

The following table sets out the principles contained in the King Code of Governance Principles for South Africa (“King IV”) and how Safari Investments (RSA) Limited (“Safari”) applies such principles.

GOVERNANCE OUTCOME	PRINCIPLE	SUMMARY OF HOW SAFARI APPLIES THE KING IV PRINCIPLES
Ethical Culture	<p><b>1: Leadership-</b> The Board should lead ethically and effectively</p>	<p>The Safari board of directors (“the board”) is the governing body and committed to the good corporate governance principles as set out in King IV. Safari’s values of quality, integrity, improvement and innovation guide the behaviour of how the board must discharge its duties and responsibilities.</p> <p>In order to ensure effective appointments of board members, committee members and executives are proposed by the nomination and remuneration committee to enhance the appropriate mix of skills and independence of thought. New board members appointed from time to time are given a detailed and appropriate induction into the business and affairs of the group.</p> <p>The board has adopted a stakeholder-inclusive approach in the execution of their governance role and responsibilities.</p>
	<p><b>2: Organisational Ethics-</b> The Board should govern the ethics of the organisation in a way that supports the establishment of an ethical culture</p>	<p>The Board determines and sets the tone for Safari’s values and the requirements of being a responsible corporate citizen. The Board has a fiduciary duty to act in good faith, with due care and diligence and in the best interest of all stakeholders.</p> <p>A whistle-blowing policy was implemented where employees can report any unethical practice or fraud anonymously and free from victimisation. The whistle-blowing policy and reviewed code of ethics are part of a variety of initiatives that have been put</p>

		in place to create awareness of ethical conduct requirements.
	<p><b>3. Responsible Corporate Citizen-</b> The Board should ensure that the organisation is, and is seen to be, a responsible citizen</p>	<p>As guardian over the values and ethics of the company, the Board annually emphasises its responsibility at its strategy session in March. Here the business strategy and priorities are assessed, reviewed, formalised and approved in accordance with the board's role of overseeing the company's conduct as a good corporate citizen.</p> <p>The board, with the support of the executive team, oversees and monitors how the operations and activities of the company affect its status as a responsible corporate citizen.</p>
<b>PERFORMANCE AND VALUE CREATION</b>	<p><b>4. Strategy and Performance-</b> The Board should appreciate that the organisation's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development, are all inseparable elements of the value-creation process</p>	<p>The Board's paramount responsibility is to ensure that it creates value for its shareholders while taking into account the interest and expectations of its stakeholders. The directors individually and collectively assist the group to realise its strategic objectives, to manage risk and opportunities that could threaten or enhance the group's ability to provide sustainable long-term growth; to maintain and enhance efficiencies within the group's businesses and to support the people who rely on the businesses.</p> <p>Safari sets and achieves its strategic objectives with reference to its risks and opportunities. The board continuously assesses both the positive and negative outcomes resulting from its business model and responds to it</p>

	<p><b>5. Reporting-</b> The Board should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation's performance, and its short-, medium- and long-term prospects</p>	<p>The Board ensures that communication is done effectively in a transparent, clear, balanced and truthful manner with the highest regard to integrity and ethical standards.</p> <p>Safari circulates and publishes its interim and integrated annual reports both online and in printed form. The reports connect the more detailed information at a high level and in a complete, concise way, to respect matters that could significantly affect or improve the company's ability to create sustainable value. The report also includes the consolidated annual financial statements and complies with legal requirements and all required disclosures.</p>
<b>ADEQUATE AND EFFECTIVE CONTROL</b>	<p><b>6. Primary Role and Responsibility of the Board-</b> The Board should serve as the focal point and custodian of corporate governance in the organisation</p>	<p>The Board's role, responsibilities and procedural conduct are documented in the board charter to guide effective functioning. The Board serves as the focal point and custodian of corporate governance of Safari. The Board meets quarterly to attend to general matters and once annually to assess, review and approve its ongoing short- and medium-term strategies. Additional meetings may be convened should important matters arise between meetings.</p>
	<p><b>7. Composition of the Board-</b> The Board should comprise of the appropriate balance and knowledge, skills, experience, diversity and independence for</p>	<p>The Board, with the assistance of the nomination and remuneration committee, considers on an annual basis its composition in terms of balance of skills, experience, diversity, independence and knowledge, and whether this enables it to effectively discharge its role and responsibilities.</p>

	it to discharge its governance role and responsibilities objectively and effectively	The Board has strengthened its succession plan to also include an emergency succession plan in the event of an unforeseen event.
	<p><b>8. Committees of the board</b> - The Board should ensure that its arrangements for delegation within its own structures promote independent judgement and assist with balance of power and the effective discharge of duties</p>	<p>The Board has established five board sub-committees to assist the directors in fulfilling its duties and responsibilities. Each committee has a formal terms of reference and reports to the board at regular intervals. The terms of reference set out the objectives, authority, composition and responsibilities of each committee and have been approved by the board. All the committees are free to take independent outside professional advice as and when required at the company's expense.</p> <p>The composition of the committees of the board is balanced as well as the distribution of authority between the chairman and the rest of the directors.</p>
	<p><b>9. Evaluations of the performance of the board</b> - The board should ensure that evaluation of its own performance and that of its committees, its chair and its individual members, do support continued improvement in performance and effectiveness</p>	<p>Performance evaluation of the Board, its committees, the chairman, individual members and the company secretary is conducted formally and, although not externally facilitated, it is done in accordance with the methodology approved by the Board. Items identified for improvement are discussed and followed up to ensure recommended actions. The skills represented on the board is well balanced.</p> <p>Each committee undertakes an annual committee self-evaluation in order to assess whether the committee has the required skills within its membership and is effective in performing in line with its objectives and is discharging its responsibilities as delegated by the Board.</p>

	<p><b>10. Appointment and delegation to management-</b> The Board should ensure that the appointment of, and delegation to, management contribute to role clarity and the effective exercise of authority and responsibilities.</p>	<p>In this regard the Board has established a management committee which is chaired by the Chief Executive Officer and includes various members of senior management and the financial director. The management committee convenes on a monthly basis and reports to the Strategy and various other committees regarding the day-to-day management of Safari.</p> <p>Board members have full and unrestricted access to management and all group information and property. Directors may meet separately with members of the management team without executives present.</p> <p>A detailed delegation of authority policy and framework indicates matters reserved for the Board and those delegated to management.</p>
	<p><b>11. Risk governance -</b> The Board should govern risk in a way that supports the organisation in setting and achieving its strategic objectives</p>	<p>The audit and risk committee assist the board with the responsibility for governing risk by setting the direction for how risk is to be approached and addressed across the group in order to achieve its strategic objectives. The board is aware of the importance of the governance of risk management as it is critical to the strategy, performance and sustainability of Safari.</p>
	<p><b>12. Technology and information governance-</b> The Board should govern technology and information in a way that</p>	<p>The Board is aware of the importance of technology and information as it is inter-related to the strategy, performance and sustainability of Safari. The company secretary and information technology service providers are consulted on a regular basis with reference to applicable</p>

	supports the organisation in setting and achieving its strategic objectives	legislation and the protection and management of technology and information principles respectively.
	<p><b>13. Compliance</b> governance- The Board should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen</p>	<p>Responsibility for the implementation and execution of effective compliance management is delegated by the Board to management. The company secretary ensures compliance with all applicable laws, rules, codes and standards at the highest ethical standards. The Board, however, retains ultimate responsibility for compliance in this regard. Relevant new legislation or regulations introduced from time to time are brought to the attention of the respective board and committee members to ensure that compliance requirements are kept up to date.</p>
	<p><b>14. Remuneration governance-</b> The Board should ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term</p>	<p>The Board assumes responsibility for the governance of remuneration and sets the direction across the group. Annual assessments are done by the nomination and remuneration committee and this committee is free to obtain independent outside professional advice on fair and market-related remuneration. The committee undertakes frequent benchmarking exercises in order to ensure fair and responsible remuneration of employees and executives.</p>
	<p><b>15. Assurance:</b> The Board should ensure that</p>	<p>The Board sets the direction for assurance services and functions, but the responsibility for overseeing such</p>

	<p>assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the organisation's external reports</p>	<p>arrangements is delegated to the audit and risk committee which is charged with supporting the integrity of information for internal decision-making purposes and external reports.</p> <p>A combined assurance model has been developed and formally implemented across the company to effectively cover the group's significant risks and material matters. The model includes, but is not limited to, the group's established outsourced internal audit functions, the external auditors, the risk management and compliance functions, and regulatory inspectors, together with such other external assurance providers as may be appropriate or deemed necessary from time to time. The company secretary provides assurance on aspects of corporate governance and the JSE sponsor advises on the JSE Listings Requirements.</p>
<p><b>TRUST, GOOD REPUTATION AND LEGITIMACY</b></p>	<p><b>16. Stakeholders-</b> In the execution of its governance role and responsibilities, the governing body should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interest of the organisation over time</p>	<p>The Board assumes responsibility for the direction on stakeholder relationships and delegates to manage the responsibility for the implementation and execution thereof. Stakeholders are kept apprised of the company's performance by publication of the interim results and integrated annual reports. Safari has identified its stakeholder groups and is active in balancing their legitimate and reasonable needs, interests and expectations.</p>

	<p><b>17. Responsible Investment-</b> The board ensures that responsible investment is practised to promote good governance and the creation of value by the companies in which it invests</p>	<p>Safari is not an institutional investor and this principle is therefore not applicable.</p>
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