

G4S (Botswana) Limited
(Registration number BW00000926722)
Consolidated and Separate Financial Statements
for the year ended 31 December 2025

G4S (Botswana) Limited

(Registration number BW00000926722)

Consolidated And Separate Financial Statements for the year ended 31 December 2025

General Information

Country of incorporation and domicile	Botswana
Nature of business and principal activities	Provision of security and related services
Directors	Grobbelaar Theodor Michael (Southern Africa Cluster Director) (Resigned 31 March 2026) Kgaimena Mompoti (Non-Executive) (Appointed 29 April 2025) Matthews Thabo (Non-Executive Board Member) Mbaakanyi Tumie Boitumelo (Non-Executive Board Member) (Resigned 29 November 2025) Ramaphoi Malebogo Wincey (Non-Executive Board Member) Molokomme Mothusi (Managing Director) Molefe Boitumelo (Finance Director) (Resigned 5 December 2025) Tobile Lemo (Finance Director) (Appointed 11 March 2026)
Business address and registered office	Plot 20584 Block 3 Industrial Western By Pass Gaborone Botswana
Bankers	Absa Bank Botswana Limited Access Bank Botswana Limited Bank Gaborone Limited First National Bank Botswana Limited Stanbic Bank Botswana Limited Standard Chartered Bank Botswana Limited
Auditor	Deloitte & Touche Chartered Accountants
Secretary	Grant Thornton Business Services Proprietary Limited
Company registration number	BW00000926722
Functional currency	Botswana Pula "P"

G4S (Botswana) Limited

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Consolidated And Separate Financial Statements for the year ended 31 December 2025

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G4S (Botswana) Limited

(Registration number BW00000926722)

Consolidated And Separate Financial Statements for the year ended 31 December 2025

Directors' Responsibilities and Approval

The Directors are required in terms of the Botswana Companies Act, Chapter 42:01 to maintain adequate accounting records and are responsible for the content and integrity of the consolidated and separate financial statements and related financial information included in this report. In preparing the accompanying Company and Group financial statements, IFRS® Accounting Standards as issued by the International Accounting Standards Board have been followed; suitable accounting policies have been used and applied consistently, and reasonable and prudent judgements and estimates have been made. Any changes in accounting policies are approved by the Board of Directors and effects thereof are fully explained in the financial statements. The financial statements incorporate full and responsible disclosure in line with the material accounting policy information of the Group noted on pages 14 to 23.

The Directors have reviewed the Company and Group budget and forecast cash flow for the year to 30 June 2027. On the basis of this review, and in light of the current financial position, the Directors are satisfied that G4S (Botswana) Limited is a going concern and have continued to adopt a going concern basis in preparing the financial statements.

The Board recognises and acknowledges its responsibility for the Group's internal control system. The responsibility for operating these systems is delegated to the executive Director and management, who have confirmed that they have reviewed the effectiveness thereof. The Directors consider that the systems are appropriately designed to provide reasonable assurance, as to the reliability of financial statements and that assets are safeguarded against material loss or unauthorised use and that transactions are properly authorised and recorded.

The effectiveness of the internal control system is monitored through management reviews and the internal auditors' review and testing of appropriate aspects of the internal control systems during the course of their internal audit review of the Company and Group.

The Group and Company Directors have considered the results of these reviews and have noted that the control environment requires improvement and will continue to be a focal point within 2026. No breakdowns involving material loss have been reported to the Directors in respect of the year under review. Once more, the Group was unable to meet the 31 March 2026. Additional work was undertaken on the impairment of non-financial assets and revenue recognition assessment for security alarms, as well as on the associated debt, which presents a significant risk to the business and necessitates more rigorous recoverability evaluations.

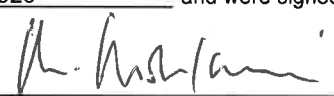
Our external auditors conduct an examination of the financial statements in conformity with International Standards on Auditing which include tests of transactions and selective test of internal accounting controls. The external auditors have unrestricted access to the Board of Directors.

Approval of consolidated annual financial statements and annual financial statements

The annual financial statements for the year ended 31 December 2025 and which appear on pages 10 to 63 were authorised for issue by the Board of Directors on 29 June 2026 and were signed on their behalf by:



Ramaphoi Malebogo Wincey



Molokomme Mothusi

INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF G4S (BOTSWANA) LIMITED

Report on the Audit of the Consolidated and Separate Financial Statements

Opinion

We have audited the financial statements of G4S (Botswana) Limited ('the Company') and its subsidiaries set out on pages 10 to 63, which comprise the consolidated and separate statement of financial position as at 31 December 2025, and the consolidated and separate statement of profit or loss and other comprehensive income, the consolidated and separate statement of changes in equity and the consolidated and separate statement of cash flows for the year then ended, and notes to the consolidated and separate financial statements, including material accounting policy information.

In our opinion, the consolidated and separate financial statements give a true and fair view of the consolidated and separate financial position of the G4S (Botswana) Limited as at 31 December 2025, and its consolidated and separate financial performance and cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing ('ISAs'). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of our report. We are independent of the Group and Company in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), together with the ethical requirements that are relevant to audits of the consolidated and separate financial statements in Botswana, and we fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE SHAREHOLDERS OF G4S (BOTSWANA) LIMITED

Key Audit Matter	How the matter was addressed in the audit
Weak control environment over financial reporting and impact on the financial statements	
The completeness and accuracy of the financial statements and its overall reliability is dependent on strong internal controls over the financial reporting process. Robust processes and controls are fundamental to financial resilience and reliable financial reporting, with internal controls being the foundation of that enables the Group to protect itself and build stakeholder trust and confidence. The deficiencies in oversight and monitoring of internal controls resulted in heightened risks of material misstatement in various financial statement areas, revenue, including trade accounts receivable, impairment of trade accounts receivable, impairment of non-financial assets including goodwill, leases, uniform capitalised and value added tax. The deficiencies resulted in significant management effort to appropriately address the matters identified and delayed the audit process and the resultant reporting on the financial statements. The weak control environment and the extent to which these deficiencies were linked to a likelihood of material misstatement including the risk of fraud and error, had a significant and pervasive impact on the overall timing, level of expertise and effort associated with the audit of the financial statements and thus was considered a key audit matter.	Given the quantum and pervasiveness of the control deficiencies identified in the current year, we adopted a fully substantive audit approach. In order to address the key audit matter, the following additional audit effort was required: • Held upfront discussions with management regarding the key focus areas relevant to the year-end financial reporting such as key account reconciliations, position papers and areas of accounting judgement to obtain an understanding of changes and enhancements made by management in the control environment over the financial reporting process. • We applied auditor judgement to consider the appropriateness of the nature, timing and extent of our audit procedures performed over financial statement account balances and where appropriate alter them to address additional risks based on control deficiencies identified. • The audit process was delayed to allow management and the directors sufficient time to close out on the key reconciliations, position papers, judgment areas and financial closing journal entries processed directly to the financial statements. • We evaluated our scoping and testing thresholds considering the weak control environment. • We revised our sample sizes and selections where applicable to address the risk arising from the weak control environment and internal control deficiencies. • Audit information reports produced by the Group's systems which were relevant to the performance of our audit procedures were subjected to increased substantive testing to determine whether reliance could be placed on them. • We increased the level of involvement by our senior audit team members to evaluate key judgements made in the financial statements including accuracy and completeness of disclosures. • We evaluated the sufficiency of audit evidence obtained by reassessing the results of audit procedures performed, including the appropriateness of the nature and extent of such evidence. Based on the audit procedures performed and the level of expertise and effort associated with the current year audit, we are satisfied that our audit procedures were sufficient to address the audit risks arising from the weak control environment.

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE SHAREHOLDERS OF G4S (BOTSWANA) LIMITED

Key Audit Matter	How the matter was addressed in the audit
Adequacy of allowance for expected credit losses on trade accounts receivables (consolidated and separate)	
The Group and Company have significant trade accounts receivable book which comprises a large number of customers which are overdue. At 31 December 2025, the Group recognised net trade receivables of P24.3 million after recognising a total ECL of P30.3 million and the Company recognised net trade receivables of P21.7 million after recognising a total ECL of P29.6 million. The directors apply the simplified approach and use the provision matrix to estimate the allowance for Excepted Credit Losses ("ECL"), in accordance with IFRS 9- Financial Instruments("IFRS 9"). The directors apply a provisioning matrix as practical expedient to determine the ECL for trade accounts receivables. Trade accounts receivables are assessed on a collective basis as they possess shared credit risk characteristics and by grouping these based on days past due. Expected loss rates are based on the payment profile of credit sales over the thirty-six months preceding 31 December 2025, as well as corresponding historical credit losses during the period. These rates are then adjusted to reflect current and forward-looking macroeconomic factors, which are likely to impact on customers' ability to settle the outstanding amount. Trade accounts receivables are considered irrecoverable when the customer has not made any payment within 180 days from the date of invoice, made no alternative payment arrangements with the company and where subsequent external collection efforts (mainly through external debt collection agencies) have failed. In determining the impairment, key judgements are applied by the Directors in selecting and applying an appropriate model and in determining the ECL which are expected to be incurred once it is considered irrecoverable. The assumptions and judgements applied include the determination of the: • probability of default (PD); and • loss given default (LGD). Accordingly, we identified the adequacy of the allowance for expected credit losses as a key audit matter as a result of the: • significant assumptions and judgements applied by management in determining the probability of default; and • quantitative magnitude/significance of the allowance for ECL and its impact on the financial statements. Disclosures with respect to the debtors' allowance for ECL are included in: • Note 1.2 "Accounting estimates and judgements Impairment of trade receivables". • Note 1.8 - "Financial Instruments - Measurement and recognition of expected credit losses". • Note 3- "Financial instruments and risk management - Credit Risk"; and • Note 21 - "Trade and other receivables".	Our procedures included the following: • Assessed the Group's impairment model against the requirements of IFRS 9. • Evaluated the design and tested the implementation of relevant controls over the governance processes implemented for credit models and inputs into the ECL models and how the directors ensure they have appropriate oversight of the ECL. • Tested the mathematical accuracy of the Group's and Company's allowance for ECL computation and compared the amounts to the general ledger. • Assessed and challenged the directors on the data inputs and key assumptions into the ECL models, which includes the evaluation of shared credit risk characteristics, estimated macroeconomic inputs and the estimated probability of default, and loss given default. • Performed a retrospective review of the allowance for ECL previously raised against the actual debts still outstanding or written off. • Tested, on a sample basis, the data utilised in the allowance for ECL model at year-end, including ageing of trade accounts receivable balances and debt recovery rates achieved after initial credit default. • Using the debt recovery analysis, historical loss rates and our understanding of likely expected future loss rates based on our assessment, formed an independent view of appropriate future loss rates. • Evaluated the adequacy of disclosures in the financial statements for compliance with IFRS 9 requirements. In conclusion, we considered the judgements and estimates used for the assessment of the ECL and related disclosures to be appropriate. From a design and implementation of relevant controls perspective, we have concluded that review control over the governance processes implemented for credit models and input data into the ECL models and how the Directors ensure they have appropriate oversight of the determination of the ECL require enhancement.

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE SHAREHOLDERS OF G4S (BOTSWANA) LIMITED

Key Audit Matter	How the matter was addressed in the audit
Adequacy of impairment of non-financial assets including goodwill (consolidated and separate)	
The Company's share price significantly declined in the current year from P2.45/share to P0.91/share as at 31 December 2025 resulting in the market capitalisation falling significantly below the carrying amount of the net assets. Under IAS 36- <i>Impairment of Assets</i> ("IAS 36"). This is an indicator that non-financial assets (including goodwill) may be impaired. The directors performed impairment testing which involved: • using a discounted cash flow (DCF) model to estimate value in use. The DCF is inherently judgmental and highly sensitive to the key inputs such as the forecast future cash flows, long-term growth rates and the weighted average cost of capital (WACC). • calculating the fair value less costs of disposal ("FVL COD") of the Group and Company's net assets. The determination of the recoverable amount required management to exercise judgement in assessing whether the Group's quoted market capitalisation represented the best estimate of fair value. The directors concluded that market capitalisation provided the most reliable measure of recoverable amount given the existence of an active market for the Group's shares and the insignificance of estimated disposal costs. Changes in market conditions, investor sentiment, operating performance or other factors affecting the Group's market capitalisation may result in future changes to the recoverable amount of the cash generating unit (CGU) and could give rise to additional impairment charges or impairment reversals, where permitted by IAS 36. We therefore identified the determination of the recoverable amounts and the reasonableness of the related significant assumptions as a key audit matter. Disclosures with respect to the impairment of non-financial assets are included in: • Note 1.2 "Accounting estimates and judgements - Impairment of non-financial assets". • Note 1.6 - "Material accounting policy information – Impairment of assets". • Note 15 - "Goodwill"	Our procedures included the following: • Assessed the design and implementation of relevant controls around the impairment model. • Obtained an understanding of management's impairment assessment methodology and evaluated it for compliance with the principles of IAS 36. • Inspected the impairment assessment / calculations prepared by management and assessed the validity and reasonableness of the assumptions applied in the impairment assessment. • Tested the mathematical accuracy of the impairment calculation. • Assessed the future projected cash flows used in the management's "value in use" calculation and compared them to historical performance and the entity for reasonability. • Recomputed and tested the accuracy of the key inputs used in the computation which include the future growth rates, and the discount rate utilising our internal corporate finance specialist to assist with the review of the reasonableness of the discount rate used by management. • Performed a retrospective review of the inputs (growth rate and projected cash flows) by comparing prior year budgeted inputs to actual results achieved in the current year to assess the reasonableness and accuracy of management's estimates and assumptions. • Performed an independent sensitivity analysis of the key inputs (discount rates and the future growth rates) used in the "value in use" computation. • Evaluated management's rationale for adopting market capitalisation as the principal measure of FVL COD and assessed whether an active market for the Group's shares existed at the reporting date. • Independently verified the market capitalisation used by management to public market data and recomputed FVL COD, including validating the assessment that incremental disposal costs are insignificant. • Analysed the basis of the impairment of P4 459 000 and if it was fully supported by the prevailing business environment in 2025 financial year and cash flow projections from the CGUs. • Evaluated the adequacy of the disclosures included in the financial statements for conformity with IAS 36. A material misstatement was identified in the impairment of non-financial assets model, and this was corrected in the consolidated and separate financial statements. In conclusion, we considered the judgements and estimates used for the impairment of non-financial assets and related disclosures to be appropriate. From a design and implementation of relevant controls perspective, we have concluded that review control over the impairment of non-financial assets model require enhancement.

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE SHAREHOLDERS OF G4S (BOTSWANA) LIMITED

Other Information

The directors are responsible for the other information. The other information comprises the Statement of Directors' Responsibility and Approval, which we obtained prior to the date of this report, and the Annual Report, which is expected to be made available to us after that date. The other information does not include the consolidated and separate financial statements and our auditor's report thereon.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Consolidated and Separate Financial Statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and for such internal control as the directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group and the Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the Groups' and Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE SHAREHOLDERS OF G4S (BOTSWANA) LIMITED

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements (continued)

- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Deloitte & Touche
Firm of Certified Auditors
Practicing Member: Cecilia Veeta Ramatlapeng (CAP 008 2026)

02 July 2026
Gaborone

G4S (Botswana) Limited

(Registration number BW00000926722)

Consolidated And Separate Financial Statements for the year ended 31 December 2025

Consolidated and Separate Statement of Profit or Loss and Other Comprehensive Income

Figures in Pula	Note	Group		Company	
		2025	2024	2025	2024
Revenue	4	233 019 165	231 122 252	225 658 692	222 453 050
Cost of goods sold	5	(4 888 945)	(9 592 043)	(4 976 023)	(7 857 020)
Cost of providing services	5	(180 322 578)	(182 360 424)	(173 818 089)	(175 543 258)
Gross profit		47 807 642	39 169 785	46 864 580	39 052 772
Other income gains	6	3 801 016	184 459	3 618 576	184 459
Net impairment losses on financial assets	7	(7 869 118)	(6 246 225)	(8 699 841)	(6 507 764)
Administrative expenses	8	(44 322 401)	(49 681 764)	(44 921 756)	(48 604 900)
Impairment loss on non-financial assets	15	(4 459 000)	-	(4 459 000)	-
Operating loss		(5 041 861)	(16 573 745)	(7 597 441)	(15 875 433)
Finance income	9	1 382 744	1 508 146	1 382 433	1 507 855
Finance costs	10	(537 773)	(982 841)	(537 773)	(982 841)
Loss before taxation		(4 196 890)	(16 048 440)	(6 752 781)	(15 350 419)
Taxation	11	(664 037)	1 699 376	(325 720)	1 968 446
Loss for the year		(4 860 927)	(14 349 064)	(7 078 501)	(13 381 973)
Other comprehensive income		-	-	-	-
Total comprehensive loss for the year		(4 860 927)	(14 349 064)	(7 078 501)	(13 381 973)
Loss attributable to:					
Owners of the parent		(5 168 255)	(14 620 947)	(7 078 501)	(13 381 973)
Non-controlling interest		307 328	271 883	-	-
		(4 860 927)	(14 349 064)	(7 078 501)	(13 381 973)
Total comprehensive loss attributable to:					
Owners of the parent of the company		(5 168 255)	(14 620 947)	(7 078 501)	(13 381 973)
Non-controlling interest		307 328	271 883	-	-
		(4 860 927)	(14 349 064)	(7 078 501)	(13 381 973)
Loss per share					
Per share information					
Basic and diluted loss per share (thebe)	12	(6.46)	(18.28)		

G4S (Botswana) Limited

(Registration number BW00000926722)

Consolidated And Separate Financial Statements for the year ended 31 December 2025

Consolidated and Separate Statement of Financial Position

		Group		Company	
Figures in Pula	Note	2025	2024	2025	2024
Assets					
Non-Current Assets					
Property, plant and equipment	13	8 791 824	13 499 500	8 605 384	13 493 982
Right-of-use assets	14	4 217 902	10 275 499	4 217 902	10 275 499
Goodwill	15	4 430 000	8 889 000	4 430 000	8 889 000
Investments in subsidiaries	16	-	-	1 191 259	1 191 259
Deferred tax	17	9 142 254	9 564 362	8 938 220	9 263 940
		26 581 980	42 228 361	27 382 765	43 113 680
Current Assets					
Inventories	18	6 576 311	4 594 507	4 452 967	2 613 594
Amounts due from related parties	19	54 129 574	53 678 919	55 878 530	55 520 388
Trade and other receivables	20	22 294 104	25 824 706	21 679 877	23 841 514
Current tax receivable	26	3 943 044	3 853 234	3 853 234	3 853 234
Cash and cash equivalents	21	16 414 067	13 181 685	15 315 081	11 813 447
		103 357 100	101 133 051	101 179 689	97 642 177
Total Assets		129 939 080	143 361 412	128 562 454	140 755 857
Equity and Liabilities					
Equity					
Equity Attributable to Equity Holders of Parent					
Stated capital	22	1 804 557	1 804 557	1 804 557	1 804 557
Retained income		72 414 278	77 582 533	70 669 319	77 747 820
		74 218 835	79 387 090	72 473 876	79 552 377
Non-controlling interest		1 893 017	1 585 689	-	-
		76 111 852	80 972 779	72 473 876	79 552 377
Liabilities					
Non-Current Liabilities					
Lease liabilities	14	1 084 233	1 634 544	1 084 233	1 634 544
Current Liabilities					
Trade and other payables	23	37 258 011	43 741 730	35 307 355	40 623 800
Amounts due to related companies	24	10 906 896	6 472 768	15 118 902	8 405 545
Lease liabilities	14	4 460 847	10 491 941	4 460 847	10 491 941
Provisions	25	117 241	47 650	117 241	47 650
		52 742 995	60 754 089	55 004 345	59 568 936
Total Liabilities		53 827 228	62 388 633	56 088 578	61 203 480
Total Equity and Liabilities		129 939 080	143 361 412	128 562 454	140 755 857

G4S (Botswana) Limited

(Registration number BW00000926722)

Consolidated And Separate Financial Statements for the year ended 31 December 2025

Consolidated and Separate Statement of Changes in Equity

Figures in Pula	Stated capital	Retained income	Total	Non-controlling interest	Total equity
Group					
Balance at 01 January 2024	1 804 557	92 203 480	94 008 037	1 313 806	95 321 843
Loss for the year	-	(14 620 947)	(14 620 947)	271 883	(14 349 064)
Total comprehensive Loss for the year	-	(14 620 947)	(14 620 947)	271 883	(14 349 064)
Balance at 31 December 2024	1 804 557	77 582 533	79 387 090	1 585 689	80 972 779
Balance at 01 January 2025	1 804 557	77 582 533	79 387 090	1 585 689	80 972 779
Loss for the year	-	(5 168 255)	(5 168 255)	307 328	(4 860 927)
Total comprehensive Loss for the year	-	(5 168 255)	(5 168 255)	307 328	(4 860 927)
Balance at 31 December 2025	1 804 557	72 414 278	74 218 835	1 893 017	76 111 852
Note	22				
Company					
Balance at 01 January 2024	1 804 557	91 129 793	92 934 350	-	92 934 350
Loss for the year	-	(13 381 973)	(13 381 973)	-	(13 381 973)
Total comprehensive Loss for the year	-	(13 381 973)	(13 381 973)	-	(13 381 973)
Balance at 31 December 2024	1 804 557	77 747 820	79 552 377	-	79 552 377
Balance at 01 January 2025	1 804 557	77 747 820	79 552 377	-	79 552 377
Loss for the year	-	(7 078 501)	(7 078 501)	-	(7 078 501)
Total comprehensive Loss for the year	-	(7 078 501)	(7 078 501)	-	(7 078 501)
Balance at 31 December 2025	1 804 557	70 669 319	72 473 876	-	72 473 876
Note	22				

G4S (Botswana) Limited

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Consolidated And Separate Financial Statements for the year ended 31 December 2025

Consolidated and Separate Statement of Cash Flows

		Group		Company	
Figures in Pula	Note(s)	2025	2024	2025	2024
Cash flows from operating activities					
Cash generated from operations	28	16 657 684	9 940 723	16 650 513	10 874 098
Tax (paid)/received	26	(331 739)	1 951 870	-	1 951 870
Net cash flows generated from operating activities		16 325 945	11 892 593	16 650 513	12 825 968
Cash flows utilised in investing activities					
Purchase of property, plant and equipment	13	(4 420 261)	(3 544 075)	(4 475 266)	(3 544 075)
Interest received	9	20 170	11 863	19 859	11 572
Net cash flows utilised in investing activities		(4 400 091)	(3 532 212)	(4 455 407)	(3 532 503)
Cash flows utilised in financing activities					
Cash repayments on lease liabilities-capital portion	27	(8 155 699)	(7 696 237)	(8 155 699)	(7 696 237)
Interest paid	10	(537 773)	(982 841)	(537 773)	(982 841)
Net cash flows utilised in financing activities		(8 693 472)	(8 679 078)	(8 693 472)	(8 679 078)
Total cash movement for the year		3 232 382	(318 697)	3 501 634	614 387
Cash and cash equivalents at the beginning of the year		13 181 685	13 500 382	11 813 447	11 199 060
Cash and cash equivalents at the end of the year	21	16 414 067	13 181 685	15 315 081	11 813 447

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General information

G4S (Botswana) Limited is a public limited company registered under the Companies Act, Chapter 42:01 of Botswana and domiciled in Botswana. G4S (Botswana) Limited is listed on the Botswana Stock Exchange and primarily operates in Botswana.

These financial statements represent its statutory financial statements. The consolidated financial statements of the company comprise the company and its subsidiaries (together referred to as the 'Group').

1. Material accounting policy information

Management has considered the principles of materiality in IFRS Practice Statement 2 Making Materiality Judgements, and only those accounting policies which are considered material have been presented in these consolidated and separate financial statements.

The accounting policies applied in the preparation of these consolidated and separate financial statements are consistent in all material respects with those applied for the year ended 31 December 2024. Unless specifically stated otherwise, the Company also applies all of the Group's accounting policies.

1.1 Basis of preparation

The consolidated and separate financial statements have been prepared on the going concern basis in accordance with, and in compliance with, IFRS Accounting Standards as issued by the International Accounting Standards Board ("IASB") and interpretations issued by the IFRS Interpretations Committee ("IFRIC") issued and effective at the time of preparing these consolidated and separate financial statements.

The consolidated and separate financial statements have been prepared on the historic cost convention, unless otherwise stated in the accounting policies which follow and incorporate the material accounting policies set out below. They are presented in Botswana Pula, which is the group and company's functional currency.

Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases.

The Group annual financial statements incorporate the results and financial position of the company and its sole subsidiary. The results of the subsidiary are included from the effective dates of gaining control and up to the date of relinquishing control.

Intercompany transactions, balances and unrealised gains on transactions between the company and its subsidiaries are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of the company are consistent with the policies adopted by the Group.

1.2 Significant accounting estimates and judgements

The preparation of consolidated and separate financial statements in conformity with IFRS Accounting Standards requires management, from time to time, to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

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1.2 Significant accounting estimates and judgements (continued)

Key sources of estimation uncertainty

Going concern

In determining the appropriate basis of preparation of the annual financial statements, the Directors are required by IAS 1: Presentation of Financial Statements to assess the group's ability to continue as a going concern. In assessing whether the going concern assumption is appropriate, the Directors are required to take into account all available information about the future which is at least but not limited to twelve months from the end of the reporting period. Such information may include the current and expected profitability of operations.

The Directors have assessed all matters related to the going concern assumption and have determined that the group will continue as a going concern for the foreseeable future. The most significant judgement would be that the forecasted margins would be achievable and the cost containment strategy achieved.

Deferred taxes

Deferred taxation assets represent the amount of income tax recoverable in future periods in respect of deductible temporary differences, the carry forward of unused tax losses and the carry forward of unused tax credits. These assets are recognised to the extent that it is probable that taxable income will be available in future against which they can be utilised. Future taxable profits are estimated based on business plans which include estimates and assumptions regarding economic growth, interest, inflation and taxation rates, and competitive forces.

The deferred tax assets raised relate mainly to G4S (Botswana) Limited in respect of the annual expected credit loss provisions, right of use assets, lease liabilities and tax losses carried forward from current or prior years. These assets are expected to be recoverable against future taxable profits in the normal course of business. Details of the deferred taxation assets are disclosed in note 17.

Impairment on non-financial assets

The Group performed an annual impairment of goodwill and other non-financial assets in accordance with the requirements of IAS 36 – Impairment of Assets. The determination of the recoverable amount required management to exercise judgement in assessing whether the Group's quoted market capitalisation represented the best estimate of fair value. The Directors concluded that market capitalisation provided the most reliable measure of recoverable amount given the existence of an active market for the Group's shares and the insignificance of estimated disposal costs. The fair value measurement is categorised within Level 1 of the fair value hierarchy, as it is based on quoted prices in an active market for identical equity instruments.

Changes in market conditions, investor sentiment, operating performance or other factors affecting the Group's market capitalisation may result in future changes to the recoverable amount of the CGU and could give rise to additional impairment charges or impairment reversals, where permitted by IAS 36. Refer to note 15 for further details.

Useful lives of property, plant and equipment

Property, plant and equipment are depreciated over its useful life taking into account residual values where appropriate. The actual useful lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset useful lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

Impairment of trade receivables

The Group follows the guidance of IFRS 9 to determine when a financial asset is impaired. The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period (refer to note 3 and 20).

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1.2 Significant accounting estimates and judgements (continued)

Consolidation of G4S Facilities Management Botswana Proprietary Limited with less than 50% ownership

The Directors have concluded that the group controls G4S Facilities Management Botswana Proprietary Limited, even though it legally holds 48.9% shareholding. The agreement entered into between G4S (Botswana) Limited, and another individual shareholder required the individual shareholder to deliver the consideration for the shareholding amounting to 22.6% allocated to them in order for them to obtain full legal ownership and exercise voting rights attributable to these shares. The suspensive condition for the 22.6% shareholding agreed on between G4S (Botswana) Limited and the individual shareholder has not been met, the individual is contractually bound to G4S (Botswana) Limited and not allowed to dispose of his interest in the open market. G4S (Botswana) Limited is the largest shareholder with 48.9% equity interest and directs the relevant activities of the subsidiary. G4S (Botswana) Limited has 71.5% voting rights including the potential voting rights associated with the 22.6% shareholding held by the individual and has the right to appoint, remove and set remuneration of key management personnel responsible for directing the relevant activities of G4S Facilities Management Botswana Proprietary Limited.

Investment in subsidiary recoverability

The company reviews and tests the carrying value of its investment in subsidiary when events or changes in circumstances suggest that the carrying amount may not be recoverable. When such indicators exist, management determine the recoverable amount by performing value in use and fair value calculations. These calculations require the use of estimates and assumptions.

1.3 Revenue from contracts with customers

The group recognises revenue from the following major sources:

- Sale of goods: Security systems and cash solutions
- Rendering of services: Security systems, manned security, cash solutions and facility management services

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The group recognises revenue when it transfers control of a product or service to a customer.

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for goods and services provided in the normal course of business, net of trade discounts and volume rebates, and value added tax.

The Group often enters into customer contracts to supply products and services, for example fire equipment alarms, CCTV, cash consumables and provides cash in transit, intruder and fire alarm monitoring, guard services, facilities management services and cleaning services. The contract is then assessed to determine whether it contains a single combined performance obligation or multiple performance obligations. If applicable the total transaction price is allocated amongst the various performance obligations based on their relative stand-alone selling prices. The transaction price for a contract excludes any amounts collected on behalf of third parties.

No significant judgments are required for the determination of the amount and timing of revenue from contract with customers.

Sale of goods: Security systems and cash solutions

Revenue is recognised at a point in time, when (or as) the Group satisfies performance obligations by transferring the promised goods to its customers. The Group often enters into customer contracts to supply security equipment and cash solution consumables which include, security equipment, fire equipment alarms, CCTV, cash consumables and access control goods. The contract is then assessed to determine whether it contains a single combined performance obligation or multiple performance obligations. If applicable the total transaction price is allocated amongst the various performance obligations based on their relative stand-alone selling prices. The transaction price for a contract excludes any amounts collected on behalf of third parties.

For sales of security equipment, fire equipment alarms, CCTV, cash consumables and access control goods to customers, revenue is recognised at a point in time, when (or as) the Group satisfies performance obligations by transferring the promised goods to its customers. A receivable is recognised by the entity when the goods are delivered or handed to the customer as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due. No element of financing is deemed present as the sales are generally made in cash or with a credit term of 30 days, which is consistent with market practice.

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1.3 Revenue from contracts with customers (continued)

Under the group standard contract terms, customers have a right of return within 30 days. At the point of sale, there is no refund liability, as instances of refunds are remote. The group uses its accumulated historical experience to estimate the number of returns on a portfolio level using the expected value method. It is considered highly probable that a significant reversal will not occur given the consistent level of returns over previous years.

The Group facilitates or manages the customer warrantee claims with the vendor in line with vendor warranty periods.

Rendering of services: Security systems, manned security, cash solutions and facility management services

The group provides cash in transit, intruder and fire alarm monitoring, guard services, facilities management services and cleaning services. Revenue from providing services is recognised over time and the group is entitled to receive such income.

For fixed-price contracts, revenue is recognised based on the actual service provided to the end of the reporting period and billing is done as services are delivered.

Some contracts include multiple deliverables. In these cases the deliverables are accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. Where these are not directly observable, they are estimated based on expected cost plus margin. Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in profit or loss in the period in which the circumstances that give rise to the revision become known by management. If the contract includes a monthly fee, revenue is recognised in the amount to which the group or company has a right to invoice. In case of fixed-price contracts, the customer pays the fixed amount based on a payment schedule. If the payments exceed the services rendered, a deferred income or amounts received in advance (contract liability) is recognised, and is included under other payables, since the amounts at the year end are not material. Customers are invoiced monthly to recognise revenue on a monthly basis in accordance with payment schedule.

If the contract includes an hourly fee, revenue is recognised in the amount to which the group has a right to invoice. Customers are invoiced on a monthly basis and consideration is payable when invoiced. No financing element is recognised as the payment terms are within 30 days.

Management is of the view that the methods described above to recognise revenue provide a faithful depiction of the transfer of goods and services as they closely reflect the commercial arrangements between the group and its customers.

1.4 Cost of sales

When inventories are sold, the carrying amount of those inventories is recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

The cost of providing services and cost of goods sold recognised in the statement of profit or loss are separately disclosed in note 5.

1.5 Property, plant and equipment

Property, plant and equipment is initially measured at cost.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the group and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the year in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and impairment losses except for land which is not depreciated.

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1.5 Property, plant and equipment (continued)

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Buildings	Straight line	5 - 10 years
Furniture and fixtures	Straight line	3 - 10 years
Motor vehicles	Straight line	5 years
Radio and alarm equipment	Straight line	2 - 15 years
Leasehold improvements	Straight line	5 - 10 years
Uniforms	Straight line	1.5 years

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting period. No material changes were made.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss when the asset is derecognised.

1.6 Impairment of assets

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. If the recoverable amount cannot be determined for an individual asset, then it is determined for the cash generating unit to which the asset belongs.

Goodwill is tested for impairment annually by allocating it to each of the cash-generating units, or groups of cash-generating units, that are expected to benefit from the synergies of the business combination.

An impairment loss is recognised for an asset (or a cash-generating unit) if the recoverable amount of the asset or cash generating unit is less than the carrying amount. The impairment loss is determined as the difference between the two amounts. For cash generating units, the impairment loss is allocated to reduce the carrying amount of goodwill included in the cash-generating unit and then to the other assets on a pro-rata basis .

Impairment losses are recognised immediately in profit or loss.

Management assesses, at each reporting date, whether there is any indication that an impairment loss recognised in prior periods for assets other than goodwill may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated and the impairment reversal is recognised in the reverse manner and never in excess of the original impairment loss. Such reversal also never increases the carrying amount of an asset in excess of what it would have been if the asset had never been impaired.

1.7 Goodwill

Goodwill represents amounts arising on acquisition of a business. The goodwill consists of the difference between the fair value of the consideration transferred to acquire the business and the fair value of the net identifiable assets acquired. Goodwill is stated at cost less any accumulated impairment losses.

Goodwill is allocated to the individual cash-generating units and is tested annually for impairment. Any impairment loss is recognised if the present value of the estimated future cash flows arising from the identified units is exceeded by the carrying amount of goodwill. An impairment loss is recognised in profit or loss in the year in which it is identified. An impairment loss in respect of goodwill is not reversed.

1.8 Financial instruments

Financial instruments are recognised when the group becomes a party to the contractual provisions. They are measured, at initial recognition, at fair value plus transaction costs, if any.

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis.

The material accounting policies for each type of financial instrument held by the group are presented below:

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1.8 Financial instruments (continued)

Amounts due from related parties at amortised cost

Management have assessed and classified amounts due from related parties as financial assets at amortised cost.

The amortised cost, calculated using the effective interest method, is the amount recognised initially, minus principal repayments, plus cumulative amortisation of interest, adjusted for any loss allowance.

Interest income is calculated by applying the effective interest rate to the gross carrying amount of the loan in the application of the effective interest method. The gross carrying amount is the amortised cost before adjusting for a loss allowance.

The group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Amounts due from related parties at amortised cost include amounts denominated in British Pound, US Dollar and South African Rand. Foreign exchange gains or losses arising on these loans are recognised in profit or loss.

Trade and other receivables

Trade and other receivables, excluding, when applicable, VAT and prepayments, are measured, subsequent to initial recognition, at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

The accounting policy for impairment of trade and other receivables is set out in the "Impairment - Expected credit losses and write offs" accounting policy below.

Impairment - Expected credit losses and write offs

A provision matrix is used as a practical expedient when determining expected credit losses. The provision matrix is based on historic credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current and forecast conditions.

The measurement of expected credit losses incorporates the probability of default, loss given default and the exposure at default, taking the time value of money, historical data and forward-looking information into consideration.

The movement in credit loss allowance is recognised in profit or loss with a corresponding adjustment to the carrying amount of the instrument through a loss allowance account.

The group writes off an instrument when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Instruments written off may still be subject to enforcement activities under the group's recovery procedures. Any recoveries made are recognised in profit or loss.

Amounts due to related parties

Amounts due to related parties are classified as financial liabilities subsequently measured at amortised cost.

Amounts due to related parties include amounts denominated in US Dollar, British Pound and South African Rand. Foreign exchange gains or losses arising on these loans are recognised in profit or loss.

Trade and other payables

Trade and other payables, excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Trade and other payables include amounts which have been denominated in British Pound, US Dollar and South African Rand. Foreign exchange gains or losses are recognised in profit or loss.

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1.8 Financial instruments (continued)

Cash and cash equivalents

Cash and cash equivalents are stated at carrying amount which is at amortised cost.

Derecognition

The group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the group retains substantially all the risks and rewards of ownership of a transferred financial asset, the group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

The group derecognises financial liabilities when its obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Reclassification

The group only reclassifies affected financial assets if there is a change in the business model for managing financial assets. If a reclassification is necessary, it is applied prospectively from the reclassification date. Any previously stated gains, losses or interest are not restated.

The reclassification date is the beginning of the first reporting period following the change in business model which necessitates a reclassification.

Financial liabilities are not reclassified.

1.9 Inventories

Security alarms, fire alarms, equipment and operational consumables are stated at the lower of cost and net realisable value. Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts.

Net realisable value is the estimated selling price in the ordinary course of business, the estimated costs of completion and the estimated costs necessary to make the sale.

Obsolete, redundant and slow moving inventories are identified on a regular basis and are written down to their estimated net realisable values.

1.10 Stated capital

Ordinary shares are classified as equity and stated at the fair value of the consideration received. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

1.11 Provisions and contingencies

The group recognises provisions in circumstances where it has a present obligation resulting from past events, which can be measured reliably and for which it is probable that the group will be required to settle the obligation.

There is always a degree of estimation uncertainty involved with provisions as they are measured at management's best estimate of the amount which will be required to settle the obligation. When the effect of discounting is material, the provision is measured at the present value of such amounts.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 31.

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1.12 Employee benefits

Pension obligations

The company established a defined contribution pension scheme in July 2009, managed by Fiducia Services (Pty) Ltd, a privately administered pension insurance plan, for eligible citizen employees. The company has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

A gratuity scheme is in place for expatriate employees in terms of their employment contracts.

Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The company recognises termination benefits when it is demonstrably committed to either: terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal; or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after balance sheet date are discounted to present value. Contract staffs are paid terminal gratuities in accordance with their respective employment contract.

Severance payments and gratuity

In terms of the Labour Law legislation, severance pay is due to employees who are not eligible for gratuities or with respect to whom no contributions are made to the pension scheme. Provision for severance and gratuity benefits are raised in the period in which they accrue.

Leave pay

The costs of paid leave is recognised as an expense as the employee render services that increases the entitlement or, in the case of non-accumulating absence, when absence occurs.

Medical aid

In terms of the employment contracts and the rules of relevant medical aid scheme, medical benefits are provided to employees. The company subsidises a portion of medical aid contribution for certain employees. Contributions in relation to company's obligations in respect of these benefits are charged against profit or loss in the period of payment.

There are no post-employment medical funding requirements.

1.13 Earnings per share

The Group presents basic and diluted earnings per share (EPS) information for its ordinary shares. Basic EPS is calculated by dividing the profit for the year attributable to ordinary shareholders of the company by the weighted average number of ordinary shares outstanding during the period, adjusted for own shares held.

Diluted EPS is determined by adjusting the profit or loss after taxation attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

1.14 Segment reporting

An operating segment is a component of the Group that engages in unique business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. The Group has three primary operating segments: Cash Solutions, Manned Security Services and Electronic Security Services. In identifying these operating segments, management generally follows the Group's service lines representing its main products and services. Each of these operating segments is managed separately as each requires different technologies, marketing approaches and other resources. All inter-segment transfers are carried out at arm's length prices based on prices charged to unrelated customers in stand-alone sales of identical goods or services. For management purposes, the Group uses the same measurement policies as those used in its financial statements. In addition, corporate assets which are not directly attributable to the business activities of any operating segment are not allocated to a segment. This primarily applies to the Group's headquarters in Gaborone.

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1.14 Segment reporting (continued)

The basis of segmental reporting has been set out in note 33.

1.15 Finance expense and interest income

Interest received is accrued on a time basis, by reference to the principal outstanding and the interest rate applicable, which is the rate that discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount. Interest received is recognised in profit or loss. Finance expense is recognised in profit or loss in the period in which these expenses are incurred using the effective interest rate method.

1.16 Leases

The group assesses whether a contract is, or contains a lease, at the inception of the contract.

No contracts were identified that required specific judgement as to whether they contained leases.

Group as lessee

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the group is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

Lease liability

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect lease payments made. Interest charged on the lease liability is included in finance costs.

Right-of-use assets

Right-of-use assets are presented as a separate line item on the Statement of Financial Position.

They are measured initially at the initial amount of the lease liability plus upfront payments and initial direct costs.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated, from commencement date, over the shorter period of lease term and useful life of the underlying asset.

The useful lives of right-of-use assets are presented in the following table:

Item	Depreciation method	Average useful life
Buildings	Straight line	5 years
Motor vehicles	Straight line	1 - 3 years
Operational equipment	Straight line	4 years

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting period. No material changes were made.

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1.17 Tax

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the tax base used for taxation purposes.

A deferred tax liability is recognised for all taxable temporary differences.

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised.

A deferred tax asset is recognised for the carry forward of unused tax losses to the extent that it is probable that future taxable profit will be available against which they can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The deferred tax rate applied to assets is determined by the expected manner of recovery. Where the expected recovery of the asset is through sale, the capital gains tax rate is applied. The normal tax rate is applied when the expected recovery is through use. A combination of these rates is applied if the recovery is expected to be partly through use and sale.

Deferred tax assets are reviewed at each reporting date and are reduced if it is no longer probable that the related tax benefit will be realised. Such reductions are reversed when the probability of future taxable profits improves. The review by management has not resulted in the reduction of the deferred tax assets.

Initial Recognition Exemption – Amendment to IAS 12

The Group recognises deferred tax assets and liabilities on initial recognition of transactions that give rise to equal and offsetting taxable and deductible temporary differences, such as leases. The initial recognition exemption no longer applies to such transactions. Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences can be utilised.

Tax expenses

The income tax expense consists of current and deferred tax and is recognised in profit or loss.

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Notes to the Consolidated And Separate Financial Statements

2. New Standards and Interpretations

2.1 Standards and interpretations effective and adopted in the current year

In the current year, the group has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

Lack of exchangeability - amendments to IAS 21

The amendments apply to currencies which are not exchangeable. The definition of exchangeable is provided as being when an entity is able to obtain the other currency within a time frame that allows for a normal administrative delay and through a market or exchange mechanism in which an exchange transaction would create enforceable rights and obligations. The amendments require an entity to estimate the spot exchange rate at measurement date when a currency is not exchangeable into another currency. Additional disclosures are also required to enable users of financial statements to understand the impact of the non-exchangeability on financial performance, financial position and cash flow.

The effective date of the amendment is for years beginning on or after 01 January 2025.

The group has adopted the amendment for the first time in the 2025 consolidated and separate financial statements .

The adoption of this amendment has had no impact to the consolidated and separate financial statements.

2.2 Standards and interpretations not yet effective

The group has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the group's accounting periods beginning on or after 01 January 2026 or later periods:

Amendments to IFRS 10 and IAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

If a parent loses control of a subsidiary which does not contain a business, as a result of a transaction with an associate or joint venture, then the gain or loss on the loss of control is recognised in the parents' profit or loss only to the extent of the unrelated investors' interest in the associate or joint venture. The remaining gain or loss is eliminated against the carrying amount of the investment in the associate or joint venture. The same treatment is followed for the measurement to fair value of any remaining investment which is itself an associate or joint venture. If the remaining investment is accounted for in terms of IFRS 9, then the measurement to fair value of that interest is recognised in full in the parents' profit or loss.

The effective date of the amendment is to be determined by the IASB.

It is unlikely that the amendment will have a material impact on the group's consolidated and separate financial statements .

IFRS 18 Presentation and Disclosure in Financial Statements

This is a new standard which replaces IAS 1 Presentation of Financial Statements and introduces several new presentation requirements. The first relates to categories and subtotals in the statement of financial performance. Income and expenses will be categorised into operating, investing, financing, income taxes and discontinued operations categories, with two new subtotals, namely "operating profit" and "profit before financing and income taxes" also being required. These categories and sub totals are defined in IFRS 18 for comparability and consistency across entities. The next set of changes requires disclosures about management-defined performance measures in a single note to the financial statements. These include reconciliations of the performance measures to the IFRS defined subtotals, as well as a description of how they are calculated, their purpose and any changes. The third set of requirements enhance the guidance on grouping of information (aggregation and disaggregation) to prevent the obscuring of information.

The effective date of the standard is for years beginning on or after 01 January 2027.

The group expects to adopt the standard for the first time in the 2027 consolidated and separate financial statements .

The impact of this standard is currently being assessed.

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2. New Standards and Interpretations (continued)

Amendments to IFRS 7 Financial Instruments: Disclosures

Annual Improvements to IFRS Accounting Standards - Volume 11 - Gain or loss on derecognition - Amendment to delete an obsolete reference that remained in IFRS 7 after the publication of IFRS 13 Fair Value Measurement, as well as to improve consistency of wording of the requirements of IFRS 7 with IFRS 13 concepts regarding disclosure of a gain or loss on derecognition.

The effective date of the amendment is for years beginning on or after 01 January 2026.

The group expects to adopt the amendment for the first time in the 2026 consolidated and separate financial statements .

It is unlikely that the amendment will have a material impact on the group's consolidated and separate financial statements .

Amendments to IFRS 9 Financial Instruments

Annual Improvements to IFRS Accounting Standards - Volume 11 - Derecognition of lease liabilities. The amendment clarifies that if a lease liability has been extinguished in accordance with IFRS 9, the lessee is required to recognise any resulting gain or loss in profit or loss.

The effective date of the amendment is for years beginning on or after 01 January 2026.

The group expects to adopt the amendment for the first time in the 2026 consolidated and separate financial statements .

It is unlikely that the amendment will have a material impact on the group's consolidated and separate financial statements .

Amendments to IFRS 10 Consolidated Financial Statements

Annual Improvements to IFRS Accounting Standards - Volume 11 - Determination of a 'de facto agent'. The amendment is to clarify whether a party acts as a de facto agent in assessing control of an investee.

The effective date of the amendment is for years beginning on or after 01 January 2026.

The group expects to adopt the amendment for the first time in the 2026 consolidated and separate financial statements .

It is unlikely that the amendment will have a material impact on the group's consolidated and separate financial statements .

Amendments to IFRS 9 and IFRS 7: Amendments to the Classification and Measurement of Financial Instruments

The amendments clarify the classification of financial assets with environmental, social and corporate governance (ESG) and similar features, as such features could affect whether the assets are measured at amortised cost or fair value. The amendment also clarifies the date on which a financial asset or financial liability is derecognised in cases where liabilities are settled through electronic payment systems.

The effective date of the amendment is for years beginning on or after 01 January 2026.

The group expects to adopt the amendment for the first time in the 2026 consolidated and separate financial statements .

It is unlikely that the amendment will have a material impact on the group's consolidated and separate financial statements .

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Figures in Pula	2025	2024	2025	2024

3. Financial instruments and risk management

Financial risk management

Overview

The Group has exposure to foreign currency, liquidity and credit risk that arises in the normal course of business. This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing these risks and the Group's management of capital.

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework.

The Group's risk management policies are established to identify and analyse the risks faced by the Group to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities.

The Board of Directors oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group.

The following table indicates the carrying value of financial instruments which are recoverable and payable within a short period of time.

		Group		Company	
Figures in Pula		2025	2024	2025	2024
Financial assets					
Trade receivables	20	20 322 192	24 652 741	19 716 132	22 679 173
Other receivables	20	798 201	575 625	790 034	566 001
Amounts due from related parties	19	54 129 574	53 678 919	55 878 530	55 520 388
Cash and cash equivalents (excluding cash on hand)	21	16 408 375	13 174 361	15 309 389	11 806 274
		91 658 342	92 081 646	91 694 085	90 571 836
Financial liabilities					
Trade payables	23	10 062 356	9 909 562	10 542 652	9 076 790
Other payables	23	4 924 435	5 617 610	4 064 755	4 669 296
Amounts due to related parties	24	10 906 896	6 472 768	15 118 902	8 405 545
Lease liabilities	14	5 545 080	12 126 485	5 545 080	12 126 485
		31 438 767	34 126 425	35 271 389	34 278 116

Credit risk

Credit risk is the risk of financial loss to the group if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

Credit risk exposure arising on cash and cash equivalents is managed by the group by dealing with well-established financial institutions.

The Group applies the IFRS 9 simplified model of recognising lifetime expected credit losses for all trade receivables as these items do not have a significant financing component.

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	Group		Company	
Figures in Pula	2025	2024	2025	2024

3. Financial instruments and risk management (continued)

In measuring the expected credit losses, the trade receivables have been assessed on a collective basis as they possess shared credit risk characteristics. The receivables are grouped by service line (security systems, manned guarding and cash) and further sub-grouped by days past due to determine the appropriate loss rates.

In determining the level of likely credit losses on write-off of trade receivables, the Group has taken cognisance of historical collections from external debt collection processes and delayed settlement arrangements with debtors, as well as the impact which the expected future development of macro-economic indicators (specifically Gross Domestic Product) may have on historical collection and default rates.

These have resulted in an impairment loss allowance of P30 325 961 (2024: P35 404 444) and P29 588 768 (2024: P35 172 168), respectively for Group and Company.

The assessment of the expected credit losses will increase by P 234,439 (2024: P288 686) and P 213,042 (2024: P288 686) for the Group and Company, respectively for every 1% increase in the future expected credit loss rates.

Forward looking information is considered in the determination of the probability of default.

The Group and Company has assessed the impact of improving macro-economic factors (as precipitated by the anticipated improvement in Gross Domestic Product over the ensuing financial period) as decreasing expected credit losses by P1 536 795 (2024: P1 536 795). Actual credit losses may exceed the current assessments should the improving economic conditions not impact on losses at write-off as anticipated.

Trade receivables are considered irrecoverable where

- the customer has not made any payment within 180 days from the date of invoice (at which stage amounts are considered in full default), or
- no alternative payment arrangements have been made and adhered to by the customer during the first 180 days after date of invoice, or
- alternative collection efforts (mainly through external debt collection agencies), initiated once the invoice has been outstanding for more than 180 days, have failed, or
- notwithstanding the above, the factors above indicate a higher risk of credit default, however, customers are assessed individually and impairment is provided for in accordance with their risk of default profile.

The expected credit loss for trade receivables as at 31 December 2025 and 31 December 2024 is discussed in note 20.

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group's trade and other receivables, amounts due from related parties and its investments in cash and cash equivalents.

The carrying amount of financial assets represents the maximum credit exposure and is summarised as follows:

Trade receivables (net of impairment)	20 322 192	24 652 741	19 716 132	22 679 173
Other receivables	798 201	575 625	790 034	566 001
Amounts due from related parties	54 129 574	53 678 919	55 878 530	55 520 388
Cash and cash equivalents	16 408 375	13 174 361	15 309 389	11 806 274
	91 658 342	92 081 646	91 694 085	90 571 836

Amounts are presented at amortised cost or fair value depending on the accounting treatment of the item presented. The gross carrying amount is equal to the fair value because the credit loss allowance does not reduce the carrying amount. The credit loss allowance is only shown for disclosure purposes. Debt instruments at fair value through profit or loss do not include a loss allowance. The fair value is therefore equal to the gross carrying amount.

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3. Financial instruments and risk management (continued)

The below table shows an age analysis of gross trade receivables at their carrying value respectively as at the balance sheet date:

Aging of trade receivables

Fully performing	14 543 670	15 502 937	13 931 301	14 269 587
Past due 31-90 days	3 474 938	6 696 985	3 254 827	6 586 853
Past due 91 -180 days	1 778 935	1 576 404	1 748 735	1 540 218
Past due more than 180 days	30 850 610	36 280 859	30 370 037	35 454 683
Total gross receivables	50 648 153	60 057 185	49 304 900	57 851 341
Less impairment on receivables:				
Impairment loss allowance	(30 325 961)	(35 404 444)	(29 588 768)	(35 172 168)
Net trade receivables	20 322 192	24 652 741	19 716 132	22 679 173

The impairment consists of all impaired gross trade receivables charged on the trade receivables. A disclosure of the reconciliation of the allowance for expected credit losses has been included in note 20.

Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing its liquidity risk is to ensure as far as possible that it will always have sufficient liquidity to meet its liabilities when due under both normal and stressed conditions without incurring unacceptable losses or risking damage to the Group's reputation.

The Group ensures that it has sufficient cash on demand to meet expected operational expenses for a period of 60 days, including the servicing of financial obligations. This excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters.

The Group has access to funds through related party treasury and funds placed in call accounts to ensure that liquidity risk is managed appropriately. Management monitors rolling forecasts of the Group's liquidity reserve (comprising amounts due from G4S Limited) and cash and cash equivalents on the basis of expected cashflow. This is generally carried out at local level in the operating companies of the Group in accordance with practice and limits set by the Group.

Liquidity risk impacts all current and non-current liabilities of the company mainly, lease liabilities, trade and other payables and taxation.

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3. Financial instruments and risk management (continued)

Maturities of financial liabilities

The maturity profile of non-derivative financial liabilities based on contractual maturities is disclosed in the table below as the contractual undiscounted cash flows. All balances are due within 12 months and equal their carrying balances as the impact of discounting is not significant.

Group - 2025

	Note	Less than 1 year	2 to 5 years	Over 5 years	Total	Carrying amount
Non-current liabilities						
Lease liabilities	14	-	1 076 374	44 990	1 121 364	1 084 233
Current liabilities						
Trade and other payables	23	10 062 356	-	-	10 062 356	10 062 356
Amounts due to related companies	24	10 906 896	-	-	10 906 896	10 906 896
Lease liabilities	14	4 629 308	-	-	4 629 308	4 460 847
Other payables	23	4 924 435	-	-	4 924 435	4 924 435
		30 522 995	1 076 374	44 990	31 644 359	31 438 767

Group - 2024

		Less than 1 year	2 to 5 years	Over 5 years	Total	Carrying amount
Non-current liabilities						
Lease liabilities	14	-	1 690 637	13 783	1 704 420	1 634 544
Current liabilities						
Trade and other payables	23	9 909 562	-	-	9 909 562	9 909 562
Amounts due to related companies	24	6 472 768	-	-	6 472 768	6 472 768
Lease liabilities	14	10 891 958	-	-	10 891 958	10 491 941
Other payables	23	5 617 610	-	-	5 617 610	5 617 610
		32 891 898	1 690 637	13 783	34 596 318	34 126 425

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	Group		Company	
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3. Financial instruments and risk management (continued)

Company - 2025

	Note	Less than 1 year	2 to 5 years	Over 5 years	Total	Carrying amount
Non-current liabilities						
Lease liabilities	14	-	1 076 374	44 990	1 121 364	1 084 233
Current liabilities						
Trade and other payables	23	10 542 652	-	-	10 542 652	10 542 652
Amounts due to related companies	24	15 118 902	-	-	15 118 902	15 118 902
Lease liabilities	14	4 629 308	-	-	4 629 308	4 460 847
Other payables	23	4 064 755	-	-	4 064 755	4 064 755
		34 355 617	1 076 374	44 990	35 476 981	35 271 389

Company - 2024

		Less than 1 year	2 to 5 years	Over 5 years	Total	Carrying amount
Non-current liabilities						
Lease liabilities	14	-	1 690 637	13 783	1 704 420	1 634 544
Current liabilities						
Trade and other payables	23	9 076 790	-	-	9 076 790	9 076 790
Amounts due to related companies	24	8 405 545	-	-	8 405 545	8 405 545
Lease liabilities	14	10 891 958	-	-	10 891 958	10 491 941
Other payables	23	4 669 296	-	-	4 669 296	4 669 296
		33 043 589	1 690 637	13 783	34 748 009	34 278 116

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	Group		Company	
Figures in Pula	2025	2024	2025	2024

3. Financial instruments and risk management (continued)

Foreign currency risk

The group is exposed to foreign currency risk as a result of certain transactions which are denominated in foreign currencies. Exchange rate exposures are managed within approved policy parameters utilising foreign forward exchange contracts where necessary. The foreign currencies in which the group deals primarily are US Dollars, British Pound and South Africa Rand.

There have been no significant changes in the foreign currency risk management policies and processes since the prior reporting period.

Exchange rates

Pula per unit of foreign currency:

South African rand	1.1860	1.3494	1.1860	1.3494
US Dollar	0.0716	0.0717	0.0716	0.0717
British Pound	0.0531	0.0573	0.0531	0.0573

Foreign currency sensitivity analysis

The Group is exposed to currency risk mainly South Africa Rand (ZAR) and United States Dollar (USD) through its purchases from South Africa, United Kingdom and India (in USD). The Group's total liabilities payable in ZAR at the reporting date were R3 064 998: P2 584 273 (2024: R 2 515 416: P1 864 100), payable in USD at the reporting date were USD1 778 : P24 830 (2024: USD166 394 :P 2 320 695) and payable in GBP at the reporting date were GBP72 578 : P1 365 645.

A 10 percent strengthening of the Botswana Pula against the South African Rand at the reporting date would have increased the company's profit before taxation by P258 427 (2024: P186 410). A 10 percent strengthening of the Botswana Pula against the United States Dollar at the reporting date would have increased the company's profit before taxation by P2 438 (2024: P232 070). A 10 percent strengthening of the Botswana Pula against the British Pound at the reporting date would have increased the company's profit before taxation by P136 564.

This analysis assumes that all other variables, in particular interest rates remain constant. A 10 percent weakening of the Botswana Pula against the South African Rand and United States Dollar at the reporting date would have had the equal but opposite effect on the company's profit before taxation, based on the assumption that all other variables, in particular interest rates remain constant.

Increase or decrease in rate

Impact on profit or loss before taxation:

	2025	2025	2024	2024
	Increase	Decrease	Increase	Decrease
ZAR/BWP	258 427	(258 427)	186 410	(186 410)
USD/BWP	2 438	(2 438)	232 070	(232 070)
GBP/BWP	136 564	(136 564)	-	-
	397 429	(397 429)	418 480	(418 480)

Impact on equity post tax:

ZAR/BWP	201 573	(201 573)	145 400	(145 400)
USD/BWP	1 902	(1 902)	181 015	(181 015)
GBP/BWP	106 520	(106 520)	-	-
	309 995	(309 995)	326 415	(326 415)

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3. Financial instruments and risk management (continued)

Interest rate risk

The Group's interest rate risk arises from cash and cash equivalents and amounts due from related parties. The Group does not make use of financial instruments to manage this risk. Fluctuation in interest rates impact on the value of short-term cash investment and financing activities, giving rise to interest rate risk. The cash is managed to ensure surplus funds are invested in a manner to achieve maximum returns while minimising risk. Finance costs relate to the group's lease liabilities which do not give rise to interest rate risk.

There have been no significant changes in the interest rate risk management policies and processes since the prior reporting period.

Interest rate sensitivity analysis

The following sensitivity analysis has been prepared using a sensitivity rate which is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates. All other variables remain constant. The sensitivity analysis includes only financial instruments exposed to interest rate risk which were recognised at the reporting date. No changes were made to the methods and assumptions used in the preparation of the sensitivity analysis compared to the previous reporting period.

Group	2025	2025	2024	2024
Increase or decrease in rate by 10%	Increase	Decrease	Increase	Decrease
Impact on profit or loss before taxation:				
Interest income	138 274	(138 274)	139 590	(139 590)
Impact on equity after taxation:				
Interest income	107 854	(107 854)	108 880	(108 880)

Capital risk management

The Group's objectives when managing capital, comprising of cash reserves and investments, are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The group has no externally imposed capital requirements. The long term capital gearing ratio of the business is considered to be acceptable at 40%, should market opportunities justify borrowings.

The gearing ratios at 31 December 2025 and 31 December 2024 were as follows:

Finance lease liabilities		5 545 080	12 126 485	5 545 080	12 126 485
Total borrowings		5 545 080	12 126 485	5 545 080	12 126 485
Cash and cash equivalents	21	16 414 067	13 181 685	15 315 081	11 813 447
Net cash/(borrowings)		10 868 987	1 055 200	9 770 001	(313 038)
Equity		76 111 852	80 972 779	72 473 876	79 552 377
Gearing ratio		(14.28)%	0.00 %	(13.48)%	0.39 %

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3. Financial instruments and risk management (continued)

Categories of financial instruments

Categories of financial assets

Group - 2025

	Note(s)	Amortised cost	Total
Amounts due from related parties	19	54 129 574	54 129 574
Trade and other receivables	20	21 120 393	21 120 393
Cash and cash equivalents (excluding cash on hand)	21	16 408 375	16 408 375
		91 658 342	91 658 342

Group - 2024

	Note(s)	Amortised cost	Total
Amounts due from related parties	19	53 678 919	53 678 919
Trade and other receivables	20	25 228 366	25 228 366
Cash and cash equivalents (excluding cash on hand)	21	13 174 361	13 174 361
		92 081 646	92 081 646

Company - 2025

	Note(s)	Amortised cost	Total
Amounts due from related parties	19	55 878 530	55 878 530
Trade and other receivables	20	20 506 166	20 506 166
Cash and cash equivalents (excluding cash on hand)	21	15 309 389	15 309 389
		91 694 085	91 694 085

Company - 2024

	Note(s)	Amortised cost	Total
Amounts due from related parties	19	55 520 388	55 520 388
Trade and other receivables	20	23 245 174	23 245 174
Cash and cash equivalents (excluding cash on hand)	21	11 806 274	11 806 274
		90 571 836	90 571 836

The Directors believe that the fair values of financial instruments approximate their carrying amounts.

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3. Financial instruments and risk management (continued)

Categories of financial liabilities

Group - 2025

	Note(s)	Amortised cost	Total
Trade and other payables	23	14 986 791	14 986 791
Amounts due to related parties	24	10 906 896	10 906 896
Lease liabilities		5 545 080	5 545 080
		31 438 767	31 438 767

Group - 2024

	Note(s)	Amortised cost	Total
Trade and other payables	23	15 527 172	15 527 172
Amounts due to related parties	24	6 472 768	6 472 768
Lease liabilities		12 126 485	12 126 485
		34 126 425	34 126 425

Company - 2025

	Note(s)	Amortised cost	Total
Trade and other payables	23	14 607 407	14 607 407
Amounts due to related parties	24	15 118 902	15 118 902
Lease liabilities		5 545 080	5 545 080
		35 271 389	35 271 389

Company - 2024

	Note(s)	Amortised cost	Total
Trade and other payables	23	13 746 086	13 746 086
Amounts due to related parties	24	8 405 545	8 405 545
Lease liabilities		12 126 485	12 126 485
		34 278 116	34 278 116

The Directors believe that the fair values of financial instruments approximate their carrying amounts.

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4. Revenue

Revenue from contracts with customers

Sale of goods	6 629 702	9 405 738	6 455 238	8 099 561
Rendering of services	226 389 463	221 716 514	219 203 454	214 353 489
	233 019 165	231 122 252	225 658 692	222 453 050

Revenue from one customer in the cash solutions segment represents approximately 10% of the Group's total revenue.

Disaggregation of revenue from contracts with customers

The group disaggregates revenue from customers as follows:

Sale of goods

Security systems

Security equipment sales	2 355 188	5 065 994	2 180 724	3 759 817
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Cash solutions

Sale of consumables	4 274 514	4 339 744	4 274 514	4 339 744
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	6 629 702	9 405 738	6 455 238	8 099 561
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Rendering of services

Security systems

Alarm monitoring and response services	37 861 788	40 267 968	37 861 788	40 573 492
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Systems installations services	1 583 101	1 705 259	1 583 101	1 705 259
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Systems repairs and maintenance services	743 946	924 753	743 946	924 753
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Manned security

Manned guarding services	121 160 011	112 011 367	121 160 011	112 011 367
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Cash solutions

ATM management, cash in transit services and cash processing services	57 854 608	59 138 618	57 854 608	59 138 618
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Facilities management

Rental services	193 317	241 897	-	-
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Cleaning services	6 992 692	7 426 652	-	-
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	226 389 463	221 716 514	219 203 454	214 353 489
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Total revenue from contracts with customers

	233 019 165	231 122 252	225 658 692	222 453 050
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Timing of revenue recognition

At a point in time

Sale of goods	6 629 702	9 405 738	6 455 238	8 099 561
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Over time

Rendering of services	226 389 463	221 716 514	219 203 454	214 353 489
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Total revenue from contracts with customers

	233 019 165	231 122 252	225 658 692	222 453 050
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	Group		Company	
Figures in Pula	2025	2024	2025	2024

5. Cost of goods sold

Sale of goods	4 888 945	9 592 043	4 976 023	7 857 020
	4 888 945	9 592 043	4 976 023	7 857 020

Rendering of services:

Employee costs	132 259 627	129 397 716	127 689 318	124 873 127
Depreciation	15 804 003	17 415 714	15 798 485	17 399 159
Expenses	32 258 948	35 546 994	30 330 286	33 270 972
	180 322 578	182 360 424	173 818 089	175 543 258

Rendering of services: Employee costs

Employee costs - salaried staff	132 259 627	129 397 716	127 689 318	124 873 127
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Rendering of services: Depreciation/amortisation

Property, plant and equipment	8 775 338	10 358 626	8 769 820	10 342 071
Right-of-use assets	7 028 665	7 057 088	7 028 665	7 057 088
	15 804 003	17 415 714	15 798 485	17 399 159

Rendering of services: Expenses

Data, fixed line and mobile costs	2 002 236	1 869 663	1 984 264	1 852 001
Cleaning materials	1 149 648	1 513 939	-	-
Fines and penalties	99 354	23 175	99 354	23 175
Goods transportation	-	337 970	-	337 970
Operating expenses	491 053	2 974 807	491 053	2 974 807
Insurance vehicles	1 328 055	1 992 876	1 321 056	1 981 921
Motor vehicle expenses	15 239 979	15 429 617	15 121 960	15 348 027
Other expenses - cleaning services, hire, purchase variance and repairs and maintenance	665 948	52 003	632 605	-
Other expenses - manned security and facility management services	531 719	1 696 460	531 719	1 696 460
Other expenses - security systems	1 182 875	2 673 184	1 182 875	2 673 184
Property costs	1 200	14 033	1 200	14 033
Radio and software licenses	4 280 609	2 742 299	4 230 579	2 694 447
Repairs and maintenance	26 990	35 016	26 990	35 016
Short term leases	3 922 316	3 300 627	3 386 055	2 769 034
Training and recruitment costs	17 382	144 825	17 382	136 445
Transport, freight and storage	760 884	-	760 884	-
Travel and accommodation expenses	558 700	767 712	542 310	745 005
Uniforms and related equipment	-	(21 212)	-	(10 553)
	32 258 948	35 546 994	30 330 286	33 270 972

6. Other income gains/(losses)

Other sundry items	3 801 016	184 459	3 618 576	184 459
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Other sundry items comprises of credits to the statement of comprehensive income that cannot reasonably be attributed to other financial statement line items. These amounts are individually immaterial.

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	Group		Company	
Figures in Pula	2025	2024	2025	2024
7. Operating loss				
Operating loss for the year is stated after charging (crediting) the following, amongst others:				
Auditor's remuneration - external				
Audit fees	3 018 640	2 141 500	2 901 230	1 984 801
Remuneration, other than to employees				
Administrative and managerial services	720 761	84 012	720 761	84 012
Consulting and professional services	1 862 775	991 856	1 729 619	949 915
	2 583 536	1 075 868	2 450 380	1 033 927
Employee costs				
Salaries, wages, bonuses and other benefits	120 895 749	123 766 970	116 325 440	118 953 081
Retirement benefit plans: defined contribution expense	2 977 113	3 273 071	2 977 113	3 263 171
Short-term benefits	25 885 108	26 674 398	25 885 108	26 587 104
Total employee costs	149 757 970	153 714 439	145 187 661	148 803 356
Less: Employee costs included in cost of rendering services	(132 259 627)	(129 397 716)	(127 689 318)	(124 873 127)
Total employee costs expensed	17 498 343	24 316 723	17 498 343	23 930 229
Leases				
Short-term leases	5 778 530	5 421 443	5 113 222	4 724 974
	5 778 530	5 421 443	5 113 222	4 724 974
Less: Lease charges included in cost rendering of services	(3 922 316)	(3 300 627)	(3 386 055)	(2 769 034)
Depreciation and amortisation				
Depreciation of property, plant and equipment (Note 13)	9 369 382	11 221 463	9 363 864	11 204 908
Depreciation of right-of-use assets (Note 14)	7 028 665	7 057 088	7 028 665	7 057 088
Total depreciation and amortisation	16 398 047	18 278 551	16 392 529	18 261 996
Less: Depreciation included in cost of rendering services	(15 804 003)	(17 415 714)	(15 798 485)	(17 399 159)
Total depreciation and amortisation expensed	594 044	862 837	594 044	862 837
Impairment losses				
Goodwill (Note 15)	4 459 000	-	4 459 000	-
Net impairment losses on financial assets				
Trade receivables (Note 20)	7 869 118	6 246 225	7 360 561	6 507 764
Amounts due from related parties (Note 19)	-	-	1 339 280	-
	7 869 118	6 246 225	8 699 841	6 507 764

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	Group		Company	
Figures in Pula	2025	2024	2025	2024
8. Administrative expenses				
Advertising	118 563	42 358	118 563	3 570
Auditors remuneration - assurance services	3 018 640	2 141 500	2 901 230	1 984 801
Bank charges	695 661	746 827	659 760	701 033
Cleaning	(95 153)	11 950	1 074 744	1 046 571
Computer expenses	1 033 746	853 634	1 033 746	853 634
Consulting and professional fees	1 526 388	809 099	1 393 232	767 158
Corporate social responsibilities	2 500	20 000	2 500	20 000
Depreciation	594 044	862 837	594 044	862 837
Electricity and water	1 212 808	1 470 851	1 208 208	1 466 851
Employee costs	17 498 343	24 316 723	17 498 343	23 930 229
Restructuring costs	1 486 663	951 943	1 486 663	874 943
Net foreign exchange loss	1 991 637	618 125	2 017 198	603 356
Fines and penalties	93 283	3 308 798	60 380	2 624 624
Insurance	1 118 265	859 533	1 118 265	859 533
Legal fees	336 387	182 757	336 387	182 757
Listing expenses	-	60 000	-	60 000
Management fees and service charges	720 761	84 012	720 761	84 012
Medical expenses	34 897	54 380	34 897	54 380
Motor vehicle expenses	645 681	753 411	645 681	751 255
Office expenses	355 572	933 872	308 843	665 868
Postage and publication expenses	51 048	218 638	41 100	79 893
Printing and stationery	1 791 659	1 028 463	1 791 659	1 028 463
Protective personal equipment	10 775	-	9 800	-
Repairs and maintenance	547 615	277 794	546 920	268 366
Royalties and license fees	2 272 586	2 258 023	2 272 586	2 258 023
Security	933	2 293	933	2 293
Short term leases	1 856 214	2 120 816	1 727 167	1 955 940
Software and communication expenses	947 290	727 487	944 182	727 437
Staff welfare	-	1 685	-	-
Subscription expenses	37 292	222 362	37 292	222 362
Teas and refreshments	11 147	5 443	11 147	5 443
Telephone and fax	2 705 433	2 751 173	2 649 223	2 692 268
Training and recruitment	45 985	84 388	34 119	66 981
Training expenses	458 021	402 250	458 021	402 250
Transport and customs	722 071	37 547	722 071	37 547
Travel and subsistence	475 646	460 792	462 091	460 222
	44 322 401	49 681 764	44 921 756	48 604 900
9. Finance income				
Interest income				
Related party*	1 362 574	1 496 283	1 362 574	1 496 283
Bank and other cash	20 170	11 863	19 859	11 572
Total interest income	1 382 744	1 508 146	1 382 433	1 507 855

9. Finance income

Interest income

Related party*	1 362 574	1 496 283	1 362 574	1 496 283
Bank and other cash	20 170	11 863	19 859	11 572
Total interest income	1 382 744	1 508 146	1 382 433	1 507 855

*This interest income from related party is non-cash in nature, as it has not been settled in cash during the reporting period but has instead been added to the outstanding loan balance in accordance with the terms of the agreement.

10. Finance costs

Lease liabilities	537 773	982 841	537 773	982 841
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Consolidated And Separate Financial Statements for the year ended 31 December 2025

Notes to the Consolidated And Separate Financial Statements

	Group		Company	
Figures in Pula	2025	2024	2025	2024

11. Taxation

Major components of the tax expense (income)

Current

Basic company tax	241 929	-	-	-
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Deferred

Originating and reversing temporary differences	422 108	(1 699 376)	325 720	(1 968 446)
	664 037	(1 699 376)	325 720	(1 968 446)

Reconciliation of the tax expense

Reconciliation between accounting profit and tax expense

Accounting loss	(4 196 890)	(16 048 440)	(6 752 781)	(15 350 419)
Tax at the applicable tax rate of 22% (2024: 22%)	(923 316)	(3 530 657)	(1 485 612)	(3 377 092)

Tax effect of adjustments on taxable income

Tax penalties, impairments and fines	1 053 354	807 152	1 321 345	607 948
Unrecognised deferred tax asset	533 999	1 024 129	489 987	800 698
	664 037	(1 699 376)	325 720	(1 968 446)

No corporate income tax expense has been recognised for 2025 tax as the company has no taxable income. The estimated tax loss available for set off against future taxable income and their expiry dates are shown below:

Tax year	Group Tax loss	Company Tax loss	Expiry date
2022	-	-	2027
2023	8 946 293	8 946 293	2028
2024	7 799 716	7 519 047	2029
2025	5 266 993	3 948 976	2030
2026	2 212 086	2 212 086	2031
	24 225 088	22 626 402	

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	Group		Company	
Figures in Pula	2025	2024	2025	2024

12. Loss per share

Earnings/(Loss) per share (thebe)	(6.46)	(18.28)		
Profit (loss) for the year attributable to equity holders of the parent	(5 168 255)	(14 620 947)		
Weighted average number of ordinary shares at 31 December	80 000 000	80 000 000		

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Notes to the Consolidated And Separate Financial Statements

13. Property, plant and equipment

Group	2025			2024		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Buildings	401 521	(346 696)	54 825	401 521	(331 396)	70 125
Furniture and fixtures	1 761 574	(1 460 115)	301 459	1 635 423	(1 262 370)	373 053
Motor vehicles	16 492 478	(14 808 954)	1 683 524	16 492 478	(11 109 093)	5 383 385
Radio and alarm equipment	14 848 427	(11 461 717)	3 386 710	13 163 304	(8 756 372)	4 406 932
Leasehold improvements	2 386 411	(2 194 058)	192 353	2 386 411	(1 752 844)	633 567
Uniforms	4 215 275	(1 042 322)	3 172 953	6 567 153	(3 934 715)	2 632 438
Total	40 105 686	(31 313 862)	8 791 824	40 646 290	(27 146 790)	13 499 500

Company	2025			2024		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Buildings	401 521	(346 696)	54 825	401 521	(331 396)	70 125
Furniture and fixtures	1 697 909	(1 396 450)	301 459	1 571 758	(1 204 223)	367 535
Motor vehicles	16 492 478	(14 808 954)	1 683 524	16 492 478	(11 109 093)	5 383 385
Radio and alarm equipment	14 848 427	(11 461 717)	3 386 710	13 163 304	(8 756 372)	4 406 932
Leasehold improvements	2 386 411	(2 194 058)	192 353	2 386 411	(1 752 844)	633 567
Uniforms	4 028 835	(1 042 322)	2 986 513	6 567 153	(3 934 715)	2 632 438
Total	39 855 581	(31 250 197)	8 605 384	40 582 625	(27 088 643)	13 493 982

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Consolidated And Separate Financial Statements for the year ended 31 December 2025

Notes to the Consolidated And Separate Financial Statements

13. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - Group - 2025

	Buildings	Furniture and fixtures	Motor vehicles	Radio and alarm equipment	Leasehold improvements	Uniforms	Total
Opening balance							
Cost	401 521	1 635 423	16 492 478	13 163 304	2 386 411	6 567 153	40 646 290
Accumulated depreciation	(331 396)	(1 262 370)	(11 109 093)	(8 756 372)	(1 752 844)	(3 934 715)	(27 146 790)
Net book value at 01 January 2025	70 125	373 053	5 383 385	4 406 932	633 567	2 632 438	13 499 500
Additions - cash purchases	-	126 150	-	1 685 345	-	2 608 766	4 420 261
Additions - Credit purchases	-	-	-	-	-	241 445	241 445
Disposals - cost	-	-	-	-	-	(5 204 094)	(5 204 094)
Disposals - accumulated depreciation	-	-	-	-	-	5 204 094	5 204 094
Depreciation	(15 300)	(197 744)	(3 699 861)	(2 705 567)	(441 214)	(2 309 696)	(9 369 382)
Net book value at 31 December 2025	54 825	301 459	1 683 524	3 386 710	192 353	3 172 953	8 791 824
Made up as follows:							
Cost	401 521	1 761 574	16 492 478	14 848 427	2 386 411	4 215 275	40 105 686
Accumulated depreciation	(346 696)	(1 460 115)	(14 808 954)	(11 461 717)	(2 194 058)	(1 042 322)	(31 313 862)
	54 825	301 459	1 683 524	3 386 710	192 353	3 172 953	8 791 824

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Notes to the Consolidated And Separate Financial Statements

13. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - Group - 2024

	Buildings	Furniture and fixtures	Motor vehicles	Radio and alarm equipment	Leasehold improvements	Uniforms	Total
Opening balance							
Cost	401 521	1 343 619	16 302 210	10 576 725	2 251 345	8 222 722	39 098 142
Accumulated depreciation	(282 960)	(932 018)	(7 269 360)	(5 985 158)	(1 194 632)	(3 824 054)	(19 488 182)
Net book value at 01 January 2024	118 561	411 601	9 032 850	4 591 567	1 056 713	4 398 668	19 609 960
Additions - Cash purchases	-	18 551	190 268	1 292 904	135 066	1 907 286	3 544 075
Additions - Credit purchases	-	-	-	1 566 928	-	-	1 566 928
Disposals - cost	-	-	-	-	-	(3 562 449)	(3 562 449)
Disposals - accumulated depreciation	-	-	-	-	-	3 562 449	3 562 449
Depreciation	(48 436)	(57 099)	(3 839 733)	(3 044 467)	(558 212)	(3 673 516)	(11 221 463)
Net book value at 31 December 2024	70 125	373 053	5 383 385	4 406 932	633 567	2 632 438	13 499 500
Made up as follows:							
Cost	401 521	1 635 423	16 492 478	13 163 304	2 386 411	6 567 153	40 646 290
Accumulated depreciation	(331 396)	(1 262 370)	(11 109 093)	(8 756 372)	(1 752 844)	(3 934 715)	(27 146 790)
	70 125	373 053	5 383 385	4 406 932	633 567	2 632 438	13 499 500

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13. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - Company - 2025

	Buildings	Furniture and fixtures	Motor vehicles	Radio and alarm equipment	Leasehold improvements	Uniforms	Total
Opening balance							
Cost	401 521	1 571 758	16 492 478	13 163 304	2 386 411	6 567 153	40 582 625
Accumulated depreciation	(331 396)	(1 204 223)	(11 109 093)	(8 756 372)	(1 752 844)	(3 934 715)	(27 088 643)
Net book value at 01 January 2025	70 125	367 535	5 383 385	4 406 932	633 567	2 632 438	13 493 982
Additions - Cash purchases	-	126 150	-	1 685 345	-	2 663 771	4 475 266
Disposals - cost	-	-	-	-	-	(5 204 094)	(5 204 094)
Disposals - accumulated depreciation	-	-	-	-	-	5 204 094	5 204 094
Depreciation	(15 300)	(192 226)	(3 699 861)	(2 705 567)	(441 214)	(2 309 696)	(9 363 864)
Net book value at 31 December 2025	54 825	301 459	1 683 524	3 386 710	192 353	2 986 513	8 605 384
Made up as follows:							
Cost	401 521	1 697 909	16 492 478	14 848 427	2 386 411	4 028 835	39 855 581
Accumulated depreciation	(346 696)	(1 396 450)	(14 808 954)	(11 461 717)	(2 194 058)	(1 042 322)	(31 250 197)
	54 825	301 459	1 683 524	3 386 710	192 353	2 986 513	8 605 384

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Notes to the Consolidated And Separate Financial Statements

13. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - Company - 2024

	Buildings	Furniture and fixtures	Motor vehicles	Radio and alarm equipment	Leasehold improvements	Uniforms	Total
Opening balance							
Cost	401 521	1 279 954	16 302 210	10 576 725	2 251 345	8 222 722	39 034 477
Accumulated depreciation	(282 960)	(890 426)	(6 946 534)	(5 662 332)	(1 840 284)	(3 824 054)	(19 446 590)
Net book value at 01 January 2024	118 561	389 528	9 355 676	4 914 393	411 061	4 398 668	19 587 887
Additions - cash purchases	-	18 551	190 268	1 292 904	135 066	1 907 286	3 544 075
Additions - credit purchases	-	-	-	1 566 928	-	-	1 566 928
Disposals - cost	-	-	-	-	-	(3 562 449)	(3 562 449)
Disposals - accumulated depreciation	-	-	-	-	-	3 562 449	3 562 449
Depreciation	(48 436)	(40 544)	(4 162 559)	(3 367 293)	87 440	(3 673 516)	(11 204 908)
Made up as follows:							
Cost	401 521	1 571 758	16 492 478	13 163 304	2 386 411	6 567 153	40 582 625
Accumulated depreciation	(331 396)	(1 204 223)	(11 109 093)	(8 756 372)	(1 752 844)	(3 934 715)	(27 088 643)
	70 125	367 535	5 383 385	4 406 932	633 567	2 632 438	13 493 982

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	Group		Company	
Figures in Pula	2025	2024	2025	2024

14. Right-of-use assets and lease liabilities

The group has the option to purchase the operating equipment at a nominal amount on completion of the lease term.

Details pertaining to leasing arrangements, where the group is lessee are presented below:

Group and Company	2025			2024		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Buildings	42 011 940	(39 749 571)	2 262 369	40 436 934	(36 215 609)	4 221 325
Operating equipment	1 701 671	(1 457 084)	244 587	6 100 661	(5 276 730)	823 931
Motor vehicles	5 879 721	(4 168 775)	1 710 946	7 616 712	(2 386 469)	5 230 243
Total	49 593 332	(45 375 430)	4 217 902	54 154 307	(43 878 808)	10 275 499

Reconciliation of right-of-use assets - Group and Company - 2025

	Opening balance	Additions	Lease modification	Depreciation	Total
Buildings	4 221 325	1 473 604	(761 063)	(2 671 497)	2 262 369
Operating equipment	823 931	-	258 527	(837 871)	244 587
Motor vehicles	5 230 243	-	-	(3 519 297)	1 710 946
	10 275 499	1 473 604	(502 536)	(7 028 665)	4 217 902

Reconciliation of right-of-use assets - Group and Company - 2024

	Opening balance	Lease modification	Depreciation	Total
Buildings	6 247 542	1 009 583	(3 035 800)	4 221 325
Operating equipment	2 567 757	-	(1 743 826)	823 931
Motor vehicles	6 600 133	907 572	(2 277 462)	5 230 243
	15 415 432	1 917 155	(7 057 088)	10 275 499

Other disclosures

Interest expense on lease liabilities	537 773	982 841	537 773	982 841
Expenses on short-term leases included in operating expenses	1 856 214	2 120 816	1 727 167	1 955 940
Expenses on short-term leases included in rendering of services	3 922 316	3 300 627	3 386 055	2 769 034
Total cash outflow from leases	14 472 002	14 100 521	13 806 694	13 404 052

The group and company did not have any low value lease payments during the year.

The lease for plot 20584 under Prime Time has been adjusted to factor in the variable lease payment linked to CPI+1%.

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	Group		Company	
Figures in Pula	2025	2024	2025	2024

14. Right-of-use assets and lease liabilities (continued)

Lease liabilities

The maturity analysis of lease liabilities is as follows:

Within one year	4 629 308	10 891 958	4 629 308	10 891 958
Two to three years	1 076 374	1 690 637	1 076 374	1 690 637
Three to five years	44 990	13 783	44 990	13 783
	5 750 672	12 596 378	5 750 672	12 596 378
Less finance charges component	(205 592)	(469 893)	(205 592)	(469 893)
	5 545 080	12 126 485	5 545 080	12 126 485
Non-current liabilities	1 084 233	1 634 544	1 084 233	1 634 544
Current liabilities	4 460 847	10 491 941	4 460 847	10 491 941
	5 545 080	12 126 485	5 545 080	12 126 485

15. Goodwill

Group and company	2025			2024		
	Cost	Accumulated impairment	Carrying value	Cost	Accumulated impairment	Carrying value
Goodwill	9 715 123	(5 285 123)	4 430 000	9 715 123	(826 123)	8 889 000

Reconciliation of goodwill

	Group		Company	
Figures in Pula	2025	2024	2025	2024
At the beginning of the year	8 889 000	8 889 000	8 889 000	8 889 000
Impairment	(4 459 000)	-	(4 459 000)	-
Closing net book balance	4 430 000	8 889 000	4 430 000	8 889 000

Impairment test of goodwill

For the purpose of impairment testing, goodwill is attached to the following:

Manned Security	4 430 000	8 889 000	4 430 000	8 889 000
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The carrying amount of goodwill recognised in the Group and Company financial statements goodwill relates to the Manned Security Services ("MSS") cash generating unit and initially arose on acquisition of the MSS in prior years.

The Group performed an annual impairment of goodwill and other non-financial assets in accordance with the requirements of IAS 36 – Impairment of Assets. For purposes of impairment assessment, the recoverable amount of the cash-generating unit ("CGU") to which goodwill is allocated was determined based on fair value, using the Group's market capitalization at the reporting date as the principal measure of value. The Group's shares are traded on the Botswana Stock Exchange, and the Directors concluded that any incremental costs directly attributable to the disposal of the CGU would be insignificant. The resultant fair value less costs of disposal exceeded the value in use determined from the discounted future cash flow projections and was therefore adopted as the recoverable amount of the CGU.

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	Group		Company	
Figures in Pula	2025	2024	2025	2024

15. Goodwill (continued)

The assessment indicated that the carrying amount of the CGU exceeded its recoverable amount of P72,800,000 at the reporting date, resulting in an impairment loss being recognised in the consolidated and separate financial statements. In accordance with IAS 36, the impairment loss was allocated first to goodwill. As the carrying amount of goodwill was sufficient to absorb the impairment loss, the entire impairment loss of P4,459,000 (2024: PNil) was recognised against goodwill, with no impairment allocated to any other non-financial asset within the CGU. The impairment charge is recorded in the statement of profit or loss as impairment of non-financial assets.

The Directors performed a sensitivity analysis on the recoverable amount by considering a reasonably possible change of +/- 5% in the Group's quoted share price (key input) at the reporting date, with all other assumptions remaining unchanged. The sensitivity of this key input in the recoverable amount and impairment results is as follows:

Scenario	Impact on recoverable amount	Estimated impact on impairment loss
5% decrease in share price	Decrease of P3,640,000	Additional impairment loss of P3,640,000 would be recognised
5% increase in share price	Increase of P3,640,000	Impairment loss would decrease by P3,640,000

16. Investment in subsidiaries

The company has two subsidiaries, G4S Facilities Management Botswana (Pty) Ltd and Access and Beyond (Botswana) (Pty) Ltd.

G4S Facilities Management Botswana (Pty) Ltd is material to the Group in 2025. The company holds majority of voting rights in the subsidiary (71.5%) and exercises control over the entity. Refer to Critical accounting estimates and judgements 1.2 for the significant judgement.

Company

Name of company	Number of shares 2025	Number of shares 2024	% holding 2025	% holding 2024	Carrying amount 2025	Carrying amount 2024
G4S Facilities Management Botswana (Pty) Ltd	305	305	71.50 %	71.50 %	1 191 159	1 191 159
Access and Beyond (Botswana) (Pty) Ltd	100	100	100.00 %	100.00 %	100	100
					1 191 259	1 191 259

Reconciliation of investment in subsidiary

Opening balance	1 191 259	1 191 259
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Restrictions relating to subsidiary

There is no restriction on the group and it's subsidiary to acquire assets or settle liabilities.

Subsidiary with material non-controlling interests

The company has one subsidiary, G4S Facilities Management Botswana (Pty) Ltd, that is material to the Group in 2025. The company holds majority of voting rights in the subsidiary (71.5%). The following subsidiary has material NCI:

Subsidiary	Country of incorporation	% Ownership interest held by non-controlling interest 2025	% Ownership interest held by non-controlling interest 2024
G4S Facilities Management Botswana (Pty) Ltd	Botswana	28.5 %	28.5 %

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16. Investment in subsidiaries (continued)

The following is the summarised financial information for G4S Facilities Management Botswana (Pty) Ltd, prepared in accordance with IFRS Accounting Standards and the Group's accounting policies. The information is before intercompany eliminations with G4S (Botswana) Limited.

Summarised statement of financial position

	G4S Facilities Management Botswana (Pty) Ltd	
	2025	2024
Assets		
Non-current assets	390 474	305 940
Current assets	6 947 028	5 524 689
Total assets	7 337 502	5 830 629
Liabilities		
Current liabilities	2 231 718	1 803 195
Total liabilities	2 231 718	1 803 195
Total net assets	5 105 784	4 027 434
Carrying amount of non-controlling interest	1 893 017	1 585 689

Summarised statement of profit or loss and other comprehensive income

	G4S Facilities Management Botswana (Pty) Ltd	
	2025	2024
Revenue	8 355 710	8 703 170
Other income and expenses	(7 009 453)	(7 480 123)
Profit before tax	1 346 257	1 223 047
Tax (expense)/credit	(322 828)	(269 070)
Profit for the year	1 023 429	953 977
Total comprehensive income	1 023 429	953 977
Profit allocated to non-controlling interest	307 328	271 883

Summarised statement of cash flows

	G4S Facilities Management Botswana (Pty) Ltd	
	2025	2024
Cash (used in)/generated from operating activities	(48 561)	(1 150 208)
Cash (used in)/generated from investing activities	(186 440)	121
Cash used in financing activities	-	(87 395)
Net increase in cash and cash equivalents	(235 001)	(1 237 482)

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	Group		Company	
Figures in Pula	2025	2024	2025	2024
17. Deferred tax				
Deferred tax liability				
Accelerated capital allowances	(214 468)	(546 922)	(214 468)	(546 922)
Prepayments	(258 216)	(131 195)	(258 216)	(131 195)
Right-of-use assets	(927 939)	(2 260 610)	(927 939)	(2 260 610)
Total deferred tax liability	(1 400 623)	(2 938 727)	(1 400 623)	(2 938 727)
Deferred tax asset				
Lease liabilities	1 219 918	2 667 827	1 219 918	2 667 827
Expected credit loss provision	6 708 884	7 911 592	6 509 529	7 737 877
Deferred expenditure	658 536	-	658 536	-
Provision for customer claims	23 058	23 058	23 058	23 058
Unrealized foreign exchange losses	234 831	108 471	230 152	76 255
Tax losses available for set off against future taxable income	1 697 650	1 792 141	1 697 650	1 697 650
Total deferred tax asset	10 542 877	12 503 089	10 338 843	12 202 667
Deferred tax liability	(1 400 623)	(2 938 727)	(1 400 623)	(2 938 727)
Deferred tax asset	10 542 877	12 503 089	10 338 843	12 202 667
Total net deferred tax asset	9 142 254	9 564 362	8 938 220	9 263 940
Reconciliation of deferred tax asset				
At beginning of year	9 564 362	7 864 986	9 263 940	7 295 494
(Debit)/Credit to profit or loss	(422 108)	1 699 376	(325 720)	1 968 446
	9 142 254	9 564 362	8 938 220	9 263 940
Unrecognised deferred tax asset				
With expiry 2028	270 534	270 534	270 534	270 534
With expiry 2029	1 715 938	1 751 744	1 654 190	1 654 190
With expiry 2030	1 158 738	1 158 738	868 775	868 775
With expiry 2031	486 659	-	486 659	-
	3 631 869	3 181 016	3 280 158	2 793 499
18. Inventories				
Security alarms, fire alarms and equipment	5 209 568	3 115 479	3 086 224	1 134 566
Operational consumables	1 366 743	1 479 028	1 366 743	1 479 028
	6 576 311	4 594 507	4 452 967	2 613 594
Inventories recognised as cost of sales during the year	4 857 952	8 495 627	4 783 131	7 742 097

A provision for slow moving and obsolete inventories of P563 579 (2024: P538 584) and P24 995 (2024: P379 146) for group and company respectively has been recognised against the inventories carrying amount stated above.

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Figures in Pula	2025	2024	2025	2024

19. Amounts due from related parties

G4S Limited (UK)	54 129 574	52 767 001	54 129 574	52 767 001
G4S Cash Solutions (SA) (Pty) Ltd	-	911 918	-	911 918
Access and Beyond (Botswana) (Pty) Ltd	-	-	1 748 956	1 841 469
	54 129 574	53 678 919	55 878 530	55 520 388

The amount due from G4S Limited (UK) bears interest at 3 months Botswana's inter bank rate plus 0.6% margin per annum. The loan matures on 15 December 2026 (2024: 15 December 2024) and contractually repayable on demand. The other amounts due from related parties are interest free, unsecured and payable on demand.

An accumulated impairment loss allowance amounting to P 1 854 745 (2024: P515 465) was recognised against the amounts due from Access and Beyond (Botswana) Pty Ltd.

Exposure to credit risk

Loans receivable inherently expose the group to credit risk, being the risk that the group will incur financial loss if counterparties fail to make payments as they fall due.

For amounts due from related parties which are not considered to be trade receivables the general approach is applied. These amounts receivable are subject to the impairment provisions of IFRS 9 Financial Instruments, which requires a loss allowance to be recognised for all exposures to credit risk. The loss allowance for group loans receivable is calculated based on twelve month expected losses. In cases where the credit risk has increased significantly since initial recognition, the loss allowance is calculated based on lifetime expected credit losses. The loss allowance is updated to either twelve month or lifetime expected credit losses at each reporting date based on changes in the credit risk since initial recognition. If the amounts due from related parties is considered to have a low credit risk at the reporting date, then it is assumed that the credit risk has not increased significantly since initial recognition. On the other hand, if the amounts due from related parties are in arrears more than 90 days, then it is assumed that there has been a significant increase in credit risk since initial recognition.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The maximum exposure to credit risk is the gross carrying amount of the amounts due from related parties as presented below. The group does not hold collateral or other credit enhancements against group loans receivable.

The Group assesses at the end of each reporting period whether the credit risk on the amounts receivable from related parties has increased significantly since initial recognition. In the event of a significant increase in credit risk since initial recognition, the Group recognises an allowance for ECL resulting from all possible default events over the expected life of the financial instrument (lifetime ECL). Lifetime ECL is applied because the contractual term of loans is less than 12 months.

As these balances are repayable on demand expected credit losses at the reporting date were based on the assumption that repayment is demanded at the reporting date. At the reporting date management performed an assessment of its related party receivables, for both the Group and the Company, taking into account forward looking information, even though there was no repayment trigger. All the entities having balances with the Group were assessed and their access to resources enabling it to repay the balances on demand and - accordingly - the lifetime ECL is expected to be immaterial or almost nil as a result of low risk of default.

Credit rating framework

For purposes of determining the credit loss allowances, management determine the credit rating grades of each loan at the end of the reporting period. These ratings are determined internally because external ratings are not available. The abbreviation "ECL" is used to depict "expected credit losses."

Internal credit grade	Description	Basis for recognising expected credit losses
Performing	Low risk of default and no amounts are past due	12m ECL
In default	Either 90 days past due or there has been a significant increase in credit risk since initial recognition.	12m ECL

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19. Amounts due from related parties (continued)

Credit loss allowances

The following tables set out the carrying amount, loss allowance and measurement basis of expected credit losses for group loans receivable by credit rating grade:

Group - 2025

	Basis of loss allowance	Gross Carrying amount	Amortised cost
Amounts due from related parties			
G4S Limited (UK)	12m ECL	54 129 574	54 129 574

Group - 2024

	Basis of loss allowance	Gross Carrying amount	Amortised cost
Amounts due from related parties			
G4S Limited (UK)	12m ECL	52 767 001	52 767 001
G4S Cash Solutions (SA) (Pty) Ltd	12m ECL	911 918	911 918
		53 678 919	53 678 919

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	Group		Company	
Figures in Pula	2025	2024	2025	2024

19. Amounts due from related parties (continued)

Company - 2025

	Basis of loss allowance	Gross Carrying Loss allowance amount	Amortised cost	
Amounts due from related parties				
G4S Limited (UK)	12m ECL	54 129 574	-	54 129 574
Access and Beyond (Botswana) (Pty) Ltd	12m ECL	3 603 701	(1 854 745)	1 748 956
		57 733 275	(1 854 745)	55 878 530

Company - 2024

	Basis of loss allowance	Gross Carrying Loss allowance amount	Amortised cost	
Amounts due from related parties				
G4S Limited (UK)	12m ECL	52 767 001	-	52 767 001
G4S Cash Solutions (SA) (Pty) Ltd	12m ECL	911 918	-	911 918
Access and Beyond (Botswana) (Pty) Ltd	12m ECL	2 356 934	(515 465)	1 841 469
		56 035 853	(515 465)	55 520 388

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	Group		Company	
Figures in Pula	2025	2024	2025	2024

19. Amounts due from related parties (continued)

Reconciliation of loss allowances

The following tables show the movement in the loss allowances for amounts due from related parties. The movement in the gross carrying amounts of the loans are also presented in order to assist in the explanation of movements in the loss allowance.

Opening balance	-	-	(515 465)	(515 465)
Provision raised on amounts due from related parties	-	-	(1 339 280)	-
Closing balance	-	-	(1 854 745)	(515 465)

20. Trade and other receivables

Financial instruments:

Trade receivables	50 648 153	60 057 185	49 304 900	57 851 341
Loss allowance	(30 325 961)	(35 404 444)	(29 588 768)	(35 172 168)
Trade receivables at amortised cost	20 322 192	24 652 741	19 716 132	22 679 173
Other receivable	798 201	575 625	790 034	566 001

Non-financial instruments:

Prepayments	1 173 711	596 340	1 173 711	596 340
Total trade and other receivables	22 294 104	25 824 706	21 679 877	23 841 514

Included in the Company's trade accounts receivable above is a balance of PNil (2024: P1 399 419) receivable from G4S Facility Management Botswana Pty Ltd and P798 732 (2024: P370 024) receivable from Access and Beyond (Botswana) Pty Ltd. These trade receivables arose from sale of security services and security equipment by G4S (Botswana) Limited in the normal course of trade.

Financial instrument and non-financial instrument components of trade and other receivables

At amortised cost	21 120 393	25 228 366	20 506 166	23 245 174
Non-financial instruments	1 173 711	596 340	1 173 711	596 340
	22 294 104	25 824 706	21 679 877	23 841 514

Exposure to credit risk

Trade receivables inherently expose the group to credit risk, being the risk that the group will incur financial loss if customers fail to make payments as they fall due.

There have been no significant changes in the credit risk management policies and processes since the prior reporting period.

The group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

The expected loss rates are based on the payment profiles of credit sales over a period of 36 months before 31 December 2025 and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The group has identified the nominal GDP to be the most relevant factor, and accordingly adjusted the historical loss rates based on expected changes in this.

The average credit period on trade receivables is 30 days (2024: 30 days). No interest is charged on outstanding trade receivables.

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20. Trade and other receivables (continued)

An allowance for expected credit losses is recognised for all trade receivables, in accordance with IFRS 9, and is monitored at the end of each reporting period. In addition to the loss allowance, trade receivables are written off when there is no reasonable expectation of recovery, for example, when a debtor has been placed under liquidation. Trade receivables which have been written off are not subject to enforcement activities.

The group measures the allowance for expected credit losses for trade receivables by applying the simplified approach which is prescribed by IFRS 9. In accordance with this approach, the loss allowance on trade receivables is determined as the lifetime expected credit losses on trade receivables. These lifetime expected credit losses are estimated using a provision matrix, which is presented below. The provision matrix has been developed by making use of past default experience of debtors but also incorporates forward looking information and general economic conditions of the industry as at the reporting date.

The loss rates increased year on year due to lower recoveries on overdue debt and more customers defaulting year on year.

The impairment was calculated as the difference between the carrying amount and the present value of the expected future cash flows. Refer to note 3 (financial instruments and risk management) for details of credit risk management trade receivables.

Group

Expected credit loss rate (average):

Current 6.15%% (2024: 6.53%)
 31 - 60 days past due: 42.25% (2024: 30.09%)
 61 - 90 days past due: 58.79% (2024: 47.86%)
 91 - 180 days past due: 57.76% (2024: 64.79%)
 181 - 365 days past due: 84.33% (2024: 86.97%)
 More than 365 days past due: 85.26% (2024: 84.77%)

Total

2025	2025	2024	2024
Gross carrying amount at default	Loss allowance	Gross carrying amount at default	Loss allowance
14 543 670	908 057	15 502 937	1 012 597
2 061 632	889 659	4 560 585	1 372 459
1 413 306	886 916	2 136 400	1 022 405
1 778 935	1 137 592	1 576 404	1 021 359
7 940 351	6 809 645	10 026 863	8 720 818
22 910 259	19 694 092	26 253 996	22 254 806
50 648 153	30 325 961	60 057 185	35 404 444

Company

Expected credit loss rate (average):

Current 6.26% (2024: 6.89%)
 31 - 60 days past due: 44.28% (2024: 30.30%)
 61 - 90 days past due: 62.97% (2024: 48.01%)
 91 - 180 days past due: 63.98% (2024: 65.85%)
 181 - 365 days past due: 85.93% (2024: 87.10%)
 More than 365 days past due: 85.06% (2024: 86.81%)

Total

2025	2025	2024	2024
Gross carrying amount at default	Loss allowance	Gross carrying amount at default	Loss allowance
13 931 301	872 393	14 269 587	982 514
1 888 477	836 306	4 480 690	1 357 783
1 366 350	860 402	2 106 163	1 011 192
1 748 735	1 118 766	1 540 218	1 014 172
7 843 353	6 739 585	9 928 793	8 647 547
22 526 684	19 161 316	25 525 890	22 158 960
49 304 900	29 588 768	57 851 341	35 172 168

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Figures in Pula	2025	2024	2025	2024

20. Trade and other receivables (continued)

Reconciliation of allowance for expected credit losses

The following table shows the movement in the loss allowance (lifetime expected credit losses) for trade receivables:

Opening balance	(35 404 444)	(29 158 219)	(35 172 168)	(28 664 404)
Provision raised on new trade receivables	(8 246 179)	(6 853 463)	(7 737 622)	(6 853 463)
Provisions reversed on settled trade receivables	377 061	607 238	377 061	345 699
Amounts written off as uncollectible	12 947 601	-	12 943 961	-
Closing balance	(30 325 961)	(35 404 444)	(29 588 768)	(35 172 168)

Fair value of trade and other receivables

The fair value of trade and other receivables approximates their carrying amounts.

21. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	5 692	7 324	5 692	7 173
Bank balances	16 354 807	13 168 886	15 309 389	11 806 274
Short-term deposits	53 568	5 475	-	-
	16 414 067	13 181 685	15 315 081	11 813 447

22. Stated capital

Issued

80 000 000 Ordinary shares at no par value, fully paid	1 804 557	1 804 557	1 804 557	1 804 557
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23. Trade and other payables

Financial instruments:

Trade payables	10 062 356	9 909 562	10 542 652	9 076 790
Other payables*	4 924 435	5 617 610	4 064 755	4 669 296

Non-financial instruments:

Payroll accruals**	18 354 349	19 053 272	17 656 840	18 291 146
Value added tax	3 916 871	9 161 286	3 043 108	8 586 568
	37 258 011	43 741 730	35 307 355	40 623 800

*Other payables includes accrued for expenses, audit fees, telephone, customer claims, training levy and deferred income.

**Payroll accruals relate to leave pay, severance and wage and salaries accruals.

Fair value of trade and other payables

The fair value of trade and other payables approximates their carrying amounts.

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24. Amounts due to related companies

G4S Facilities Management Botswana (Pty) Ltd	-	-	4 212 006	1 932 777
G4S Africa (Pty) Ltd	1 132 679	437 066	1 132 679	437 066
G4S Cash 360 International FZCO	3 543 496	2 320 695	3 543 496	2 320 695
G4S Limited (UK)	3 971 621	554 413	3 971 621	554 413
G4S Cash Secure Solutions International	96 734	1 132 075	96 734	1 132 075
G4S Corporate Services Ltd	1 223 675	601 485	1 223 675	601 485
Access and Beyond (SA) (Pty) Ltd	938 691	1 427 034	938 691	1 427 034
	10 906 896	6 472 768	15 118 902	8 405 545

Split between non-current and current portions

Current liabilities	10 906 896	6 472 768	15 118 902	8 405 545
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Fair Value of amounts due to related parties

The fair value of amounts due to related companies approximates their carrying amounts.

25. Provisions

Reconciliation of provisions - Group and Company - 31 December 2025

	Opening balance	Additions	Total
Legal proceedings	47 650	69 591	117 241

Reconciliation of provisions - Group and Company - 31 December 2024

	Opening balance	Utilised during the year	Total
Legal proceedings	297 146	(239 496)	47 650

The group has a pending litigation against the company relating to disputes and claims by its former employees. The total amount relating to these disputes is P117 241 (2024: P47 650). Management are of the view that the outflows relating to these provisions are highly probable and have been provided for.

26. Tax (paid) refunded

Balance at beginning of the year	3 853 234	5 805 104	3 853 234	5 805 104
Current tax recognised in profit or loss	(241 929)	-	-	-
Balance at end of the year	(3 943 044)	(3 853 234)	(3 853 234)	(3 853 234)
	(331 739)	1 951 870	-	1 951 870

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27. Changes in liabilities arising from financing activities

Reconciliation of liabilities arising from financing activities - Group and Company - 2025

	Opening balance	Additions	Lease modification adjustments	Cash payments	Closing balance
Lease liabilities	12 126 485	1 473 604	100 690	(8 155 699)	5 545 080
Total liabilities from financing activities	12 126 485	1 473 604	100 690	(8 155 699)	5 545 080

Reconciliation of liabilities arising from financing activities - Group and Company - 2024

	Opening balance	Lease modification adjustments	Cash payments	Closing balance
Lease liabilities	18 140 204	1 682 518	(7 696 237)	12 126 485
Total liabilities from financing activities	18 140 204	1 682 518	(7 696 237)	12 126 485

28. Cash generated from operations

Loss before taxation	(4 196 890)	(16 048 440)	(6 752 781)	(15 350 419)
Depreciation charges	16 398 047	18 278 551	16 392 529	18 261 996
Impairment of non-financial assets	4 459 000	-	4 459 000	-
Lease modification gains	603 226	(234 637)	603 226	(234 637)
Unrealised losses on exchange differences	1 020 585	361 441	1 046 146	346 614
(Decrease)/increase in provisions	69 591	(239 496)	69 591	(239 496)
Net impairment losses on financial assets	7 869 118	6 246 225	8 699 841	6 507 764
Interest income- related party	(1 362 574)	(1 496 283)	(1 362 574)	(1 496 283)
Interest income- bank	(20 170)	(11 863)	(19 859)	(11 572)
Interest expense	537 773	982 841	537 773	982 841
Changes in working capital:				
(Increase)/Decrease in inventories	(1 981 804)	2 183 576	(1 839 373)	2 225 321
Increase in trade and other receivables	(4 338 516)	(10 370 503)	(5 198 924)	(8 318 422)
Increase/(decrease) in amounts due from related parties	911 919	11 386	(334 848)	(1 742 688)
(Decrease)/increase in trade and other payables*	(7 504 304)	7 393 493	(6 362 591)	5 125 870
Increase in amounts due to related parties**	4 192 683	2 884 432	6 713 357	4 817 209
	16 657 684	9 940 723	16 650 513	10 874 098

*The movement has been adjusted for PNil (2024: P1 239 640) relating to property plant and equipment purchased on credit, and hence, non-cash.

** The movement has been adjusted for P241 445 (2024: P327 288) relating to property, plant and equipment purchased on credit, and hence, non-cash.

29. Related parties

Relationships

Ultimate holding company

Holding company

Allied Universal Security Services LLC

G4S International 105 (UK) Ltd

G4S (Botswana) Limited

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	Group		Company	
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29. Related parties (continued)

Fellow subsidiaries

Access and Beyond (SA) (Pty) Ltd
G4S Corporate Services Ltd
G4S Africa (Pty) Ltd
Indo British Garments (South Africa) (Pty) Ltd
G4S Cash Solutions (SA) (Pty) Ltd
G4S Cash 360 International FZCO
G4S North America & Technology Outbound
G4S Limited (UK)
G4S Cash Secure Solutions International
G4S Cash Secure Solutions SA
Access and Beyond (Botswana) (Pty) Ltd
G4S Facilities Management Botswana (Pty) Ltd

Subsidiaries

Related party balances

Amounts included in Trade receivable (Trade Payable) regarding related parties

Access and Beyond (Botswana) (Pty) Ltd	-	-	798 732	1 399 419
G4S Facilities Management Botswana (Pty) Ltd	-	-	(750 775)	1 265 928
Access and Beyond (Botswana) (Pty) Ltd	-	-	(422 891)	-
	-	-	(374 934)	2 665 347

Amounts due from related parties

G4S Limited (UK)	54 129 574	52 767 001	54 129 574	52 767 001
G4S Cash Solutions (SA) (Pty) Ltd	-	911 918	-	911 918
Access and Beyond (Botswana) (Pty) Ltd	-	-	3 603 701	2 356 934

Amounts due from related parties loss allowance

Access and Beyond (Botswana) (Pty) Ltd	-	-	(1 854 745)	(515 465)
	54 129 574	53 678 919	55 878 530	55 520 388

Amounts due to related parties

G4S Corporate Services Ltd	(1 223 675)	(601 485)	(1 223 675)	(601 485)
Access and Beyond (SA) (Pty) Ltd	(938 691)	(1 427 034)	(938 691)	(1 427 034)
G4S Africa (Pty) Ltd	(1 132 679)	(437 066)	(1 132 679)	(437 066)
G4S Cash 360 International FZCO	(3 543 496)	(2 320 695)	(3 543 496)	(2 320 695)
G4S Limited (UK)	(3 971 621)	(554 413)	(3 971 621)	(554 413)
G4S Cash Secure Solutions International	(96 734)	(1 132 075)	(96 734)	(1 132 075)
G4S Facilities Management Botswana (Pty) Ltd	-	-	(4 212 006)	(1 932 777)
	(10 906 896)	(6 472 768)	(15 118 902)	(8 405 545)

Related party transactions

Interest received from related parties

G4S Limited (UK)	1 362 574	1 496 283	1 362 574	1 496 283
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Purchases from related parties

Access and Beyond (SA) (Pty) Ltd	(3 639 534)	(1 427 034)	(3 639 534)	(1 427 034)
G4S Corporate Services	(622 190)	(601 485)	(622 190)	(601 485)
G4S Facilities Management (Pty) Ltd	-	-	(1 169 701)	(1 936 106)
G4S Africa (Pty) Ltd	(695 613)	(1 132 075)	(695 613)	(1 132 075)
G4S Cash 360 International FZCO	(994 132)	(2 320 695)	(994 132)	(2 320 695)

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	Group		Company	
Figures in Pula	2025	2024	2025	2024

29. Related parties (continued)

Rent received from related parties

G4S Facilities Management (Pty) Ltd	-	-	266 719	554 413
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Sales to related parties

G4S Cash Solutions (SA) (Pty) Ltd	-	911 918	-	911 918
Access and Beyond (Botswana) (Pty) Ltd	-	-	133 991	-

Royalty fees paid to related parties

G4S Limited (UK)	(2 272 586)	(2 258 023)	(2 272 586)	(2 258 023)
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30. Directors' emoluments

The Directors of the company perform duties for a number of entities within the G4S (Botswana) Limited group and are remunerated at a group level. The following remuneration were paid at a group level to the Directors who were involved with the daily management of these entities during the year.

Key management personnel are those persons having authority and responsibility for planning, directing, and controlling the activities of the entity, directly or indirectly, including any Directors.

Executive Directors and key management personnel

2025

Directors' emoluments	Basic salary	Short-term benefits	Long-term benefits	Total
Boitumelo Molefe	900 000	264 809	81 000	1 245 809
Mbako Chube	751 138	269 122	67 320	1 087 580
Josephine Mothudi	974 915	287 876	86 459	1 349 250
Mothusi Molokomme	1 576 800	634 940	141 912	2 353 652
	4 202 853	1 456 747	376 691	6 036 291

2024

Directors' emoluments	Basic salary	Short-term benefits	Long-term benefits	Total
Boitumelo Molefe	900 000	253 180	81 000	1 234 180
Mbako Chube	816 000	322 856	67 320	1 206 176
Josephine Mothudi	875 123	285 328	78 761	1 239 212
Mothusi Molokomme	1 576 800	558 824	141 912	2 277 536
	4 167 923	1 420 188	368 993	5 957 104

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	Group		Company	
Figures in Pula	2025	2024	2025	2024

30. Directors' emoluments (continued)

Non-executive

2025

Directors' emoluments	Basic salary	Committees fees	Directors' retainer fees	Total
Boitumelo Mbaakanyi	120 000	-	70 000	190 000
Colleen Motswaiso	13 333	-	-	13 333
Thabo Matthews	213 333	-	20 000	233 333
Wincey Ramapoi	173 333	-	20 000	193 333
Mompati Kgaimena	120 000	-	-	120 000
	639 999	-	110 000	749 999

2024

Directors' emoluments	Basic salary	Committees fees	Directors' retainer fees	Total
Boitumelo Mbaakanyi	203 333	-	70 000	273 333
Colleen Motswaiso	166 667	-	20 000	186 667
Thabo Matthews	233 333	-	20 000	253 333
Wincey Ramapo	153 555	-	20 000	173 555
	756 888	-	130 000	886 888

31. Bank facilities

The company has a comprehensive insurance cover for the assets financed under Bank Gaborone. There is also a revolving asset finance facility of P5 000 000 at a rate of prime and 3.5% under Bank Gaborone. There are no other known contingent liabilities and assets as at the end of 31 December 2025.

32. Going concern

The consolidated and separate financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The Directors believe that the group has adequate financial resources to continue in operation for the foreseeable future and accordingly the consolidated and separate financial statements have been prepared on a going concern basis. The Directors are satisfied that the group is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The Directors are not aware of any new material changes that may adversely impact the group. The Directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the group.

The Directors have implemented a comprehensive suite of cost containment measures across all operational facets of the Group. These initiatives are designed to bolster the Group's financial resilience and ensure its sustained ability to achieve margin targets. The measures encompass a rigorous review and optimization of operational expenditures, as well as a commitment to enhanced resource utilization.

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Notes to the Consolidated And Separate Financial Statements

33. Segmental Reporting

Management identifies three of its five service lines as its reportable segments. The Executive Management monitors the performance of these service lines and makes decisions on the allocation of resources to them. Segmental performance is monitored using adjusted segment operating results. Revenue and assets of reportable segments exceed 10% or more of the consolidated revenue, loss before tax and assets reported by the group. Facilities management and cleaning services are not considered reportable segments as they do not exceed 10% or more of the reportable revenue and assets individually or in aggregate.

Group Business Segments - 31 December 2025	Security Systems	Manned Security	Cash Solutions	Non- reportable segments & head office expenses	Total Segments
	P	P	P	P	P
Revenue	42 369 560	121 160 011	62 129 122	7 360 472	233 019 165
Direct labour	(12 631 014)	(97 713 596)	(17 250 789)	(4 664 228)	(132 259 627)
Direct vehicles	(3 721 691)	(3 064 404)	(8 335 864)	(118 019)	(15 239 978)
Direct other costs	(11 677 942)	(9 403 343)	(14 901 550)	(1 729 083)	(37 711 918)
Cost of sales	(28 030 647)	(110 181 343)	(40 488 203)	(6 511 330)	(185 211 523)
Gross profit	14 338 913	10 978 668	21 640 919	849 142	47 807 642
SG&A labour	(569 318)	(1 241 483)	(1 325 918)	(14 361 624)	(17 498 343)
SG&A vehicles	(75 735)	(61 280)	(55 937)	(452 730)	(645 682)
SG&A other costs	(2 755 762)	(1 681 854)	(2 344 706)	(19 396 054)	(26 178 376)
SG&A expenses	(3 400 815)	(2 984 617)	(3 726 561)	(34 210 408)	(44 322 401)
Trading profit/(loss)	10 938 098	7 994 051	17 914 358	(33 361 266)	3 485 241
Net impairment losses on financial assets	(5 545 471)	(606 751)	(1 585 401)	(131 495)	(7 869 118)
Goodwill	-	(4 459 000)	-	-	(4 459 000)
Other income gains/(losses)	-	-	-	3 801 016	3 801 016
Finance income	-	-	-	1 382 744	1 382 744
Finance costs	(106 688)	(68 673)	(60 828)	(301 584)	(537 773)
Profit/(loss) before taxation	5 285 939	2 859 627	16 268 129	(28 610 585)	(4 196 890)
Taxation	-	-	-	(664 037)	(664 037)
Profit/(loss) for the period	5 285 939	2 859 627	16 268 129	(29 274 622)	(4 860 927)

Material non-cash items

Group

31 December 2025

Depreciation	(3 542 017)	(7 526 904)	(6 675 199)	(816 630)	(18 560 750)
Finance income	-	-	-	1 382 744	1 382 744

Segment assets and liabilities

Group

31 December 2025

Total assets	7 547 151	19 524 021	12 009 909	90 857 999	129 939 080
Total liabilities	(6 669 661)	(17 557 585)	(9 492 986)	(20 106 996)	(53 827 228)

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Notes to the Consolidated And Separate Financial Statements

33. Segmental Reporting (continued)

Group Business Segments - 31 December 2024	Security Systems P	Manned Security P	Cash Solutions P	Non- reportable segments & head office expenses P	Total Segments P
Revenue	46 657 798	112 011 367	63 478 361	8 974 726	231 122 252
Direct labour	(14 630 989)	(93 109 323)	(16 994 025)	(4 663 379)	(129 397 716)
Direct vehicles	(4 268 230)	(3 344 770)	(7 735 027)	(81 590)	(15 429 617)
Direct other costs	(14 443 871)	(10 723 384)	(17 861 454)	(4 096 425)	(47 125 134)
Cost of sales	(33 343 090)	(107 177 477)	(42 590 506)	(8 841 394)	(191 952 467)
Gross profit	13 314 708	4 833 890	20 887 855	133 332	39 169 785
SG&A labour	(2 703 828)	(1 941 852)	(2 463 109)	(17 207 934)	(24 316 723)
SG&A vehicles	(153 256)	(83 564)	(76 136)	(440 455)	(753 411)
SG&A other costs	(1 707 073)	(686 946)	(1 290 394)	(20 927 217)	(24 611 630)
SG&A expenses	(4 564 157)	(2 712 362)	(3 829 639)	(38 575 606)	(49 681 764)
Trading profit/(loss)	8 750 551	2 121 528	17 058 216	(38 442 274)	(10 511 979)
Other income gains/(losses)	-	-	-	184 459	184 459
Movement in credit loss allowances	(5 122 846)	(827 397)	(557 521)	261 539	(6 246 225)
Finance income	-	-	-	1 508 146	1 508 146
Finance costs	(129 951)	(143 282)	(186 988)	(522 620)	(982 841)
Profit/(losses) before taxation	3 497 754	1 150 849	16 313 707	(37 010 750)	(16 048 440)
Taxation	-	-	-	1 699 376	1 699 376
Profit/(loss) for the period	3 497 754	1 150 849	16 313 707	(35 311 374)	(14 349 064)

Material non-cash items

Group

31 December 2024

Finance income	-	-	-	1 508 146	1 508 146
Finance cost	(129 951)	(143 282)	(186 988)	(522 620)	(982 841)

Segment assets and liabilities

Group

31 December 2024

Total assets	10 259 227	26 847 901	17 216 295	89 037 989	143 361 412
Total liabilities	(11 735 015)	(19 341 163)	(15 606 673)	(15 705 782)	(62 388 633)

34. Events after the reporting period

As at the reporting date of 31 December 2025, the Group had begun the process of winding up its subsidiary, Access and Beyond Botswana Proprietary Limited. The subsidiary had been engaged in the business of selling security merchandise, ceased trading at the end of September 2025 and will be deregistered from the registrar of companies once all regulatory and compliance matters are finalised.

The Group continues to monitor market developments and internal indicators, and remains committed to strategic adjustments to preserve long-term value.

The Directors are not aware of any other material event which occurred after the reporting date and up to the date of approval of the consolidated and separate financial statements.