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INTERNATIONAL SECURITY CONSULTING SERVICES

Assessing the Impact of Global Terrorism on Natural Resource Companies Operating in Africa and the Middle East

Africa Mine Breakfast

March 7 2017



Emerging Global Threats



Ethnic Civil War.

Islamic Fundamentalist

Terrorist Groups.

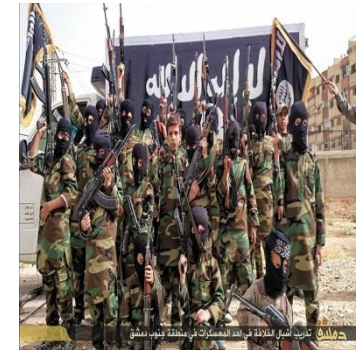


Religious Conflict.

Water Shortages.



Banditry.



Urban vs. Rural Conflict.

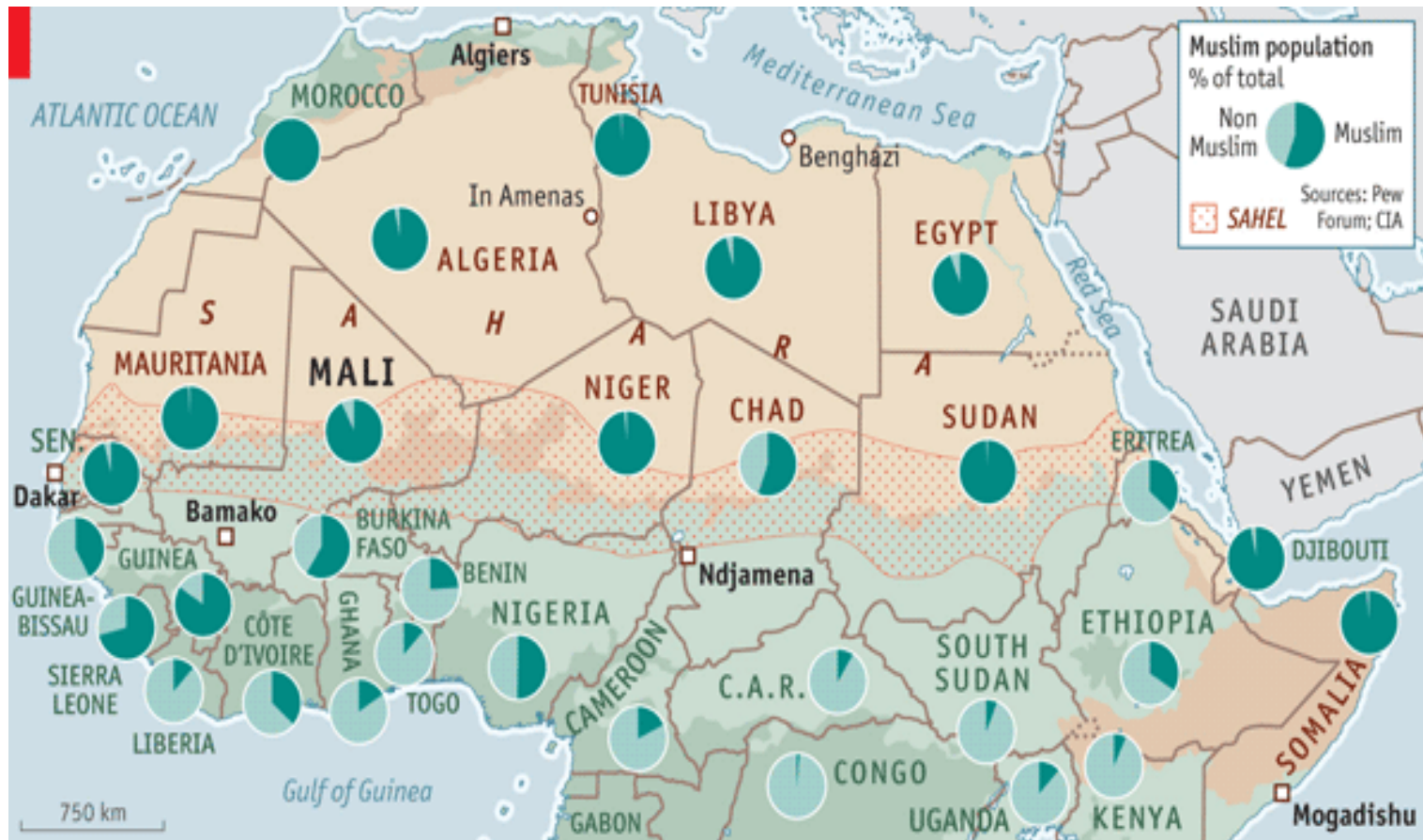
Kidnap and Ransom.



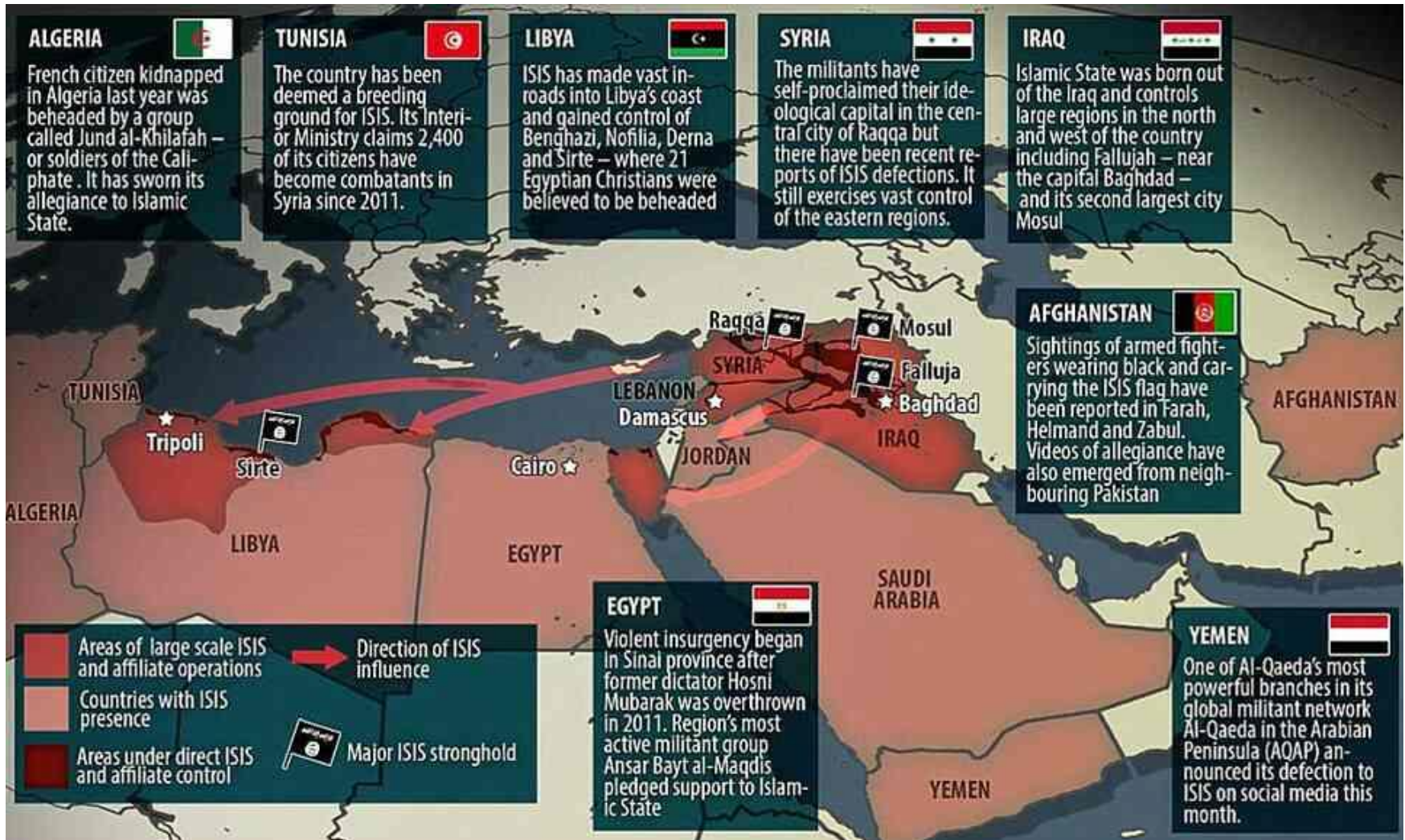
Major Terrorist Groups



Muslim Populations



The Growth of ISIS



The New Normal

- Most of the accessible mineral resources in “safe” countries have already been identified and continue to operate. Unfortunately, a considerable number of operations in these “safe countries” are now having to deal with the emerging evolution of radical Islamic Fundamentalist Terrorist Groups.
- These new threats should not be ignored and should be planned for.
- The world as we know it has changed substantially and companies operating internationally will need to review the way they do business from a security perspective.

The Four Corners of Successful Due Diligence

GEOLOGICAL

TECHNICAL

FINANCIAL

SECURITY

Natural Resource Company Conundrum

Many natural resource companies operate in isolated locations. Do they fully understand the emerging threats that could impact on their expatriate/local employees and assets?

Many natural resource companies are not prepared to respond to or counter these emerging threats. They remain naive to the impact terrorism could have on their international operations.

The general attitude continues to be “ Let’s deal with it when/if it occurs”.

Natural Resource Company Conundrum

The majority of natural resource companies appear to have no interest with regards to the emerging risk of terrorism.

Why?

Because they do not want to spend money planning for a terrorist attack or kidnapping that hasn't happened yet!

Natural Resource Companies Need to Ask Themselves

- Do we really understand and are we prepared to address the emerging threats to our international business operations?
- Do we have the ability to “think outside the box”?
- What happens to our planning processes after the paradigms have changed?
- Lessons of the past are still not understood or learned.

Natural Resource Companies Need to Ask Themselves

Can we effectively respond to a terrorist or kidnapping incident?

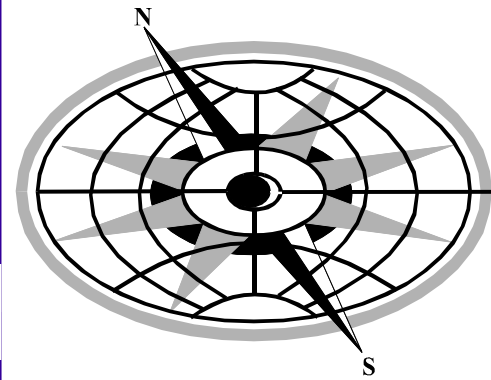
Can we safely evacuate ALL personnel in an emergency?

Have we recently reviewed our security and kidnap planning processes?

Have our expatriate and local employees received any type of security or kidnap and ransom training or briefings?

Have we considered the security of ALL employees and assets?

Have we considered ALL possible litigation concerns?



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Conclusion

Conclusion

Global terrorism is both systemic and fluid, as are the emerging threat parameters.

Today's global security environment is **Unpredictable - Unstable and Uncertain.**

No one can predict what will happen and not all terrorism related incidents can be **controlled**, but they can be **planned** for.

Conclusion

Do not ignore emerging global terrorism risks.

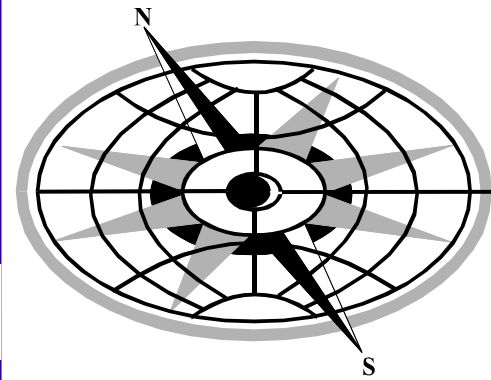
Review security requirements for international operations.

Conduct ongoing threat and risk assessments and operationally focused training.

Ensure a rapid response capability to all security related events.

Understand lessons learned from past terrorist incidents.

Consider all “What If” scenarios.



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Any Questions????