

INTERIM RESULTS

6 MONTHS ENDED 31 DECEMBER 2011

Agenda



Delivering on strategy

Financial review

Divisional review

Prospects & Conclusion

Q & A

Delivering on strategy



Financial highlights

Rm	Unaudited 6 months H1 F2012	% Change	Unaudited 6 months H1 F2011	Unaudited 6 months H2 F2011
Revenue	493,7	+55	317,9	455,1
Operating profit before interest and taxation	20,6	+30	15,9	12,9
EPS (cents) (Incl. Impairment, fair value adj. & once-off costs)	6,5*	+132	2,8	4,7
Headline EPS (cents) (Ex cl. impairment, fair value adj. and profit/loss on FA)	6,9*	+96	3,5	9,7

- Successful initial integration of Jasco and Spescom
- Benefits of group restructure starting to flow through
- Improvement in M-TEC

* More shares in issue due to Spescom acquisition & significant once-off costs in F2011

Delivering on strategy



Statements made at year-end	Progress	Traffic light
<p>➤ One brand</p>	<ul style="list-style-type: none"> Increased market confidence Improved marketing function = cost savings 	
<p>➤ Flattened organisational structure</p>	<ul style="list-style-type: none"> Removed several management positions 5 unnecessary legal entities deregistered Existing cost base reduced by R8m pa 	



Delivering on strategy



Statements made at year-end	Progress	Traffic light
Flattened organisational structure		
One brand		
<p>➤ Aggressive sales funnel put in place</p>	<ul style="list-style-type: none"> Stringent monitoring of orders on hand More accurate planning and resourcing 	

ORDERS ON HAND					
R'000	Actual	Target	Variance	%	Traffic light
ICT SOLUTIONS					
Carriers					
Networks					
RF (Webb)					
Infrastructure					
Enterprise					
Communication					
Applications					
INDUSTRY SOLUTIONS					
ENERGY SOLUTIONS					
GROUP					

Delivering on strategy



Statements made at year-end	Progress	Traffic light
Flattened organisational structure		○○○●●●
One brand		○○○●●●
Aggressive sales funnel put in place		○○○●●●
▶ Cross-selling (Jasco One) motivated, measured and driven	<ul style="list-style-type: none"> • Guidelines in place for competitive pricing for customers • Success seen in Broadcast and Industry Solutions 	○○○●●●



Delivering on strategy



Statements made at year-end	Progress	Traffic light
Flattened organisational structure		○○○●●●
One brand		○○○●●●
Aggressive sales funnel put in place		○○○●●●
Cross-selling (Jasco One) motivated, measured and driven		○○○●●●
▶ Regional strategy	<ul style="list-style-type: none"> • Optimising SA footprint • SADC focus only in F2013 	○○○●●● ○○○●●●

Delivering on strategy



Statements made at year-end	Progress	Traffic light
Flattened organisational structure		○○○●●●
One brand		○○○●●●
Aggressive sales funnel put in place		○○○●●●
Cross-selling (Jasco One) motivated, measured and driven		○○○●○○
Regional strategy		○○○●○○
		○○○●○○
➤ Diversified markets	<ul style="list-style-type: none"> Established fire solutions; entry into power solutions 	○○○●●●
	<ul style="list-style-type: none"> Maringo integrated into Enterprise sector – leverage corporate customers 	○○○●●●

Delivering on strategy



Statements made at year-end	Progress	Traffic light
Flattened organisational structure		○○○●●●
One brand		○○○●●●
Aggressive sales funnel put in place		○○○●●●
Cross-selling (Jasco One) motivated, measured and driven		○○○●○○
Regional strategy		○○○●○○
		○○○●○○
Diversified markets and geographies		○○○●○○
		○○○●○○
➤ Strategic partnerships	<ul style="list-style-type: none"> Non-strategic minorities bought out 	○○○●●●
	<ul style="list-style-type: none"> 2 remaining international technology minorities 	○○○●●●

Delivering on strategy



Statements made at year-end	Progress	Traffic light
Flattened organisational structure		○○○●●●
One brand		○○○●●●
Aggressive sales funnel put in place		○○○●●●
Cross-selling (Jasco One) motivated, measured and driven		○○○●○○
Regional strategy		○○○●○○
Diversified markets and geographies		○○○●○○
Strategic partnerships		○○○●○○
2 units on watch list		
<ul style="list-style-type: none"> • M-TEC • Enterprise Applications (DataVoice) 	<ul style="list-style-type: none"> • Improvement; but more to do • Division rightsized, will remain on watch list 	<div style="display: flex; flex-direction: column; align-items: center;"> <div>○○○●●●</div> <div>○○○●○○</div> </div>

Delivering on strategy



Statements made at year-end	Progress	Traffic light
Flattened organisational structure		○○○●●●
One brand		○○○●●●
Aggressive sales funnel put in place		○○○●●●
Cross-selling (Jasco One) motivated, measured and driven		○○○●○○
Regional strategy		○○○●○○
Diversified markets and geographies		○○○●○○
Strategic partnerships		○○○●○○
2 units on watch list		○○○●○○
Small, bolt-on acquisitions over 2-3 year period, utilising:		
<ul style="list-style-type: none"> • Cash/optimising property • Balance sheet gearing 	<ul style="list-style-type: none"> • Bolt-on acquisition strategy ongoing FerroTech acquired effective 1/1/2012 • Cash /Property leveraged for acquisitions • Improve working capital and reduce existing D:E ratio to facilitate investment 	<div style="display: flex; flex-direction: column; align-items: center;"> <div>○○○●●●</div> <div>○○○●○○</div> <div>○●○○○○</div> </div>

Financial review



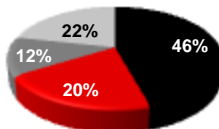
Statement of comprehensive income

Unaudited (Rm)	H1 F2012	% change	H1 F2011	H2 F2011
Revenue	493,9	+55	317,9	455,1
PBIT	20,6	+30	15,9	12,9
PBIT margin %	4,2%		5,0%	2,8%

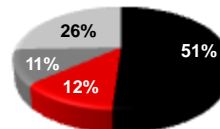
- Full integration of Spescom
- First time contr. from ICT Enterprise of R102,7m
- 63% of enlarged group PBIT is ICT
- Once-off costs reduced from R4,2m to R1,2m

- ICT Carrier
- ICT Enterprise
- Industry Solutions
- Energy Solutions

Revenue – 31 Dec 2011



PBIT – 31 Dec 2011



Consolidated revenue excludes M-TEC (both periods), Maringo (H1 F2011)

Statement of comprehensive income



Unaudited (Rm)	H1 F2012	% change	H1 F2011	H2 F2011
Revenue	493,9	+55	317,9	455,1
PBIT	20,6	+30	15,9	12,9
PBIT margin %	4,2%		5,0%	2,8%
Net interest paid	(6,2)	+100	(3,1)	(5,3)

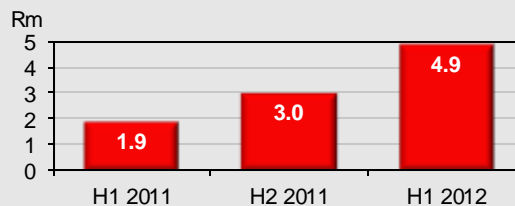
- R3,6m of preference share dividend (H1 F2011: R3,9m)
- Gross interest paid on mortgage bond
- Interest received from Transnet rental - down due to repayment of capital amount

Statement of comprehensive income



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PBIT margin %	4,2%		5,0%	2,8%
Net interest paid	(6,2)	+100	(3,1)	(5,3)
Share of income from Associates	4,9	+388	1,0	3,5

M-TEC contribution increased by 156% (off a low base)



Statement of comprehensive income



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Revenue	493,9	+55	317,9	455,1
PBIT	20,6	+30	15,9	12,9
PBIT margin %	4,2%		5,0%	2,8%
Net interest paid	(6,2)	+100	(3,1)	(5,3)
Share of income from Associates	4,9	+388	1,0	3,5
Profit before tax	19,3	+40	13,8	11,1
Taxation	(8,0)	+16	(7,0)	(4,4)
Effective tax rate	41,5%		50,6%	39,6%
Profit for the period	11,3	+66	6,8	6,7

- Reduction in effective tax rate; still high mainly due to:
 - Preference share dividend of R3,6m
 - STC of R0,7m on ordinary and preference share dividends
- Tax rate expected to decline over time

* Detailed tax rate reconciliation in Appendix

Statement of comprehensive income



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Net interest paid	(6,2)	+100	(3,1)	(5,3)
Share of income from Associates	4,9	+388	1,0	3,5
Profit before tax	19,3	+40	13,8	11,1
Taxation	(8,0)	+16	(7,0)	(4,4)
Effective tax rate	41,5%		50,6%	39,6%
Profit for the period	11,3	+66	6,8	6,7
Outside shareholders interest	(2,2)	-41	(3,7)	(0,3)
Profit attrib. to ord. shareholders	9,1	+193	3,1	6,4

Only remaining minorities are international technology partners:

- LeBLANC International
- New Telco GmbH

Statement of comprehensive income

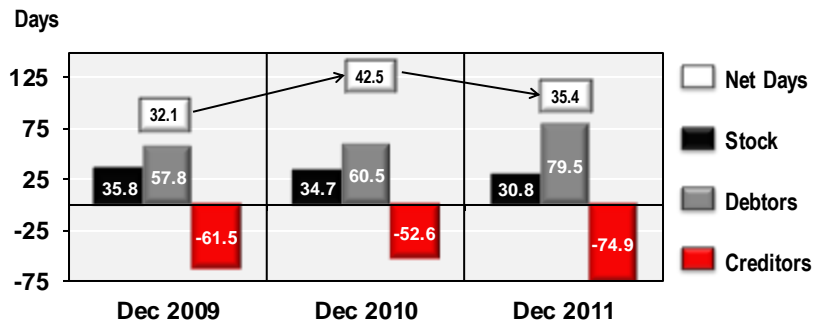


Unaudited	H1 F2012	% change	H1 F2011	H2 F2011
Profit attrib. to ord. shareholders (Rm)	9,1	+193	3,1	6,4
Weighted average no. shares (m)*	140,8	+26	111,6	137,4
EPS (cps)	6,5*	+132	2,8	4,7
HEPS (cps)	6,9*	+96	3,5	9,7

Difference between EPS & HEPS due to R0,6m loss on disposal of fixed assets

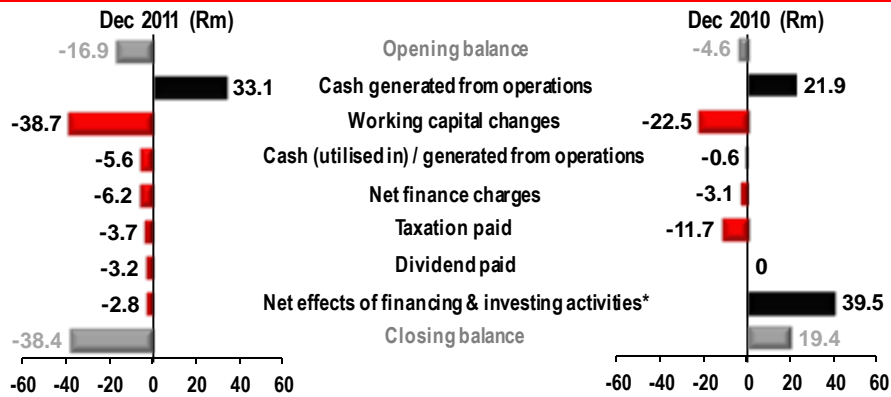
* 31,9m additional shares issued on 24 January 2011 for Spescom; total shares in issue of 146,4m

Average Net Working Capital



- Stock days improved
- Debtors days disappointing – receiving stringent focus
- In response, creditors days up
- Net working capital days improved, but above target of 30 days

Summarised statement of cash flows



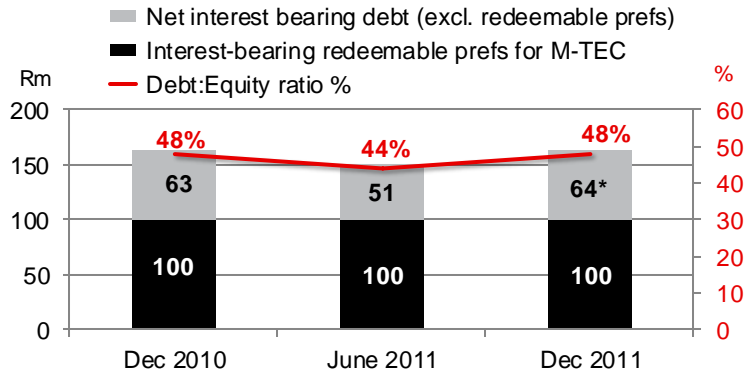
- Cash generated from operations higher than operating profit
- Working capital outflow due to sharp increase in debtors
- Investing activities included Spescom in the prior period

* Incl. R51mcash acquired through Spescamacquisition

Financial review

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Net interest-bearing debt



Maximum gearing: 50%

Net D:E ratio

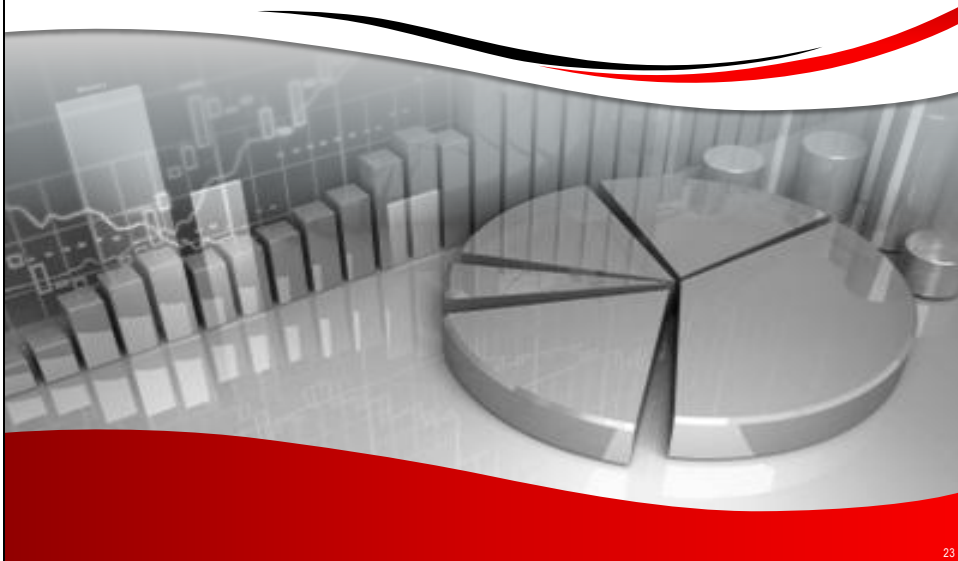
- 48% Incl. redeemable prefs for M-TEC
- 19% Excl. redeemable prefs for M-TEC

* Incl. R13mincrease in mortgage loan for FerroTechacquisition

Financial review

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Divisional review



Information & Communication Technology (ICT)



- Mobile & fixed network operators in South and southern Africa
- Businesses:
 - Carrier Networks
 - Carrier RF
 - Carrier Infrastructure
 - M-TEC Telecommunications

- Integrated voice & data solutions to larger corporates in South and southern Africa
- Businesses:
 - Enterprise Communication
 - Enterprise Applications
 - Integrated with Enterprise Communication from 1 Jan 2012

ICT Carrier – results review



Unaudited (Rm) (Excl. M-TEC Telecommunications)	H1 F2012	% change	H1 F2011	H2 F2011
Revenue*	227,9	+62	140,5	191,1
PBIT	21,8	+49	14,6	21,8
PBIT margin %	9,6%		10,4%	11,4%

Carrier market flat (mature market)

- Successful integration of Spescom and Jasco business units
 - Stronger sales force and improved combined solutions offerings
- Margins:
 - Maintained on new and existing business
 - Negatively affected by development costs of growing market share
- Contract extensions from both Neotel & Telkom ±R120m over 2 years
- Initial success in Broadcast Solutions – R15m SuperSport contract signed
- Including M-TEC Telecommunications, aggregated PBIT up 80%

* Excludes inter-company sales and interest received

Divisional review

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ICT Enterprise – results review



Unaudited (Rm)	H1 F2012	% change	H1 F2011	H2 F2011
Revenue*	102,6	+3 510	2,8	118,5
PBIT	5,4	+387	(1,9)	13,1
PBIT margin %	5,3%		-	11,1%

Enterprise market flat due to corporates delaying capital replacement

- Growth due to inclusion of Spescom's Enterprise businesses
- Comparative base only included Maringo
 - Maringo: revenue up 138% ; operating loss reduced from R1,9m to R1,1m
- Enterprise Communication annuity revenue base afforded protection
- As expected, overall performance impacted negatively by Enterprise Applications, now right-sized

* Excludes inter-company sales and interest received

Divisional review

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Industry Solutions



- Integrated solutions including:
 - Surveillance systems (CCTV)
 - Access control
 - Fire solutions
 - New focus on power efficiency

Industry Solutions – results review



Unaudited (Rm)	H1 F2012	% change	H1 F2011	H2 F2011
Revenue*	60,4	+4	57,9	49,5
PBIT**	4,6	+19	3,9	4,0
PBIT margin %	7,6%		6,7%	8,1%

Delay of major projects continues

- Improved performance due to broader offerings
 - Fire Solutions allowed entry into new customers
 - Cross-selling also evident between traditional Security and new Fire businesses
 - Ongoing new orders from Tollink
- Lower contribution from Transnet rental contract
 - As expected, continues to reduce due to repayment of capital

* Excludes inter-company sales but includes gross interest received on Transnet rental

** Includes net interest received on Transnet rental contract

Energy Solutions



Manufacture and supply of:

- Cable harnesses for white goods and automotive markets
- Plugs & extension cables (Snapper)
- Plastic injection mouldings
- Specialised lighting structures
- Power cables to municipalities and utilities in South & southern Africa (M-TEC)

Energy Solutions – results review



Unaudited (Rm) (Excl. M-TEC Electrical)	H1 F2012	% change	H1 F2011	H2 F2011
Revenue	108,1	-10	120,6	97,6
PBIT	10,9	-25	14,6	14,8
PBIT margin %	10,1%		12,1%	15,2%

Market activity improving

- Strike in July & steel shortages impacted M-TEC, Electrical Manufacturers & LS
- Factory move impacted negatively on Electrical Manufacturers

Unaudited (Rm) (Incl. M-TEC Electrical)	H1 F2012	% change	H1 F2011	H2 F2011
Revenue	665,5	+25	531,1	586,7
PBIT	28,8	+20	24,1	31,4
PBIT margin %	4,3%		4,5%	5,4%

MTEC

- New management focus improved efficiencies overall
- Strong volumes from increased orders
- Power Cable plant still a priority

Prospects



Prospects - ICT Solutions



- Annualised consolidated R450m > R350m required revenue
 - Incl. M-TEC, annualised revenue = R580m
- Special focus on:
 - Co-location/data centre – new customers
 - Broadcast Solutions – R&S agreement
 - M-TEC Telecommunications – broaden customer base
 - Increase share of mature market
 - Emphasis on cost savings in tight market
 - Further strategic partnerships

- Annualised R250m < R350m required revenue
- Aggressively growing annuity VOIP business
 - Bought over order books from small players
 - Sell connectivity to existing Enterprise customer base
- Cost base reduced through rightsizing; will flow through in H2
- Repeat orders in tough markets
 - Corporates delaying spend

Prospects – Industry Solutions



- Annualised revenue of R180m < R350m required revenue
- Complete entry into Fire Solutions market
 - Expand nationally
 - Sell security solutions to same customers
 - Diversify into mining sector
- Future focus: Building Management sector

Prospects – Industry Solutions



- Annualised revenue of R180m < R350m required revenue
- Complete entry into Fire Solutions market
 - Expand nationally
 - Sell security solutions to same customers
 - Diversify into mining sector
- Future focus: Building Management sector
- FerroTech acquired with effect from 1/1/2012
 - R13m cash in stepped payments
 - Historic P:E of 4,8 times
 - Earnings enhancing from the outset
- Rationale for acquisition:
 - Adds power assurance and quality solutions
 - Allows a more holistic offering & to be a single partner to clients
 - Broadens industrial customer base, supplying voltage stabilisers, transformers and UPS solutions
 - Cross-selling potential into other verticals

Prospects – Energy Solutions



- Annualised consolidated revenue of R216m < R350m required revenue
 - Incl. M-TEC, annualised revenue = R1,3bn
- M-TEC focus to continue
 - Corrective action in the Power Cable plant
 - Grow market share aggressively – move marketing office closer to customer locations
 - Taihan technical & operations team deployed to SA
- Lighting Structures
 - Continue municipalities through Transmission & Distribution contractors
 - Actively drive supplier agreements with new IPP operators
- Evaluation of potential bolt-on acquisitions
 - Position as Tier 2 solutions provider in transmission, distribution & balance of plant

Prospects

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Management focus areas



Watch list

- M-TEC
- Enterprise Applications

Ongoing cost saving initiatives

- Cutting further costs throughout the group, mainly at head office
- Gauteng – fill up Midrand building & rationalise remaining leases
- Consolidation of regional offices (W Cape, E Cape, KZN)

Jasco One

- Measurements and KPIs to be put in place to ensure delivery



Balance sheet optimisation

- Improve working capital, with a focus on:
 - Debtors
 - Project funding to bridge gap between initial cost and payment of large projects
- R100m preference shares repayable by May 2013
- Midrand Property – final decision to be made

Management focus areas

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Conclusion



- Group restructuring lays foundation for growth; benefits only just starting to kick in:
 - Orders on hand already improving
 - Improved interactions across businesses
 - Lower on-going cost base from H2 2012
 - Lower compliance costs (taxation, audit and other)
- Growth into new markets over the medium-term
 - Industry Solutions & Energy Solutions
 - SADC
- Bolt-on acquisition plan on schedule



Q & A

Disclaimer



Forward looking statements

Certain statements in this release that are neither reported financial results nor other historical information are forward looking statements including but not limited to predictions of or indications of future earnings.

Undue reliance should not be placed on such statements because, by their very nature, they are subject to known and unknown risks and uncertainties and can be affected by other factors that could cause actual results and company plans and objectives to differ materially from those expressed or implied in the forward looking statements.

All references to like-for-like PBIT, like-for-like EPS and like-for-like HEPS have been prepared on a pro forma basis and have been reported on by E&Y, which report is available for inspection at Jasco's registered offices.

The information in this presentation has not been reviewed or reported on by Jasco's auditors.

Appendix



Detailed tax rate reconciliation

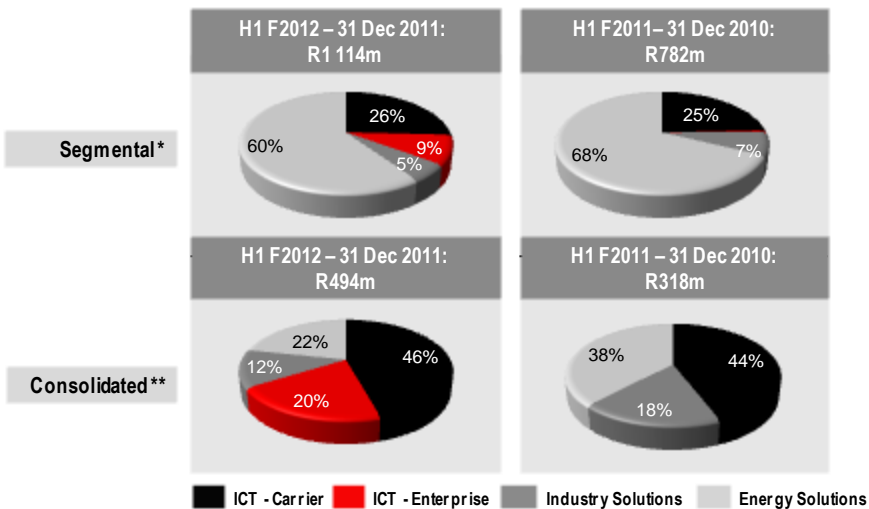


%	Unaudited H1 F2012 31 Dec 2011	Unaudited H1 F2011 31 Dec 2010
Statutory tax rate	28,0	28,0
Non-deductible preference shares	5,3	7,9
STC – Pref div (1,9%) & ord div (1,7%)	3,6	5,3
Equity accounted income	-7,2	-2,1
Acquisition cost	-	8,2
Unrecognised tax losses	10,0	-
Other	1,8	3,3
Effective tax rate	41,5	50,6

Appendix

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Contributions to reported revenue



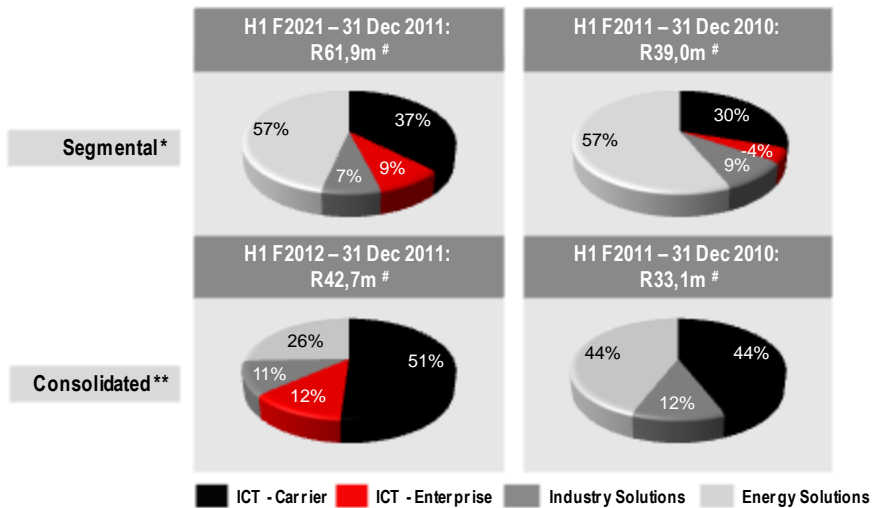
* Segmental revenue includes 100% of M-TEC, Maringo

** Consolidated revenue excludes M-TEC & Maringo (H1 F2011)

Appendix

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Contributions to reported PBIT



* Segmental PBIT includes 100% of M-TEC, Maringo and Spescom (6 months – H1 F2012)

** Consolidated PBIT excludes M-TEC & Maringo (H1 F2011)

Excluding head office costs & consolidation adjustments