

	POLICY Corporate Governance	Doc No: POL-028
		Revised By / On: MD / CFO / COO
		Revision Number: 1 / November 2025
		Effective Since: May 2023
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A. PURPOSE

Biddulphs International is led by a senior management team under the strategic direction and oversight of a Board of Directors. This leadership structure is committed to ensuring organisational viability by implementing corporate strategy, maintaining effective internal controls, and ensuring the accuracy and integrity of financial reporting.

The purpose of this Governance Policy is to provide guidance to Biddulphs International in developing and implementing governance systems to ensure compliance with relevant legislation, standards, financial obligations and that the organisation meets the needs of its clients. In addition, the scope aims to cover the company's plans to operate and thrive simultaneously creating a long-term positive impact whilst making sustainability changes at a gradual and financially stable rate.

B. SCOPE

This policy applies to all Biddulphs International staff, the senior management team, the Board and shareholders.

C. REFERENCE (this has an impact on all policies, and more specifically listed below)

- HRTP-001 Learner Entry, Guidance and Support Procedure
- POL-001 Code of Conduct
- POL-002 Environmental Policy
- HRF-003 Induction Checklist
- POL-018 Protection of Personal Information (POPI) Policy
- POL-029 Cyber Security Information Governance Policy
- POL-033 Employment Equity & Remuneration Policy

D. DEFINITIONS AND ABBREVIATIONS

- Board/Board of Directors:** The legally responsible managing body of the organisation
- Senior Management Team:** Persons that are involved in the day-to-day management of the company at Head Office and/or branch management level.
- Governance:** Rules and structures setting out how an organisation is managed.

E. RESPONSIBILITIES AND AUTHORITIES

Responsibilities and authorities are detailed in section 1 of this procedure

POLICY

1. SECTION 1: GOVERNANCE POLICY FRAMEWORK

Minimum Requirements:

Biddulphs International views good governance and management practice as essential to fulfilling its goal in a responsible and sustainable manner. The senior management team conducts its affairs legally, ethically and with transparency including the following minimum requirements:

- 1.1 Practices, policies and procedures to develop, implement, train, communicate, and assign accountability for its Corporate Sustainability programme.
- 1.2 Reporting on its Corporate Sustainability programme progress and achievements to staff, individuals (private customers and/or corporate accounts) and its supply chain.
- 1.3 Periodic self-assessments to verify performance and determine conformance with regards to the company's sustainability programme (e.g. minimum annual review).

2. SECTION 2: GOVERNANCE IMPLEMENTATION & STRATEGIC PLANNING SUMMARY

2.1 Policy implementation

This policy is developed in consultation with Biddulphs International senior management team and further recommendations by all staff members and/or outside suppliers and professional organizational bodies (e.g. FIDI FAIM, RFA, PMA, etc).

2.2 Strategic Planning

The goals and outcomes in the Biddulphs International Strategic Plan provide key directions for the organisation and its key stakeholders as a sustainable service provider. In summary, the following

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forms part of the company's strategic planning efforts in order to maintain sustainable changes at a gradual and financially stable rate, namely:


- 2.2.1 Adoption, implementation and to maintain sustainability regarding our ISO 9001:2015 status (applicable to our international branches inclusive of Johannesburg, Cape Town & Durban).
- 2.2.2 In order to maintain sustainable operational commitments, meet the needs of regular statutory obligations inclusive of The South African Revenue Service (SARS) in conjunction with our financial audit partners (i.e. BDO South Africa Incorporated), The National Bargaining Council for the Road Freight and Logistics Industry (NBCRFLI) governed by the Labour Relations Act and/or Department of Labour requirements.
- 2.2.3 Meeting the sustainability obligations, compliance commitments and membership parameters set by local associations including The Road Freight Association (RFA) for the transport industry in South Africa, The Accredited Movers of South Africa (AMOS) and The South African International Movers Association (SAIMA). Furthermore, adopt and commit to standards and regulations set by overseas associations including but not limited to, FIDI FAIM, British Association Of Removers (BAR) and The International Association of Movers (IAM).
- 2.2.4 Senior management team strategic organisational planning concerning all stakeholders and operational requirements. For example, working with suppliers such as our fleet truck and fuel providers to purchase the latest and most sustainable truck tractor engines (EURO 3 upwards) within the marketplace along with ergonomically designed lightweight maximum volume designed trailers to reduce and/or minimise our carbon footprint.
- 2.2.5 Taking advantage of and/or pro-active sustainable progression concerning the availability of natural resources within the market place that is cost competitive. This can include the adoption of solar power and/or water harnessing efforts along with the implementation of our digitization transformation drive to become paperless. Additional efforts include the support towards enterprise developments via our jointly owned B-BBEE company DUMA Recycling to ensure all used packing materials are recycled accordingly to minimise impact on the environment.

The senior management team and employees are responsible for understanding and adhering to this Governance Policy and its procedures.

3. SECTION 3: GOVERNANCE PROGRESS & MONITORING REVIEW MONITORING AND REVIEW
 Biddulphs International aims to monitor and review its governance measures (inclusive of corporate sustainability) through a variety of methodologies. These can include the following:

- 3.1 Supplier Databases & Applications;
- 3.2 Global partnership affiliation reporting requirements (e.g. Eco-friendly reporting statistics submissions to overseas affiliations),
- 3.3 Tender demands and requirement standards (e.g. multi-national corporate standards and/or governmental and embassy expatriate requirements);
- 3.4 Updating of our company website and all relevant social media channels for all stakeholders concerned to be informed accordingly;
- 3.5 Ensuring Data Privacy and Information Security Governance (POL-018 POPI Policy & POL-029 Cyber Security Information Governance Policy)
- 3.6 Maintaining B-BBEE status verification through annual audit review requirements with suppliers;
- 3.5 Skills development and training on our corporate sustainability measures and efforts (e.g. refer to HRTP-001 Learner Entry, Guidance and Support Procedure and/or through TETA and/or our Porter, Packer, Loader training programmes);
- 3.6 Senior Management tri-annual branch audits and/or international CPD compliance through international organisations regarding compliance learning requirements;
- 3.7 Through the updating, periodic self-assessments and regular measurements against our Quality Management System methodologies. As an example, refer to POL-002 Environmental Policy and/or HRF-003 Induction Checklist communication annually to all employees concerning the refreshing and/or updating of any changes to policies and procedures that are inclusive of governance and sustainability programmes and efforts.

The senior management team and all employees within Biddulphs International are committed to the principles of good corporate governance consistent with prudent management and sustainable

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enhancement of shareholders and/or stakeholders value. These principles emphasise transparency, accountability and integrity.

CHANGE / REVISION HISTORY

Change History			
Rev No	Changes	Pages	Effective date
0	Corporate Governance Policy	All	February 2023
1	Reviewed	All	November 2025

APPROVAL

Designation	Name	Signature
Managing Director	O Farmerey	