Assessments and country-specific risk reports can be compiled on request prior to travel being undertaken and during such travel;
- Our GSOC is able to live-track principals' vehicles, and provide locations to stakeholders upon request;
- Frequent updates are sent to our clients and their stakeholders to ensure all movements and events are communicated in real-time;
- Our GSOC acts as a single point of contact, capable of providing travellers with helpful insights and information specific to their journey and location;
- In the event of an emergency, our GSOC Coordinators will immediately dispatch the appropriate emergency services to our clients' precise locations, and simultaneously inform client stakeholders;
- In the event of a breakdown in security conditions, our GSOC is able to begin facilitating in-country relocations and full country evacuations; in conjunction with our management team and our clients;
- A full audit trail is kept for post-task analysis, and dissemination to our clients.

NSA Global has fast become the service provider of choice for many of the world's largest corporations due to our professionalism, and ability to provide turnkey solutions almost anywhere in the world.



Security Risk Management.

02.

NSA Global offers a range of security risk management and security consulting services, ranging from an elementary security survey to the development of bespoke turnkey security solutions. These services encompass threat and risk assessments, operational security reviews, security systems designs, policy and procedure writing, and training and skills development.

It encompasses the protection of premises and intellectual property to the recovery from fraud, leadership failure, governance weaknesses or corporate mismanagement. We are dedicated to providing advisory and consultancy services to protect our clients' strategies, operations, resources, reputation, and property; both intellectual and physical.

TO DO SO:

- We assist in the analysis of strategic and operational settings, focusing on factors with adverse effects on value drivers;
- We support the design and implementation of PGS risk management programmes;
- We intervene in crises and incidents to contain and resolve;
- We analyse crises and incidents to identify causes and develop long term mitigation, to decrease re-occurrence and associated losses;
- We generate insights and sustainable solutions toward value protection;
- We provide information and intelligence critical to investment and operational integrity.

In addition, we provide high-level investigations and electronic counter-surveillance services, working with some of the world's leading experts in these fields.

- Residential and Commercial Property Security and Risk Assessment
- New and Existing Property, Greenfield Projects
- Holistic Investigative Services Forensic, Commercial, White Collar Crime Investigations, Undercover Agents,
- Financial Fraud Investigations, Stock Shrinkage and Loss Investigations, Technical Security Counter-Surveillance
- Security Awareness Training
- Expatriate orientation briefing, hijack prevention and reaction, how to survive an armed robbery or hostage situation, presence of mind, security awareness in public areas and work place.
- Threat Assessment and Management
- Workplace Violence Response and Consulting
- Country-Specific and Region-Specific Risk Assessments
- Background Checks
- Pre-Employment Screening, Due-Diligence
- Cyber Security

Our Expertise - Political, Governance and Security (PSG) Risks

We assist our clients to manage political, governance, and security risks (PGS risks). In a world of global regulation and trans-national jurisdiction (e.g., the USA's Foreign Corrupt Practices Act and South Africa's FICA) local incidents potentially have a global impact, engaging directors' responsibility and affecting business sustainability. PGS risks must be identified, anticipated, mitigated. They must be managed.

Our Goal – PGS-Risk Resiliency

"Resilience is the capacity for complex systems to survive, adapt, evolve, and grow in the face of turbulent change. The Resilient Enterprise is risk intelligent, flexible, and agile" (The Competitiveness and Security Conundrum.) Our goal is to provide a sustainable and secure business environment, maintain high levels of corporate integrity, and develop PGS risk-resiliency.

Security Risk Management.

Contd.

02.

Experts in discreet and professional services that include bespoke, turnkey security solutions for high profile and high-net-worth individuals, corporations, royalty, and dignitaries.

offering a range of **security risk management and security consulting services**

Establishment, auditing and enforcement of governance and compliance systems (laws, regulations, policies, procedures, guidelines and best practices)

Non financial risk analysis, and planning and implementation of mitigation measures

Threat assessment, preparation of contingency plans, and crisis management support

Auditing and strengthening of physical integrity systems focused on people, premises, and material and non-material assets

Protection of logistics, production, transaction, information and communication processes against fraud, corruption, espionage and criminal threats

Auditing and strengthening of employee integrity systems

Investigation of loss, asset tracing, recovery and litigation support

Auditing of organisational structure, governance, decision-making and leadership in support of investigations into malfeasance and internal disciplinary proceedings

Vetting of commercial and financial partners and candidates through deep due diligence

Support to investment decisions through valuation assessment investigation and risk profiling (individuals, companies, industries, governmental agencies and governments, countries and regional entities)

Disaster and Emergency Response Management.

03.

A natural disaster or an outbreak of war, terrorism, or violence can turn lives upside down in an instant; and can have a major impact on business continuity as well as the safety and well-being of employees and their families in affected areas.

Our international presence, local resources, and strategic global partnerships give us the ability to provide a fast, effective response to support our global clients in such times of crisis.

OUR SERVICES INCLUDE:

Provision of incident-specific and traveller information

Development of evacuation and business continuity protocols

Search-and-rescue teams

Evacuation co-ordination

Medical response

Securing of assets and personnel

Major Sporting and Event Security.

04.

Consulting to the *organising committees and governing bodies of major sports events since 1999.*

NSA Global has become exceptionally well respected internationally for providing high-level consultancy, planning and security services for many of the world's largest events. These include major sports tournaments, political events and conventions, award ceremonies, and entertainment events in all parts of the world.

A large international sports event will often attract a global audience of many millions and can provide a platform that enables an organisation, city, or nation to claim a place on the world stage and act as a symbolic focus for regional aspirations.

Unfortunately, this same platform can also provide an opportune target to people or organisations with evil intentions, resulting in a host of possible security concerns ranging from simple crime to major terrorist attacks; having potentially catastrophic consequences for the event and those involved.

It is essential that the safety and security of athletes, officials, fans, dignitaries, media, and all other stakeholders is considered an absolute priority in planning such events; and that detailed, threat-based, intelligence-led security plans are designed, implemented, and managed to identify and mitigate such risks.

NSA Global is established as a global specialist in all areas of sports security and has been actively involved in the protection of international sports teams and high-profile sports personalities since 1991, while also consulting to the organising bodies of major sports events since 1999. Our expertise includes Olympic Games, FIFA, Cricket, and Rugby World Cups, as well as numerous tours, events, and tournaments over 30+ years.

In these capacities, NSA has provided services throughout Africa, India, the United Kingdom, Asia, South America, and the Middle East for many international sports events.

Visit nsa-global.com for more

Threat Assessments

Security Planning

Oversight and
Monitoring of Security
Plan Implementation

Consultancy and
Planning for National and
International Tours

Protection of VIPs,
Teams and Delegates

Crisis Response
Planning

Security Management.

06.

OUR CORE STRENGTH: INTEGRATED SERVICE DELIVERY

We have a proven track record of bringing together a multiplicity of expert services in complex engagements. Our project managers excel at integrating highly specialised skills in a seamless process of solution delivery. This is as true in avoiding and controlling risks as it is in countering a threat or managing a crisis. NSA SA specialists are adept at providing that 'third stratum': an additional layer between client and vendor, that physically manages a site's procedures, site instructions, and processes. I.e. management of the client, management of the security providers and management of their contract with the company.

E.g.: Management of site security personnel:

- Both the management performance of the client and the management of their security service providers, and the management of their contract with that vendor. E.g. are there efficiencies that can be achieved by integrating technology or physical elements to traditionally human functions?;
- Day-to-day management of security personnel and ensuring compliance with SOPs and other protocols;
- Co-operation and training client employees who are not officially involved in security department or with security issues;
- Other aspects unique to the site or as per client's request prior to the commencement of our assessment.

OUR BUSINESS: POLITICAL, GOVERNANCE AND SECURITY RISKS

Our business is to help our clients manage political, governance and security risks (PGS risks). PGS risks are strategic as well as operational.

In a world of global regulation and transnational jurisdiction (e.g., the USA's Foreign Corrupt Practices Act and South Africa's FICA) local incidents can have a global impact, engaging directors' liability and affecting business sustainability. PGS risks must be identified, anticipated, and mitigated. They must also be managed.

THE EMERGING MARKET RISK FACTOR

Emerging markets are a new frontier for investment and operation. With the opportunities come risks to key value drivers: employees and leaders, assets, operations, strategies and reputation.

Emerging markets present higher risk conditions: crime, corruption, instability, terrorism, weak state capacity and social and economic factors.

Risks emanating from these conditions can manifest suddenly. The African continent has seen numerous crises including election violence in Kenya, the collapse of Zimbabwe, the Niger Delta and northern Mozambique insurgency, the threat of jihadist terror by Al-Shabaab and Boko Haram, and the electricity crisis, xenophobia and looting and riots in South Africa.

Each of these crises negatively impacted business, sometimes directly.

Security Recruitment Services and Talent Sourcing.

07.

NSA Global Security Consultants can, through our specialised recruitment company, identify, recruit and deploy high-calibre security professionals on behalf of organisations and corporations that require these specialised skills.

Our experience and understanding of the security industry, combined with our extensive network of contacts allows our dedicated consultants to identify highly skilled candidates for select clients in a range of countries.

Detailed reference checks also help organisations gain an additional level of information on their applicant, beyond what is listed on their resume, providing greater insight to a person's work ethic, abilities and integrity.

OUR TAILORED AND FLEXIBLE SERVICES INCLUDE:

Qualifications and
Identification of Activity
Gaps in a CV.

Reference Checks.

Criminal Record Checks

Compliance Services
(e.g. Registrations and

Identity and Credit
Record Checks

Drivers Record Checks

Areas of Operation.

NSA Global Security Consultants headquarters are based in Johannesburg, South Africa, with additional operational offices throughout Africa, India and the Middle East and partnerships in America, United Kingdom and Europe.

Headed up by Rory Steyn, NSA Global Security Consultants Africa is the leading security service provider on the African continent, offering our full range of bespoke, value-added security services.

For nearly 20 years, we have provided security support to many multi-national corporations, aid organisations, governments and high-profile people that require reliable security support in Africa, whether for large-scale expansion into the market or for occasional visits.

The nerve-centre of our Africa operation is based in Johannesburg and managed by highly skilled, former field-operatives who not only understand our clients' particular requirements but can offer practical knowledge and skilled and experienced guidance and recommendations to our clients.

As one of the leading specialised providers on the continent, we have established a wide range of contacts, leading to the development of strategic representative offices in many African countries, with established working relationships in others. This powerful network allows us to provide a consistent level of service by combining the experience and expertise of our permanent staff with the local knowledge and resources of our strategic partners.



Tribute.

Robert Ian Nicholls

30th January 1964 - 27th February 2023



I've known Bob Nicholls for over 30 years, and for 24 of them, he was my business partner. Melany, Bradlee and Grant, I want you to know that I loved every minute of every day of those 24 years with Bob at my side, building a business. I can honestly say that Bob and I never had a serious disagreement in 24 years of partnership. Think of how rare that is; in any relationship: marriage, among siblings, friendship, or in business; we simply never fell out. And I think there's a leadership lesson there for all of us, in any context: Bob and I are two A-type male personalities, but through mutual respect and by not "living in one another's pockets", we formed a lifelong friendship that went way beyond a business relationship. Familiarity was never allowed to even approach contempt, and instead became mutual love and respect between brothers.

We are so similar in many ways, Bob and I; we are both good with people, both know our industry, and both know little to nothing about running a business! Fortunately, Jai (who is Bob's oldest client) showed an interest in our business, and became our third partner in 2003, bringing the structure and expertise that Bob and I were clueless about, so thanks Jai!

Bob and I met, at was then the Zoo Lake Restaurant in Joburg, in 1992 or 3, when the late Duke Of Edinburgh, HRH Prince Phillip visited SA in his capacity as patron of the World Wide Fund for Nature or WWF. I was sitting at an adjacent table with the royalty protection officer from the Metropolitan Police Service in London, when this bloke walked over and introduced himself as Bob Nicholls, a private security consultant employed by Nedbank, the hosts of the dinner, to "keep an eye on things." He said, "Let me know if I can be of any assistance at all," and I remember thinking how refreshing that was. Because normally the guy earning the corporate bucks looks down his nose at the government employees on the job, but Bob was different.

We stayed in touch and met again when Bob was hired by my then employer, the SA Police Service VIP Protection Unit as a consultant on the process of integrating "non-statutory forces" such as uMkhonto we Sizwe and other liberation movement personnel into the SA police and military structures.

So when my phone rang one day just before President Mandela was about to end his term of office in 1999, Bob said we should have a coffee. He said to meet at the KFC in Epsom Downs and I'm thinking, "the KFC!?" I was expecting at least a Mugg & Bean, but Bob was paying, so beggars... He asked me what I was going to do when The Old Man retires in a couple of months and I told him I'm going to resign from the police and start something on my own. His response was, "Well don't start something on your own, let's see if we can do something together." And until a few days ago, we were still 'doing something together'.

Bob could make me laugh; I mean really laugh! Among all the many messages Jai and I have received from literally around the globe,

the one constant that people recall, is Bob's humour. He laughed with, not at you (although in my case he made the odd exception!) and he could laugh at himself. He found the weirdest things funny, and that just made Bob all the more fun to be around. So when Barbara, our first PA, managed to book us an appointment with Boeing in Seattle (it was a lunch appointment!) when Bob and I were in New York and had other appointments in Atlanta the next day, Bob was rather amused when we returned to Joburg and I called Barb and drew her a rudimentary map of the States and showed her where Seattle is in relation to NYC and Atlanta! Bob forever quoted Barb's line that, "It didn't look that far on the map!"

In what became something of a theme, people that we met on that first trip became lifelong friends, in fact the guy who picked us up from the airport for that lunch meeting in 1999, has just retired from The Boeing Company as its Chief Security Officer, and we caught up in Washington DC this November past, and the first thing David Komendat asked me was, "Where's Bob, how is he?"

Travelling with Bob was an adventure, and I loved it! As the business grew and we weren't able to travel together much anymore, Bob concentrated on India and I on Africa. But we always laughed at the time that Bob had to go to Lagos while I was in Barbados! I got that one right!

So whenever we got to travel together again, like to Monaco for the Formula 1 Grand Prix in 2016, on two memorable Mediterranean cruises with clients, and to Russia in preparation for the 2018 FIFA World Cup, it was something we celebrated. We just loved travelling together! I dragged Bob off to the Bolshoi Ballet in Moscow, not quite kicking and screaming, but close; and Mel: he loved it!

One great memory is the time in March 2018, Bob and I had been working with our great friends SIS again at The Academy Awards in Hollywood, and I was heading up to Vancouver to watch Kyle play in the HSBC 7s and Bob was heading east to see clients in New York. Our flights were about half an hour apart so we grabbed a bite and some coffee at the airport and then made our way to our respective boarding gates. Trouble was Bob had my boarding pass and I had his! So there was a bit of a mad scrambled-sprint through the airport as we sorted that one out!

On that note of The Oscars and SIS, may I say publicly to John Spesak, how immensely grateful we all are for what you did for Bradlee, John. True friends stick closer even than brothers at times. Thank you, from the bottom of our hearts.

That Bob sense of humour would often lead to him telling the story of that first overseas trip we made together. We had no money and were sharing a room in rather dodgy two-star hotels all over the States. We landed at JFK in New York and caught a taxi

Tribute.

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That Bob sense of humour would often lead to him telling the story of that first overseas trip we made together. We had no money and were sharing a room in rather dodgy two-star hotels all over the States. We landed at JFK in New York and caught a taxi to one such establishment, and our driver was Jamaican. The voice asks, "So where're ya boys from?" we tell him, and he takes it upon himself to dispense advice to these two young white boys. "Lesson no. 1 – get yourself a map of da city!" (Clearly, long before Google Maps and Waze!) "Lesson no. 2 – always make sure dat nort' is at the top of da map!" Bob and I look at one another – this is right up his street! "And Lesson no. 3 – never give no woman ya credit card, no matter how much she tell ya she love ya man!"

Now that's only a passable Jamaican accent because I worked in the Caribbean for three years planning the 2007 Cricket World Cup security, but Bob was a brilliant mimic! The best I've heard in fact. People earn a living doing that, Bob was better than all of them! There was this Secretary of the BCCI, Jai will tell you his name, I think it was Mr. Shah, who had a particular lisp to go with his Bombay accent, and Bob imitated him perfectly, much to Jai's amusement! But then Jai made the mistake of telling Bob that while that imitation was good, he wouldn't fool any Indian in India. Bob filed that little morsel away in his mind, and two months later Jai's PA told him that the Secretary of the BCCI was on the line. A

conversation ensued, Jai swallowing it all hook, line and sinker. It was Bob! Jai never again doubted his skill as a mimic.

Time doesn't allow me to go on, but it would be remiss of me not to mention Bob's finest hour, something that makes him a legend in our industry. He and six of our NSA team were having dinner in the Taj Hotel in Mumbai on 26 November 2008 for the Champions League T20 where we were responsible for team security, when terrorists attacked that hotel and four other targets in the city, killing 166 people. Once our team realised it was an attack and not fireworks, Bob sent them into the kitchen to arm themselves with whatever weapons they could find, and discovered a Korean trade delegation having dinner in the adjacent conference centre. Bob got up on a chair, told the Koreans that our team were security professionals, and that they needed to do what our guys told them to. Others have taken credit for or claimed responsibility as the heroes who saved 157 lives that night, and that awful movie, whose producers never had the decency to even interview Bob; just got it plain wrong. It was Bob's leadership of a small team of seven South Africans (and one other) who saved those lives. It took them five hours, but they got them all out, including an 80-something-year-old lady who they carried in a chair down those 30 flights of stairs in the dark.

One Aussie cricket administrator literally burst into tears of relief after he'd been able to get himself to where Bob and our team were hunkered down after their rescue mission, knowing that he was "now safe with them."

As I close, all that I've said above, is said on behalf of Jai and everyone at NSA Global Security Consultants, and NSA Security Consultants South Africa, Bob's 'other' family. Many are here today, with many more attending online from all over God's earth, and Bob was widely loved by that family too.

To borrow a form of that line from Shawshank one last time, "But still, the place we live in is that much more drab and empty that you're gone. I guess I just miss my friend."

Rest easy Billy-Bob, I'll never forget you my brother.

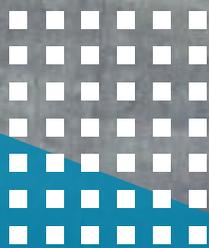
~Rory Steyn

*We have established ourselves
as a **market leader, trusted
partner and service provider of
choice.***



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*Trusted Solutions. **Global Reach.***



EXPERIENCE
INTEGRITY
DISCRETION
TRUST



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