

VALUES AND VISION

VALUES

Transaction Capital's values are embedded throughout its divisions, providing the foundational principles that guide how it does business and how it interacts with its stakeholders.

INTEGRITY
goes beyond complying with laws, regulations and company policy, to having strong moral principles that inform decisions and actions regarding Transaction Capital's business and all its stakeholders.

EXCELLENCE
means that Transaction Capital strives to always get better at what it does, which requires that its people take the time to improve themselves as individuals and as professionals, and being prepared for the next challenge.

RESPECT
requires an understanding and appreciation of diversity and different perspectives, and the dignified and equal treatment of all stakeholders.

INNOVATION
is what enables Transaction Capital to keep ahead of its competitors, overcome challenges, deal with new and difficult situations, and discover new ways to address the needs of its stakeholders.

VISION

Transaction Capital's vision recognises that its success ultimately depends on its stakeholders having positive regard for the group and its divisions, which requires that Transaction Capital meets their legitimate needs and expectations as determined through constructive mutual engagement.

Transaction Capital's definition of success is when:

CLIENTS consider Transaction Capital's divisions their first choice when choosing the specialised, innovative and differentiated services they provide.

SUPPLIERS see Transaction Capital and its divisions as demanding but fair clients whose expertise, interpersonal skills, efficient administration, financial stability and long-term sustainability make them attractive business partners.

FUNDERS regard Transaction Capital and its divisions as financially stable investments that provide exposure to niche market segments and exemplify the highest standards of risk management, transparency, disclosure, prudence, innovation, compliance, governance and ethics.

LAW MAKERS and REGULATORS experience Transaction Capital and its divisions as approachable, transparent and socially relevant corporate citizens that comply fully with the letter and spirit of all laws, regulations and codes.

EMPLOYEES consider Transaction Capital and its divisions as leading employers that provide personal development, advancement and appropriate reward in exchange for their commitment and performance.

EXECUTIVES and MANAGERS regard Transaction Capital's strategy of empowering executives and devolving responsibility as intellectually stimulating and intrinsically rewarding, while demanding high quality and thought leadership.

SHAREHOLDERS regard Transaction Capital and its divisions as well understood, respected, transparent and ethical specialised financial services investments that provide consistent growth in high-quality risk-adjusted returns through innovative entrepreneurship, exceptional risk management and prudence.

SOCIETY shares in the value Transaction Capital and its divisions create by providing services that are relevant to under-served market segments and answer social needs.

How Transaction Capital's vision is being achieved:

- > Improving and growing customer value propositions through deeper vertical integration within chosen market segments.
- > Ongoing client engagement identifies risks and opportunities which feeds back into improving customer value propositions.
- > Applying specialised competencies, operational capacity, experience and capital to meeting client needs strengthens Transaction Capital's reputation and market leadership.

- > Ensuring appropriate executive-level interface with providers of goods, services and professional counsel in all businesses.

- > Further diversifying investor base through new funding structures and channels through which to invest.
- > Enhancing funder relationships through ongoing engagement, informal feedback and formally researched funder needs.
- > Intentional positioning of divisions to maintain defensible positions under challenging economic conditions through effective risk management and mitigation, as evidenced by stable and improved credit ratings.

- > Oversight of group legal function with appropriate expertise at divisional level to closely monitor regulatory developments.
- > Ongoing engagement with regulators and appropriate representation on industry bodies, to gain early understanding of proposed legislation and appropriately positioning Transaction Capital for change.
- > Engaging with law makers and regulators to contribute to regulatory environments that benefit the industries Transaction Capital serves.

- > Appropriate employee value propositions implemented in each business.
- > Providing work that is meaningful with a direct societal impact.
- > Competitive remuneration policies, with select employees participating in long-term incentive schemes.

- > Diligently adhering to recruitment, assessment, development and succession policies.
- > Compensation aligned to both the specific performance of each division as well as group performance.
- > Devolvement of operational functions and accountability for performance to divisional executives is largely complete.
- > Executive and senior manager participation in long-term incentive schemes.

- > Maintaining stable earnings and book growth, while rationing capital for credit quality.
- > Devolving certain functions to divisions resulting in cost efficiencies and reductions.
- > Continual focus on developing and augmenting the specialist capabilities of divisions.
- > Maintaining strong relationships with investors through ongoing engagement, informal feedback and formally researched shareholder needs.

- > Divisions are intentionally positioned within carefully chosen market segments, exposed to South Africa's demographic and socio-economic trends, enabling them to deliver both a social and commercial benefit.
- > Maintaining focus on providing financial and allied services to market segments that are under-served due to perceived higher risk.
- > In SA Taxi, supporting the establishment, development and sustainability of small- and medium-sized enterprises, helping them to service society's public transport needs in a safer and more efficient manner.
- > In Transaction Capital Risk Services, contributing to the effective functioning of the broader credit system and the rehabilitation of indebted consumers.