



ACE GLOBAL – A Snapshot

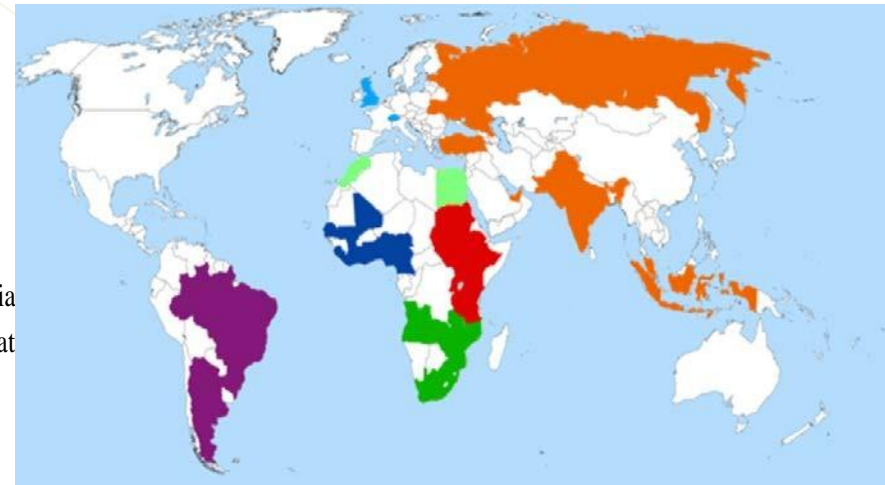
FACTS

- Present in 46 countries worldwide
- Provide asset Management to 172 financial institutions
- Total assets in excess of US\$ 9 billion
- More than 4,800 employees

HISTORY

- ACE GLOBAL, an international Collateral Control Company created in 1996 to assist :
 - ✓ *Banks, Financial Institutions to mitigate their transactional risks inherent in local, regional and international trade.*
 - ✓ *Emergent Countries to make safe the revenues from taxes and special taxation*
- ACE GLOBAL commenced its operations in Uganda in 1996. End of this year, ACE GLOBAL was present in 5 countries mainly in Southern and East Africa.
- From 1999 to 2008, ACE GLOBAL extended its activities in 17 countries
- Since 2009, ACE GLOBAL continued its expansion with 22 new offices.

- ACE GLOBAL perspective is to open soon more in Eastern Europe and Central Asia
- Currently own laboratories in 5 countries and are expanding/investing in new laborat
- International Certification : Manual ISO 17020: 2011 duly prepared and distributed. Internal Audit underway pending certification. GAFTA & FOSFA members.





History of the ACE GLOBAL's Development

Formative Phase	Initial Expansion Phase	Secondary Expansion Phase	Recent Expansion Phase	Consolidation and Optimization
Founded in 1996 in Uganda	1999-2008 Creation of London operations and Geneva Branch - 2008	2009-2012 (Creation of Dubai Headquarters)	Future Development	
Operating in Southern and East Africa: 5 countries	Operating mainly in 17 countries	Operating mainly in Asia: 17 countries	Mainly in, West Africa, MENA and Eastern Europe	Focus on
Uganda Tanzania Kenya Zambia	Switzerland Ivory Coast Nigeria Togo Ghana Cameroon Liberia Senegal Sierra Leone India Ethiopia South Africa Singapore Brasil Argentina	UAE Pakistan Turkey Benin Rwanda Egypt Indonesia Mozambique Zimbabwe Angola Burundi Djibouti Gambia Mauritania Morocco Thailand Vietnam	Saudi Arabia Estonia Ukraine Russia Latin America	Performance Risk management and Controls Technology and Process Control



ACE GLOBAL - Operations

Operation through ACE subsidiaries, affiliates and associates		Operations through Agents	
1. Angola	24. Malawi	1. Australia	15. Mexico
2. Argentina	25. Mauritania	2. Belgium	16. Mauritius
3. Benin	26. Mozambique	3. Bulgaria	17. Madagascar
4. Brazil	27. Morocco	4. Bangladesh	18. Portugal
5. Burkina Faso	28. Niger	5. Canada	19. Romania
6. Burundi	29. Nigeria	6. Ethiopia	20. Saudi Arabia
7. Cameroun	30. Pakistan	7. Estonia	21. Spain
8. Cote d'Ivoire	31. Rwanda	8. France	22. The Netherlands
9. Dubai (UAE)	32. Senegal	9. Germany	23. Tunisia
10. Djibouti	33. Sierra Leone	10. Greece	24. Russia
11. El Salvador	34. Singapore	11. Italy/Chypre	25. Ukraine
12. Ethiopia	35. South Africa	12. Jordan	26. USA
13. Egypt	36. Switzerland		27. Venezuela
14. Gambia	37. Tanzania		
15. Ghana	38. Thailand		
16. Guinea Conakry	39. Togo		
17. India	40. Turkey		
18. Indonesia	41. Uganda		
19. Kenya	42. Vietnam		
20. Liberia	43. Zambia		
	44. Zimbabwe		

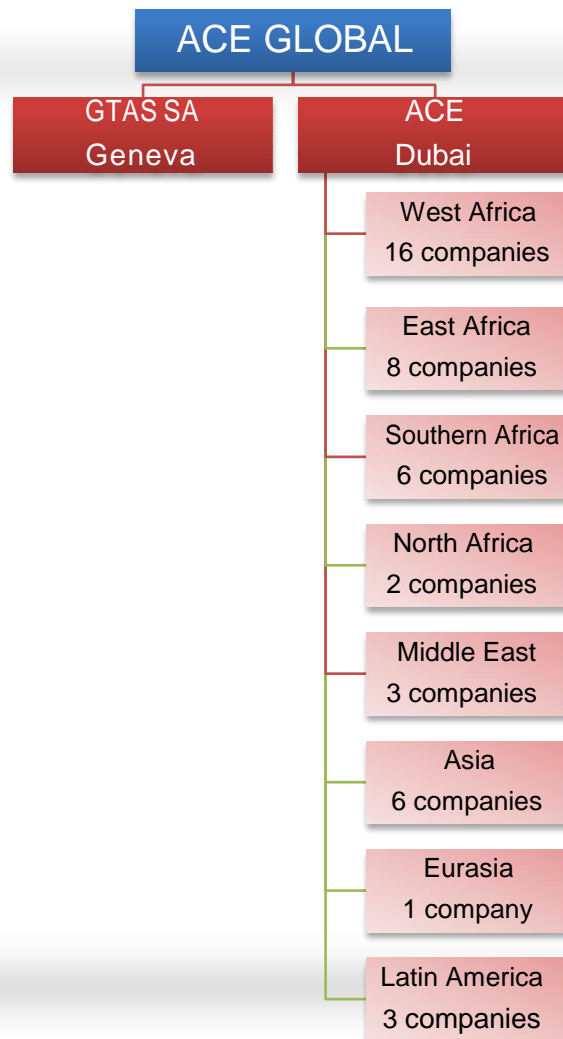
Company incorporation under process

Bahrain, Saudi Arabia, Romania, Panama, Kingdom of Lesotho, Chad



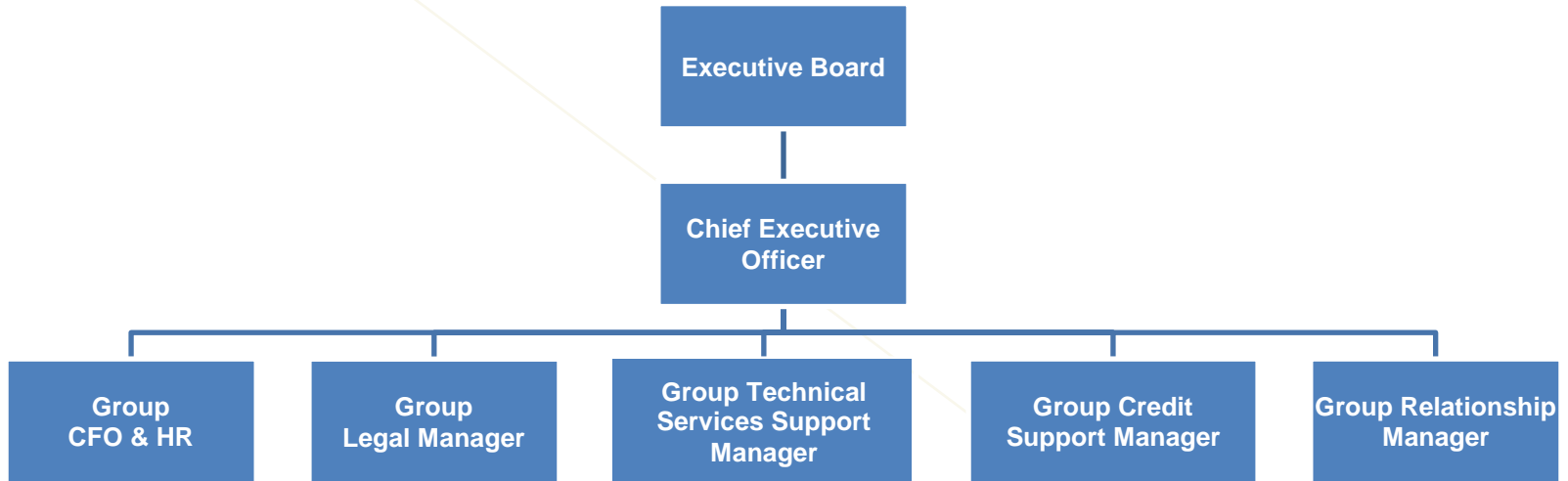
ACE GLOBAL : Operating Model

Operating model





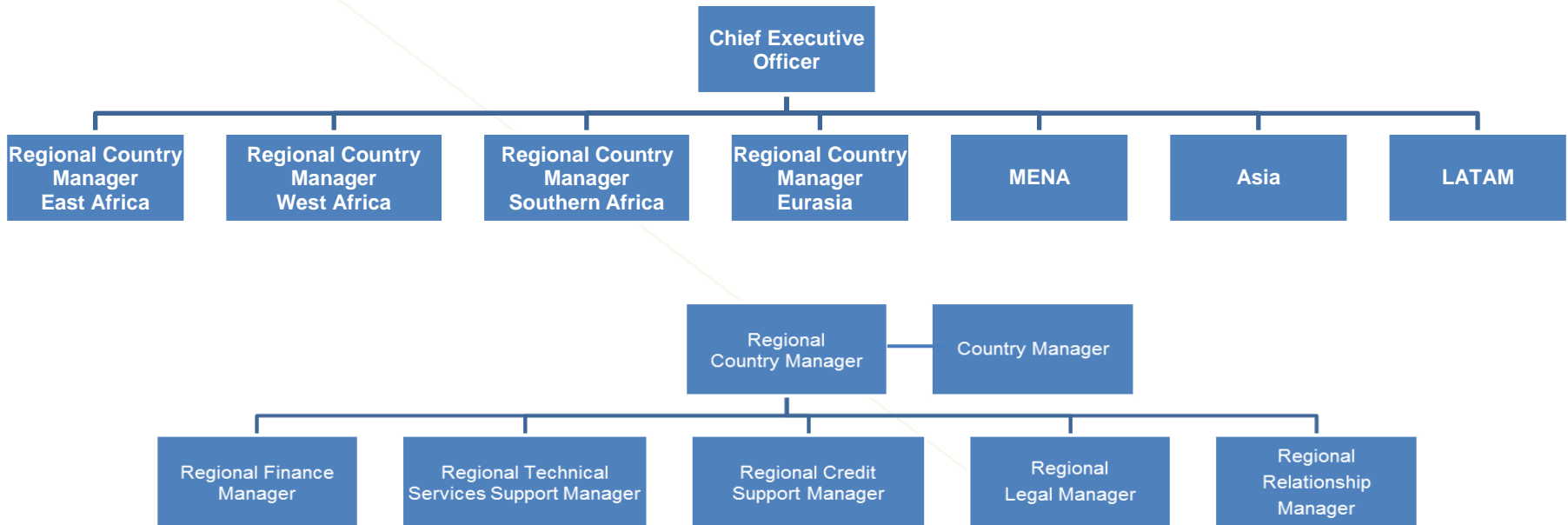
ACE GLOBAL – Organization Structure - Group



- ACE GLOBAL operates under a Matrix reporting structure with both geographic and functional reporting.
- Regional country managers report to the CEO and the regional functional managers(e.g. CSO, TSSM) report to the Group Head of the function (Group CSM, Group TSSM).
- Dual reporting ensures governance is independent of the business.



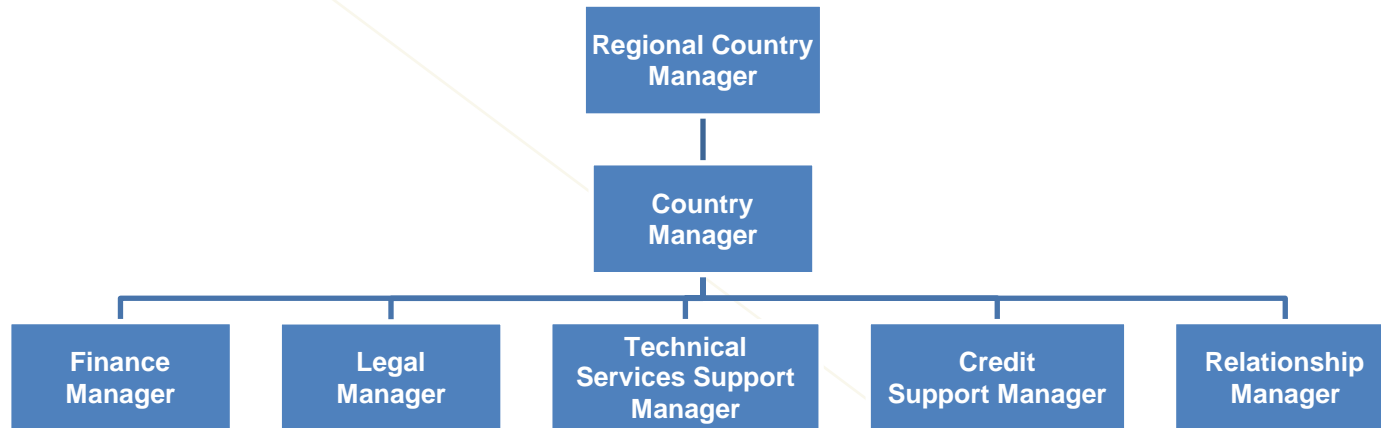
ACE GLOBAL – Organization Structure-Regional



- Management team comprises of experts in Relationship Management, Credit, Logistics, Legal, Finance and Inspection with several decades of experience in their respective domain.
- Expertise is present at Local, Regional and Global level. Regions are led by veterans in this business and provide leadership to respective countries.
- Management team is supported by the physical presence and field Inspection commodity expertise.



ACE GLOBAL – Organization Structure - Local



- Each country has a dedicated team of experienced Relationship, Credit Support, Technical Services, Legal and Finance Managers led by the Country managers who are experienced in this business.
- The operations on the field headed by TSSM are managed and supervised by local personnel e.g. (Inspectors, Supervisors, Analysers, etc...). Similarly the Credit Support Managers (who recommend deals, issue WHR, manage RO and issue Reports) are local staff.