

TRANSACTION CAPITAL

As a listed entity, to extend our track record of high-quality earnings growth, we identify opportunities to leverage our high IP, leading technologies & low-cost operational infrastructure to expand into attractive adjacent market segments, related alternative asset classes & geographic markets

We apply our highly specialised expertise in distressed debt, specialty credit & other alternative assets to assess, mitigate, underwrite & price credit risk, in originating new assets or acquiring existing assets

We seek an investment outcome that combines attractive risk-adjusted interest returns from our asset portfolios, enhanced by capital appreciation in the value of the operating platforms

**IS AN ACTIVE INVESTOR IN
& OPERATOR OF
CREDIT-ORIENTATED ALTERNATIVE ASSETS
MANAGED BY EXPERIENCED
ENTREPRENEURIAL MANAGEMENT TEAMS
EMPLOYING A RIGOROUS
VALUE-LED INVESTMENT APPROACH
TO GENERATE RISK-ADJUSTED
INTEREST RETURNS & CAPITAL APPRECIATION
WHILST DELIVERING SOCIAL VALUE**

Our capital management approach supports the sustainable delivery of growth through an optimal balance of equity & debt

We identify, assess, develop & partner with entrepreneurial, innovative & experienced founders, owners & managers of businesses, in building & scaling highly competitive, efficient, technology-driven operating platforms, which manage our assets

Our investment approach emphasizes exhaustive due diligence investigation, data analysis & risk quantification, enabling us to add value to the design & implementation of operational strategy & to ensure that risk is kept within tolerance levels, thereby creating value for shareholders in a unique manner

Our businesses are deliberately positioned to deliver shared value, through commercial returns & meaningful positive social impact

**TRANSACTION CAPITAL
COMPRISES A DIVERSIFIED
PORTFOLIO OF
FINANCIAL SERVICES ASSETS**

**WITH A BESPOKE & ROBUST
CAPITAL STRUCTURE
INCORPORATING ~R750 MILLION
OF EXCESS CAPITAL**

**ESTABLISHED AS
A SCALABLE FINANCIAL
SERVICES PLATFORM**

- Two **well established, autonomous & unique** financial services businesses: **SA Taxi & TCRS**
- Positioned in attractive market segments occupying leading market positions
- Highly defensive, context relevant businesses able to withstand difficult economic conditions, even COVID-19
- Socially & commercially relevant business models (in a pre & post COVID-19 environment)
- Deep vertical integration enabling application of specialised expertise to mitigate risk, participate in margin & provide a broader service to clients
- Superior data & leading-edge technology & analytics capabilities differentiate our offerings, inform business decisions & mitigate risk
- Via a diversified business model
 - › Unique blend of highly cash generative & capital related businesses
 - › Diversified revenue model across adjacent market segments & geographies
- **Conservative funding philosophy** to fund organic growth & acquisition activity
- Unfettered access to liquidity; proven ability to raise debt & equity from a diversified range of local & international investors
- An **optimal balance of debt & equity**, with limited exposure to liquidity & refinancing risk
- **Well capitalised & liquid** at holding company & divisional levels
- Positive asset-liability gap maintained
- **Decentralised businesses** that are self-sustaining & scalable in their own right
- **Technology-driven, market leading** operating platforms, which manage our assets
- Develop **new products** & expand into **new markets** (SA Taxi & TCRS)
- **Innovate by introducing new organic & acquisitive growth opportunities** (Transaction Capital)

**LED BY AN EXPERIENCED
ENTREPRENEURIAL
OWNER-MANAGER TEAM**

- Identify, assess, develop & partner with entrepreneurial, innovative & experienced founders, owners & managers of businesses
- **Ownership culture**
- **Empowered, entrepreneurial, agile, innovative, proven & long-serving** leadership
- Specialised **intellectual capital** applied over a much smaller asset base than in larger organisations

**UNDERPINNED BY A ROBUST
GOVERNANCE FRAMEWORK &
SOUND GOVERNANCE PRACTICES**

- Experienced, diverse & **independent directors** at group & subsidiary level
- **Institutionalised governance**, regulatory & risk management practices
- **Conservative accounting policies** (including the early adoption of **IFRS 9 & IFRS 17**)

**WHICH TOGETHER POSITION IT
FOR SUSTAINABLE HIGH-QUALITY
EARNINGS GROWTH**

- Active **investor in & operator of credit-orientated alternative assets**
 - › By identifying opportunities to leverage our high-IP & leading technologies & low-cost operational infrastructure
 - › To expand into attractive adjacent market segments, related alternative asset classes & geographic markets
 - › Applying expertise to assess, mitigate, underwrite & price credit risk in originating new assets or acquiring existing assets
- Unrelenting **investment into & precise implementation of innovative strategic initiatives**
- Track record of **high-quality earnings with high cash conversion rates & strong organic growth prospects**

**TO GENERATE RISK-ADJUSTED
INTEREST RETURNS & CAPITAL
APPRECIATION**

**& THE DELIVERY OF
A MEANINGFUL SOCIAL IMPACT**

- **Value-led** investment approach
- Investment objective that yields:
 - › Attractive risk-adjusted interest returns from our asset portfolios
 - › Enhanced by capital appreciation of the operating platform values
- Businesses deliberately positioned in relation to demographic & socio-economic trends, to deliver shared value, through **commercial returns & meaningful positive social impact**
- Environmental, Social, Economic & Governance principles embedded in our operations operations
- SA Taxi facilitates
 - › **Asset ownership by black owned SMEs, financial inclusion, SME empowerment, & sustainable job creation**
 - › **Improved public transport infrastructure**
 - › **Environmental sustainability measured by fleet footprint & CO₂ abatement**
 - › **Supporting the sustainability** of the minibus taxi industry including minibus taxi operators, drivers & other stakeholders
- TCRS facilitates
 - › Support the **functioning & efficiency of Australian & South African** credit markets
 - › **Credit rehabilitation** of over-indebted consumers
 - › Lenders to maintain cleaner balance sheets to **continue extending credit affordably**

CAPITAL INPUTS

INTELLECTUAL CAPITAL

Specialist credit risk management skills in alternative asset classes, active strategic intervention & effective capital management

RELATIONSHIP CAPITAL

Partnerships with entrepreneurial founders & high-calibre executives & developing exceptional management teams

FINANCIAL CAPITAL

Effective capital management whereby permanent equity capital is invested, giving debt capital providers access to highly bespoke assets that match their objectives,

SOCIAL CAPITAL

Deliberate alignment of financial & social capital investment to realise transformation objectives & goals

REPUTATIONAL CAPITAL

Mature governance frameworks, highest ethical standards & compliance with all relevant laws, regulations, codes & standards

BUSINESS ACTIVITIES

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Identify credit-orientated alternative asset classes, in which our core risk & capital management skills provide distinct competitive advantages

Apply core skills to assess & mitigate risk, & underwrite & price assets, for the purpose of servicing, originating or acquiring them

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As business platforms are established for organic growth, redirect intellectual & financial capacity to identify new opportunities to leverage our IP, technologies & infrastructure to expand into adjacent market segments, related asset classes & new geographic markets to expand our earnings base



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Identify, develop & partner with entrepreneurial, innovative & experienced founders & managers of businesses, who are invariably co-invested in the business platforms that manage & de-risk assets

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Grow data-driven business platforms to scale, with competitive value propositions, diversified & resilient revenue streams & best-of-breed technology & processing capability to ensure operational effectiveness

Mobilise an optimal balance of equity & debt capital to fund the growth of business platforms & their underlying assets

CAPITAL OUTCOMES

INTELLECTUAL CAPITAL

Market-leading & socially relevant business platforms with scale & resilience, delivering to their above-market growth & return potential

RELATIONSHIP CAPITAL

Exceptional management teams with succession depth, & a culture of ownership innovation & high-performance

FINANCIAL CAPITAL

20-year track record of excellent earnings & capital growth to shareholders with safe risk-adjusted returns to debt capital providers

SOCIAL CAPITAL

Population mobility, small business creation, financial inclusion, credit rehabilitation

REPUTATIONAL CAPITAL

Trusted public company, good standing with local & international capital providers, regulators & other shareholders