ATTACQ



King IV application *register*

for the year ended 30 June 2026

King IV *application register*

Principle	Application	Reference to disclosure
1: The board should lead ethically and effectively.	Our commitment to the highest standards of corporate governance is key to our sustainability and continued value creation for all our stakeholders. We have adopted a group governance framework underpinned by the principles of transparency, integrity, accountability, and high ethical standards. This in turn enables our board to provide effective and ethical leadership, with the chairperson providing regular oversight.	■ The integrated report, in the governance section, emphasises the board's responsibility to lead ethically and effectively. Refer to the **integrated report on page 84** ■ In addition, the transformation, social and ethics committee (**"TSE"**) report confirms the board's commitment to ethical leadership within the group with the implementation to the Ethics Programme Journey to Authenticity. Refer to the **integrated report on page 87**
2: The board should govern the ethics of Attacq in a way that supports the establishment of an ethical culture.	The responsibility for monitoring the ethical culture has been delegated to the TSE in line with the requirements of the Companies Act, 71 of 2008 as amended ("**the Companies Act**") and from a good corporate citizenship perspective. The audit and risk committee ("**ARC**") monitors ethical culture from a risk and compliance perspective. The board is governed *inter alia* by its board charter, together with the directors' code of ethics and conduct policy, which are reviewed biennially to consider any changes in legislation, other legal requirements and codes of best practice adopted by Attacq. The Directors code of ethics and conduct was reviewed and updated during the year under review. All board members submit a directors' declaration of interest as per the Companies Act requirements annually or as necessary. The independent whistle-blowing facility with Deloitte Tip-offs Anonymous continues to be in place, in line with the whistle-blowing policy. For this reporting period, no incidents of fraud or unethical behaviour were reported or detected through this facility or during the external audit. All Attacq employees are required to adhere to the employees' code of conduct policy, which had an overhaul review and update during the year under review. The risk management processes include the monitoring and management of the organisational ethical culture.	■ The integrated report, in the governance section, provides an overview of the ARC and TSE mandates and matters considered during the year under review. Refer to the **integrated report on pages 86 and 87**
3: The board should ensure Attacq is and is seen to be a responsible corporate citizen.	Attacq's vision and strategy support the principle of responsible corporate citizenship. Attacq recognises and implements its social responsibility in all its business operations and for the benefit of the communities in which it operates. Performance targets that support Attacq's strategic objectives include financial and non-financial measures, underpinned by its values in being a responsible corporate citizen as well as its role in ensuring sustainable development practices. The board, through the TSE and remuneration and nomination committee ("**Remco**"), continues to identify ways to improve the way responsible corporate citizenship is managed.	■ Refer to **integrated report** for the **TSE and Remco mandates and matters considered** for the year under review on **pages 87 and 88** ■ Refer to the **integrated report** for the remuneration report on **page 91**
4: The board should appreciate that Attacq's core purpose, risk and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.	The board annually reviews and approves the Attacq strategy, which is then delegated to the CEO, with the support of executive management, to implement. The strategy is aligned to the purpose and the drivers of value, considering risks and opportunities as well as stakeholder concerns. Performance against the strategy is monitored through performance indicators that are set for executives and management with short-term and long-term goals to ensure that the company is sustainable. The board as a whole remains responsible for the governance of risk and has delegated this responsibility to the ARC. This committee assists the board with the governance of risk and continues ensuring that risks are monitored, and effective mitigating factors are in place. The ARC oversees the fully integrated risk management process, enforced through a continuous risk identification and assessment process, to remain ahead of emerging risks. The enterprise risk management process is applied equally across health, safety and environmental, fraud and regulatory compliance risks.	■ The directors review the strategy and performance of Attacq as part of the value-creation process ■ Refer to the **integrated report** for the ARC mandate and matters considered during the year under review on **page 86** ■ Financial and non-financial targets are firmly embedded to align operational plans to strategic outcomes. Performance is measured on the triple context as targets relate to the six capitals ■ Refer to **page 31 of the integrated report** for further details on the value creating business model ■ Executive performance against the strategy is reported in the **integrated report** in the remuneration implementation report on **pages 99 to 102**

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5: The board should ensure that reports issued by Attacq enable stakeholders to make informed assessments of Attacq's performance and its short, medium, and long-term prospects.	The board approves the integrated report on the recommendation of the ARC and TSE. This process is guided by *inter alia* the International Integrated Reporting Framework (IR Framework) of the IFRS Foundation. The board, either directly or through the relevant committees supported by the executive committee ("**Exco**"), approves all material stakeholder communications, including SENS announcements. The combined assurance model, which includes both internal and external assurance services, provides the board and stakeholders with the required assurance of the integrity of the reports. In addition, the company consults with its sponsor, Java Capital, to ensure that the information published through SENS and directly to the JSE is compliant with the JSE Listings Requirements. From time to time, the chairperson and the executive directors engage with key stakeholders on strategic matters relevant to the sustainability of Attacq.	■ The board approved the FY26 annual financial statements ("AFS") and the integrated report. Refer to the **integrated report** for the chairperson's review on **pages 23 and 24**. The ARC report is contained in the **AFS page 7** ■ Refer to **pages 75 to 77 of the integrated report** for information about stakeholder engagement ■ All other reports such as SENS announcements, interim and final reports are published on our website **attacq.co.za**
6: The board should serve as a focal point and custodian of corporate governance in Attacq.	To ensure effective leadership, the roles, responsibilities, and procedures of the board are documented in its charter, which is biennially reviewed. The board charter is considered together with the company's memorandum of incorporation, JSE Listings Requirements, and Companies Act to ensure that the board remains the focal point and custodian of corporate governance. The board is the focal point for, and custodian of the company's governance framework through its committee structures, and its relationship with management, shareholders, and other stakeholders. The board and its committees are supported by a qualified and experienced company secretary. The board, as well as any director or committee, may obtain independent, external professional advice in line with its board charter.	■ Refer to the Attacq's group governance framework on **page 81 of the integrated report** ■ Refer to **page 84 of the integrated report** of the governance section for meeting attendance, board, and **pages 86 to 89** for committee mandates

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7: The board should comprise the appropriate balance of knowledge, skill, experience, diversity, and independence for it to discharge its governance role and responsibilities objectively and effectively.	There is a clear distinction between the role of the chairperson and the CEO, as clearly defined in the board charter, and in line with the JSE Listings Requirements. As a result, there is a clear separation of roles which promotes an appropriate balance of power and authority on the board to ensure that no one director has unfettered powers in decision-making. In addition, the board has set clear key performance indicators ("**KPIs**") for the CEO, which are aligned to the KPIs of Attacq. The board is led by an independent non-executive chairperson, Ipeleng Mkhari. While the board deems Pierre Tredoux as an independent non-executive, it voluntarily elected to appoint a lead independent director. Hellen El Haimer was appointed as lead independent director. The Board reviewed and approved the Board Diversity Policy in accordance with the JSE Listings Requirements. An assessment of the independence of directors who have served for a period of over nine years on the board is conducted on an annual basis to determine their independent capacity. The board retains a majority of independent non-executive directors, as recommended in King IV. The board succession plans are regularly reviewed by the chairperson with Remco to ensure a balance of knowledge, skills experience, diversity and independence.	■ The corporate governance section on **pages 82 and 84 of the integrated report** provides details on the composition of the board and its committees ■ Confirmation of the independence of the board and board and committee evaluations are discussed on **pages 83 and 85** of the governance section of the **integrated report**
8: The board should ensure that its arrangements for delegation within its own structures promote independent judgement and assist with the balance of power and the effective discharge of its duties.	The board has delegated various responsibilities to the relevant board committees, namely ARC, Remco, TSE, and the investment committee ("**IC**"). In addition, Exco, led by the CEO, has been tasked with managing the implementation of Attacq's strategy, in line with clear KPIs that have been set and are monitored through Remco. The committees' terms of reference are reviewed biennially.	■ The **integrated report** under the governance section sets out a brief mandate of each committee as well as its composition from **pages 86 to 89**

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9: The board should ensure that the evaluation of its own performance and that of its committees, its chairperson, and its individual members, support continued improvement in its performance and effectiveness.	Board/committee assessments (which are conducted on an external basis every three years) indicated that the board and each of its committees were functioning effectively and cohesively and that the committees effectively discharged their delegated responsibilities. The performance of the company secretary is evaluated annually to ensure that there is an arm's length relationship between the board and the company secretary and that the objectivity and independence of the company secretary is not unduly influenced.	■ Feedback on the annual performance evaluation of the board is provided on **page 85 of the integrated report**
10: The board should ensure that the appointment of, and delegation to, management contributes to role clarity and the effective exercise of authority and responsibilities.	A detailed mandate outlines the delegation of authority. This indicates matters reserved for the board, its committees and management. The board is satisfied that delegation to management contributes to an effective arrangement by which authority and responsibilities are exercised. The mandate is reviewed biennially, and the board has the discretion to withdraw any authority as it deems fit. The board is satisfied that the company is appropriately resourced and key to note is that the Exco continues to be a full complement during this period of review with no vacancies.	■ Refer to the Delegation of authority to management section on **page 84 of the integrated report**
11: The board should govern risk in a way that supports Attacq in setting and achieving its strategic objectives.	Effective risk management is an integral part of ensuring that the group's strategic intent and growth targets are met. The board has overall responsibility for the group's risk management framework and system of internal control, and ongoing review of their effectiveness; it also determines the group's risk appetite and regularly reviews risks and uncertainties. The board has delegated oversight of risk governance to the ARC and the outsourcing of the internal audit function to BDO to enhance the independent evaluation of the internal controls and access to wider technical resources and expertise. The internal risk and compliance function provides an oversight of the company's regulatory universe, and guidance groupwide.	■ Risks and opportunities on **pages 36 to 39 of the integrated report** ■ Roles and responsibilities of the ARC on **page 86 of the integrated report** ■ The ARC report in **AFS on page 7**

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12: The board should govern technology and information in a way that supports Attacq setting and achieving its strategic objectives.	The board, together with the ARC, oversees the technology and information governance, with ultimate responsibility for ensuring that information and communication technology ("**ICT**") strategies are aligned with the strategies of the business. It oversees the effective use of ICT infrastructure through the ICT steering committee, combined assurance forum and ARC.	■ Refer to the ICT governance report on **pages 85 of the integrated report**
13: The board should govern compliance with applicable laws and adopt, non-binding rules, codes and standards in a way that supports Attacq being ethical and a good corporate citizen.	The legal and regulatory compliance process is defined in the risk management and combined assurance policy and framework which was approved by the board on the recommendation of the ARC during the year under review. Attacq's compliance function is assessed through a formal process and applied to the compliance risk management and combined assurance process as prescribed in this framework. The company secretary has kept the board updated on the Companies Amendment Act and Attacq's transition to King V for the 2027 financial year.	■ Risks and opportunities on **page 36 of the integrated report** ■ TSE roles and responsibilities in the corporate governance section, on **page 87 of the integrated report** ■ The ARC report in **AFS on page 7**

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14: The board should ensure that Attacq remunerates fairly, responsibly, and transparently to promote the achievement of strategic objectives and positive outcomes in the short, medium, and long term.	Governance of remuneration is the responsibility of the board supported by Remco. Attacq's philosophy is to structure remuneration in a way that ensures a fair, responsible, and equitable level of remuneration for all our employees and to enable the company to attract, retain, motivate, and reward key and critical skills and high-performing employees required to achieve our strategic objectives and adherence to good corporate governance. Key guiding principles include fair remuneration that is internally equitable and externally competitive. In addition, remuneration promotes risk management and adequately balances risk and reward. The company discloses the remuneration of each director and prescribed officer in the integrated report. The FY26 remuneration policy and remuneration implementation report were approved by the requisite majority of shareholders in accordance with the non-binding vote contained in Principle 14 of King IV. The remuneration-related amendments introduced by the Companies Amendment Act are now in effect, and Attacq has implemented the amended requirements in its FY27 remuneration policy and remuneration implementation report.	■ Refer to the remuneration report from **pages 91 to 102 of the integrated report**
15: The board should ensure that assurance services and functions enable an effective control environment and that these support the integrity of information for internal decision-making and of Attacq's external reports.	The board, assisted by the ARC, has determined the areas of strategic and business focus, which in turn regulate the level of assurance considered appropriate for identified business risks and exposures. Attacq has adopted a combined assurance model to further strengthen the internal control environment that enhances the assurance obtained from management, internal and external assurance providers. The internal audit process guideline outlines the responsibilities of the internal audit function, which has been outsourced to BDO. The Internal Audit Charter is biennially reviewed by the ARC. The ARC oversees that assurance services are executed in line with adopted guidelines. The Group's risks are linked to its strategic pillars and material matters as determined through the integrated risk management process, controls, and related mitigating strategies.	■ Risks and opportunities on **pages 36 to 39 of the integrated report** ■ Refer to the Attacq group governance framework in the **integrated report on page 81** ■ Refer to the combined assurance summary on **page 85 of the integrated report**

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16: In executing its good governance role and responsibilities, the board should adopt a stakeholder-inclusive approach that balances the needs, interests, and expectations of material stakeholders in the best interests of Attacq over time.	The stakeholder groups of the company have been identified and there is a collective effort to actively balance their needs, interests, and expectations. The board, with the assistance of TSE, plays an oversight role in stakeholder engagement, with other board committees also accountable for their respective stakeholders.	■ The approach to maintaining quality relationships is on **pages 75 to 77 of the integrated report** ■ Refer to the **TSE mandate and matters considered** during the year under review on **page 87**

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