SA CORPORATE
REAL ESTATE

INDUSTRIAL | RETAIL | RESIDENTIAL | ZAMBIA

2024
INTEGRATED ANNUAL REPORT

CONTENTS

ABOUT OUR INTEGRATED REPORT

Our integrated report is divided into four sections to explain our capacity to generate and preserve value, as well as to reduce the risk of value erosion. The report should be read in conjunction with the Environmental, Social and Governance ("ESG") Report, available on www.sacorporatefund.co.za, for more detailed information on ESG issues.

PAGE NO

OVERVIEW OF SA CORPORATE

This section provides an overview of the Company, including what makes us stand out, how we manage our business while protecting the value and nurturing our capitals, and how we engage with our stakeholders.

GOVERNANCE FOR VALUE CREATION

Our strong leadership and sound governance help to minimise the risk of value erosion, while promoting value creation and preservation.

SUSTAINABLE VALUE CREATION THROUGH OUR STRATEGY

Provides insight into the environment in which we operate and outlines our strategic initiatives and progress. We also discuss our risk management procedures and key risks.

MEASURING AND REWARDING VALUE CREATION

Reviewing our financial and property portfolio performance, and how our remuneration corresponds to and aligns with the performance.

SUPPLEMENTARY INFORMATION

The shareholder analysis, definitions of our abbreviations and acronyms, and our company information are listed here.

ABOUT THIS REPORT

SA Corporate Real Estate Limited ("the Company" or "SA Corporate") and its subsidiaries ("the Group") are pleased to present the Integrated Annual Report ("IAR"), which has been prepared for the benefit of all stakeholders. The aim is to provide a succinct overview of the Group's performance for the financial year ended 31 December 2024.

INTEGRATED THINKING

SA Corporate's strategy and sustainability are closely aligned with the material matters and requirements of all its stakeholders. As these inform and shape SA Corporate's strategic direction, they are identified and endorsed by the Group's Board of directors ("Board") and management team through ongoing input from all the Group's stakeholders, which are its employees, investors, shareholders, analysts, regulators, tenants, suppliers, national and local government, debt providers, and the communities we operate in.

How are our material matters identified?

We consider issues to be material if they reflect on the six capitals as detailed on pages 21 to 23, in a manner that could substantially impact and influence the decisions of stakeholders in assessing the Group's ability to create value in the short, medium and long term. As such, we have identified the following as our key material issues:

01 **Macro-economic conditions** affect our vacancies, reversions and property values, among others. *Page 35*

02 **Value extraction within our portfolio** is key to generating sustained shareholder returns. *Page 8*

03 Talented and engaged people reflecting **gender equity and social diversity,** without whom we cannot operate. *Page 22*

04 **Sustainable development** is essential to our role as a responsible corporate citizen. *Page 21 as well as ESG Report*

THE PROCESS WE FOLLOW FOR THE INTEGRATED REPORT

The Board identifies the material matters that need to be addressed in the IAR to provide a balanced view of all matters that are salient to the ability of the Group to continue to add value to its stakeholders. The content of the IAR is selected and prepared by management, with oversight and input from the Board. The IAR is reviewed by the Audit and Risk Committee ("ARC") and recommended to the Board for approval.

Assurance of the reporting information

Certain information included in the IAR has been extracted from and independently verified by the following independent entities:

Key Activities	Company
External auditor for the Annual Financial Statements ("AFS")	PricewaterhouseCoopers Inc. ("PwC")
Internal Auditor for SA Corporate Group	BDO Advisory Services ("BDO")
B-BBEE verification	AQRate
Group property portfolio valuation (excl. Indluplace)	Quadrant Properties
Indluplace portfolio valuation	Yield Enhancement Solutions
Carbon footprint assessment	Carbon Calculated
Traditional portfolio property management	Broll Property Management ("Broll")
Residential property management	Afhco Property Management

Report boundary and scope

Integrated reporting is recognised as playing a fundamental role in demonstrating the Group's ability to account for its commitment to creating and sustaining value across all sustainable components, ultimately for the benefit of its stakeholders.

The report covers the financial performance and property portfolio of all wholly-owned property investment subsidiaries, SA Corporate Real Estate Fund Managers (RF) (Pty) Ltd, the SA Corporate Management Company ("Manco"), two co-owned properties, as well as the investment in direct and listed property in Zambia.

The social, governance and environmental aspects which impact all our South African operations are also covered in the report. The property management function in respect of the Zambian joint venture ("JV") has been outsourced to our Zambian partners.

ABOUT THIS REPORT *CONTINUED*

The reporting frameworks that we are aligned with

The information included in the integrated report has been provided in accordance with:

	Integrated Report	Annual Financial Statements
International Reporting Framework	✔	
Companies Act, 71 of 2008 as amended ("Companies Act")	✔	✔
Johannesburg Stock Exchange Limited ("JSE") Limited Listings Requirements	✔	✔
King IV Report on Corporate Governance for South Africa, 2016 (King IV™)	✔	
IFRS Accounting Standards		✔
United Nations' Sustainable Development Goals ("SDG")	✔	

For ESG reporting, disclosure has been aligned to the SDGs adopted by the Company, as well as the six capitals defined within the International Integrated Reporting Council's standards.

SA Corporate confirms that it has adopted distribution per share as a measure for trading statement purposes.

HOW TO NAVIGATE THE INTEGRATED ANNUAL REPORT

This icon signifies related information elsewhere in this report.

This icon signifies related information available on our website at www.sacorporatefund.co.za.

This icon signifies related information in our ESG Report.

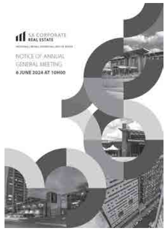
Other icons are used to identify the strategic objectives and capitals, as applicable.

Other sources of information available on our website

This report should be read in conjunction with the following reports to get a comprehensive view of SA Corporate's performance over the past financial year and its prospects:

The 2024 ESG Report covers the Group's focus on environmental, social and governance activities.

The 2024 AFS provide information about the Group's financial performance and position.



The 2025 Notice of Annual General Meeting ("AGM") and supporting documents are intended for shareholders who want to participate in the Group's AGM.

The 2024 King IV™ Compliance Register shows the Group's application of the King IV™ principles.

FORWARD-LOOKING STATEMENTS

The IAR contains certain forward-looking statements. By their very nature, such statements cannot be considered guarantees of future performance and outcomes as they are dependent on events and circumstances, the predictability of which is uncertain and not necessarily within the Group's control.

BOARD APPROVAL

The Board acknowledges its responsibility to ensure the integrity of the IAR. The Board believes that the 2024 IAR is presented in accordance with the <IR> Framework, addresses all material matters and offers a balanced view of the performance of the Group and the impact on its stakeholders. The Board has accordingly approved this IAR for publication.

Independent non-executive directors

MA Moloto (Independent Chairman)
OR Mosetlhi (Lead Independent Director)
JA Finn
N Ford-Hoon(Fok)
EM Hendricks
GJ Heron
SS Mafoyane

Executive directors

TR Mackey (CEO)
SY Moodley (CFO)
NNN Radebe (COO)
SJ Mojalefa (HCF)

1

OVERVIEW OF SA CORPORATE

SA CORPORATE AT A GLANCE

SA Corporate is a JSE-listed Real Estate Investment Trust ("REIT") and, together with its subsidiaries, owns a diversified portfolio of quality industrial, retail and residential property, primarily located in the major metropolitan areas of South Africa, with a secondary node in Zambia.

SA Corporate, established in 1995, is one of the oldest property companies in the South African market.

LEVEL 1 B-BBEE CONTRIBUTOR

OUR VISION

Our vision is to produce sustainable distribution growth and long-term capital appreciation for investors through investment in a well-diversified, defensive and balanced property portfolio. We will remain cognisant of our role as responsible corporate citizens and aim to achieve our vision to benefit all our stakeholders while preserving the environment.

OUR VALUES

Integrity **Innovation** **Accountability** **Respect**

Pursuing the highest standards of ethical behaviour and accountability

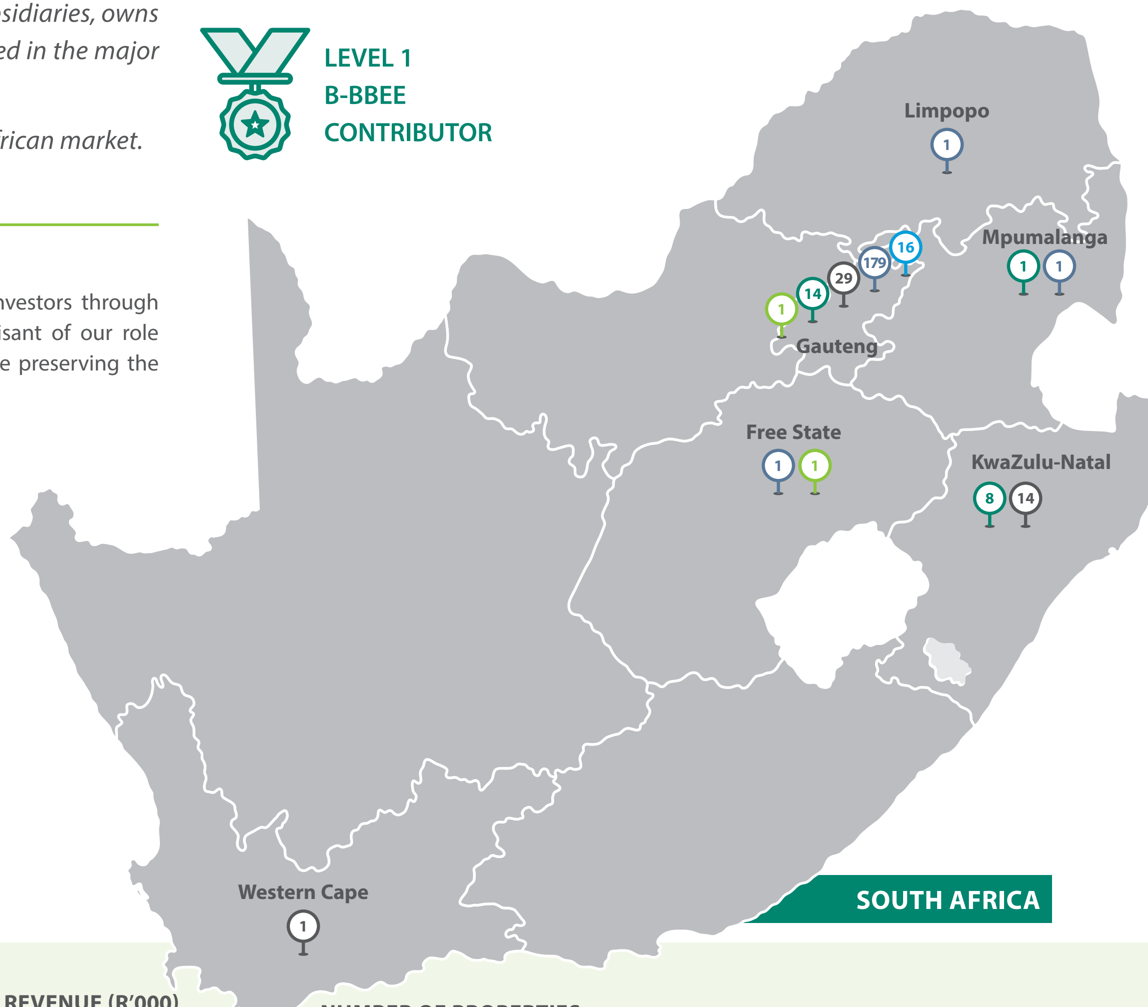
REIT STATUS
Since 2015

OUR PROPERTY PORTFOLIO

PORTFOLIO ATTRIBUTES

- A defensive retail portfolio specialising in convenience (which includes storage facilities)
- A best-in-class residential rental portfolio
- A quality logistics-focused industrial portfolio
- A minor office portfolio, the divestment from which is ongoing
- A JV primarily in retail properties in Zambia

THE LOCATION OF OUR PROPERTIES

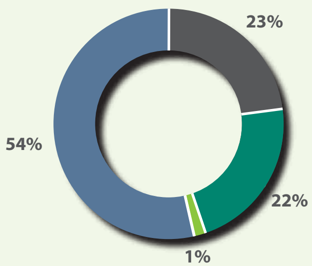


Assets under management
R19.4 billion

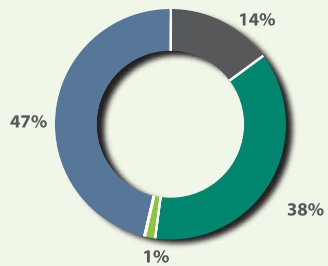
267 properties
Valued at R18.0 billion
(excluding 14 Zambian properties held as direct and listed property investments)

Gross lettable area ("GLA") (m^2)
1.7 million

RENTAL AREA (m^2)



REVENUE (R'000)



■ Afhco[#] ■ Industrial ■ Retail* ■ Commercial
** Includes Storage # Includes Indluplace*

NUMBER OF PROPERTIES

23 Retail
44 Industrial
182 Afhco & Indluplace
2 Commercial
16 Storage
14 Zambia (not shown on map)

WHAT DIFFERENTIATES US

OUR FOCUS ON CONVENIENCE RETAIL

SA Corporate is invested in smaller format shopping centres that dominate the catchment areas in which they are located by offering essential services and basic goods to the local communities. The convenience-orientated tenant mix is anchored by grocery stores that are complemented by food services, pet stores, pharmacies and personal care, general dealers, butcheries, liquor stores, drive-thrus and household equipment.

To accentuate our convenience shopping offering, the Musgrave Centre in KwaZulu-Natal continues to enhance the tenant mix which, amongst others, includes a Checkers Emporium with a high-end Checkers Fresh X, Checkers Pets and Checkers Liquor – the true definition of one-stop-shopping!

ENHANCED AMENITY AND LIFESTYLE ATTRACTIONS

SA Corporate's shopping centres feature new and popular lifestyle attractions. Two new padel courts were installed at East Point shopping centre to complement the newly refurbished eight courts at Morning Glen Mall and Musgrave Centre. Two new fitness gyms were added at Morning Glen Mall along with a new, one-of-its-kind, UV-themed children's party venue. These are in addition to the existing lifestyle tenants focussing on families and entertainment within the portfolio.

FOCUS ON QUALITY LOGISTICS ASSETS

Large, contemporary logistics facilities, which currently make up approximately 83.3% of SA Corporate's industrial portfolio, are still in high demand.

To ensure renewals and maintain tenant retention, management continues to explore opportunities for further steps to provide value-added amenities.

OUR ATTRACTIVE RESIDENTIAL PORTFOLIO

Afhco's residential portfolio is designed to offer quality, well-managed housing that meets the evolving needs of tenants across both inner city and suburban areas. By continuously investing in infrastructure, security, and modern amenities, Afhco ensures that its properties remain attractive, convenient, and accessible. The portfolio has grown significantly with the acquisition of Indluplace, giving prospective tenants an even wider selection of quality rental options, with access to safe, affordable, and well-located properties.

Reliable access to essential services is a key priority, and Afhco has taken proactive steps to minimise disruptions caused by municipal infrastructure challenges. Energy solutions have been introduced to ensure that tenants experience fewer interruptions to their daily lives, while measures have been implemented to improve water security. These efforts contribute to a more stable living environment, giving tenants greater peace of mind.

To enhance the tenant experience, Afhco has expanded its offering of modern amenities. Most properties now include high-speed Wi-Fi, ensuring tenants can stay connected for work, study, and entertainment. Security has been improved with advanced surveillance systems and strengthened partnerships with urban safety initiatives helping to create safer living environments. Most notable in this regard is Afhco's R10.0 million contribution to Jozi My Jozi's state-of-the-art closed-circuit television ("CCTV") cameras to be rolled out in the inner city of Johannesburg in 2025, thereby contributing to the safety of the inner city. Additionally, recreational facilities such as gyms and outdoor spaces have been introduced to promote a well-balanced lifestyle.

Afhco remains committed to providing housing solutions that offer convenience, security, and affordability. Through continuous improvements and thoughtful investments, Afhco ensures that its residential portfolio supports the growing demand for well-managed, high-quality rental living in South Africa.

WHAT DIFFERENTIATES US *CONTINUED*

OUR CONVENIENTLY LOCATED AND WELL-EQUIPPED STUDENT ACCOMMODATION

Afhco's student accommodation provides a safe, comfortable and well-equipped living environment, designed to support students throughout their academic journey. With properties located close to major educational institutions, students have easy access to their campuses, transport, and essential services. Modern amenities such as high-speed Wi-Fi, dedicated study areas, and social spaces, create an environment that balances academic focus with community living. Reliable electricity and water supply solutions help minimise disruptions, ensuring a stable and convenient experience. Security remains a top priority, with controlled access and surveillance systems in place for added peace of mind. As more students seek quality accommodation, Afhco continues to invest in upgrades and improvements, creating a home where students can live, study, and thrive.

THE VALUE WE CREATED IN 2024

VALUE CREATION VALUE PRESERVATION VALUE EROSION

THE VALUE WE CREATED IN 2024

FINANCIAL CAPITAL

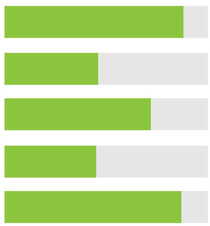
- (+) Assets under management of **R19.4 billion** (2023: R19.0 billion)
- (+) Like-for-like portfolio net property income ("NPI") of **R1.1 billion** (2023: R1.0 billion)
- (+) Total NPI of **R1.5 billion** (2023: R1.3 billion)
- (+) Traditional* portfolio retention rate of **93.6%** (2023: 89.3%)
- (+) Traditional* portfolio vacancy rate of **1.5%** by GLA (2023: 2.0%)
- (+) Loan-to-value ratio ("LTV") of **42.0%**# (2023: 41.9%)

** Retail, Office and Industrial*
 # Net debt LTV excluding derivatives

HUMAN CAPITAL

- (+) Paid **R141 million** (2023: R124 million) to **388** employees
- (+) Invested **R4.2 million** on employee training (2023: R2.9 million)

Encouraging diversification



***88%** of our employees are from previously disadvantaged groups, of which **46%** are female*
***72%** of our directors are from previously disadvantaged groups*
***45%** of our directors are female*
***87%** of employees trained are from previously disadvantaged groups*

INTELLECTUAL CAPITAL

- (+) Successful refinancing of **R225.6 million** debt facilities
- (+) Execution of favourable swap contracts of **R1.75 billion**
- (+) Indluplace acquisition finalised and integrated into the Group

NATURAL CAPITAL

- (+) Generated renewable energy of **15 717 MWh**, a saving of **R30.3 million** in costs and **13 556 tonnes** of CO_2e ("tCO_2e")
- (+) Electricity consumption (tCO_2e per m² of GLA) has decreased by **34%** against 2016 baseline
- (+) **1 446 m³** of waste, representing **1 446 tonnes**, recycled
- (−) **1%** increase in muncipal water used

ENABLERS TO STRENGTHEN OPERATIONS

Key executive appointments
In-house strategic retail leasing capabilities
Operational optimisation
Execution discipline

MANUFACTURED CAPITAL

- (+) **R319 million** spent on improvements to investment property
- (+) Divestments contracted since January 2024 **R908.6 million**

Property portfolio refined

- (+) Logistics properties make up **83%** of the Industrial portfolio
- (+) All leasehold properties sold
- (+) Divestment from **22** non-precinct inner city properties

SOCIAL AND RELATIONSHIP CAPITAL

- (+) **R7.4 million** spent on Corporate Social Investment ("CSI") initiatives
- (+) Level 1 B-BBEE rating
- (+) **900** learners at CityKidz
  35 learners at CityTotz
  R2.2 million bursaries, benefitting **671** learners at CityKidz
- (+) **4 306** student beds
- (+) Some **50 000 - 60 000** people housed in our residential accommodation

HOW WE PRESERVED VALUE

VALUE PRESERVATION IN 2024

- Expanding the Group's convenience retail offering
- Improving security in the residential portfolio
- Renewing blue-chip tenancy in the industrial portfolio
- Ensuring compliance with health and safety regulations, B-BBEE, governance requirements and reporting standards
- Prudent use of swaps to hedge interest rate risk
- Increased generation of electricity via renewable energy investments

PREVENTING VALUE EROSION IN 2024

- Divesting from the office sector challenged by high vacancies
- Refining the industrial portfolio to be logistics-focused
- Divesting from the non-precinct inner city residential properties
- Undertaking preventative and corrective maintenance on the Group's properties
- Applying a distribution payout policy appropriate to ensure the preservation of the Group's capital base
- Allocating defensive capital spend to maintain the attractiveness and relevance of the properties for tenants
- Increasing stand-by power capacity and solar PV installations to alleviate the effect of loadshedding

HOW WE MANAGE OUR BUSINESS

PRIMARILY REGULATED BY:

JSE
- Ensure compliance with JSE Listings Requirements and the recommended practices of King IV™
- Provide market for trading of shares

All relevant South African legislation
- Including, but not limited to, the Companies Act and the Income Tax Act of South Africa

MANAGED BY:

Board and Committees (provide oversight)
- Refer to the Board of Directors and Governance and Compliance on pages 27 and 29

Asset management
- The executive team provides strategic management of the Group's assets

Property management
- Broll and Afhco Property Management manage the Group's South African portfolio, and our JV partner manages the Zambian portfolio

A MEMBER OF:

SAPOA, JPOMA, SA REIT Association and various other property organisations

SA CORPORATE REAL ESTATE

- Wholly-owned property investment subsidiaries

- Two co-owned properties:
  - Umlazi Mega City
  - 50 Griffiths Mxenge Highway

- Investment in direct and listed property valued at R1.9 billion in Zambia

OUR INVESTMENT PHILOSOPHY

SA Corporate is focused on achieving long-term sustainable distribution growth by ensuring its portfolio comprises defensive assets that generate robust NPI. To achieve this, the Group embraces active asset management and uses acquisitions, developments, disposals, and the recycling of capital to achieve its objectives.

SA Corporate has and will continue to consider both development and investment partnerships where it can achieve a balance between risk and reward within the framework of its determined risk appetite and tolerance levels.

FUNDING PARAMETERS

The Group can make use of gross debt and corporate guarantees up to a maximum of 50% LTV as per its lenders' covenant requirements.

The long-term strategy of the Board is to maintain a net borrowing limit of less than 40% (excluding derivatives) of the underlying assets of the Group over the long term. The recovery in operational performance, partial settlement of debt from divestment proceeds and prudent increase in borrowings have maintained debt metrics at robust levels of 46.1% lender LTV, which is well within the lenders' covenant requirements of 50% LTV.

The Group engaged with its lenders, who agreed to an interim adjustment of the Corporate and Transactional Interest Cover Ratio ("ICR") covenants. An initial measurement period covenant was set at 1.75x and 1.50x, respectively, until 30 April 2024, which was subsequently extended to 31 December 2024, with revised thresholds of 1.80x and 1.60x, respectively, which has been further extended to 30 June 2025.

OUR KEY STRENGTHS

- A solid asset base
- A balanced portfolio with minimal office exposure
- High national grocer anchor base
- Sound financial fundamentals
- Strong exposure to community and neighbourhood shopping centres
- Attractive growth properties
- Exposure to quality industrial properties
- A best-in-class residential portfolio of scale
- Experienced team
- Proven ability to extract value from properties

OUR VALUE-CREATING BUSINESS MODEL

OUR VALUES

We strive to uphold our Company's values in everything that we do:

- Respect
- Integrity
- Innovation
- Accountability

OUR ENABLING BUSINESS ACTIVITIES

Identify attractive prospects

Optimal capital structure

Acquire properties at accretive yields

Develop existing assets

Dispose of non-core and low-quality assets at yields below our cost of funding

Efficient management of our portfolio

Our governance structures
(page 29)

Management and innovation

Value creation
(page 8)

OUR OUTPUTS

- A portfolio which is managed and developed to enhance value and generate sustainable shareholder returns
- An empowering, diverse culture in which team members can thrive

OUR OUTCOMES

Our outcomes are numerous and include:

- Disposal pipeline of R908.6 million sold at 2.0% premium to valuation
- Successfully refinanced debt at reduced margins
- Solar PV generating capacity increased to 15 717 MWh
- The establishment of an Unlisted Residential Fund ("the Fund")
- Successful integration of Indluplace

For more information on our Company outcomes, refer to page 8

OUR STRATEGIC OBJECTIVES

- **Convenience retail**
- **Quality industrial portfolio**
- **Financial sustainability**
- **Best-in-class residential portfolio**
- **Human capital development**
- **Divesting from commercial portfolio**
- **Operational optimisation**
- **Execution discipline**

Refer to the Chief Executive Officer's review on page 36 for more information

OUR KEY RISKS

Our top risks are categorised as follows:

- Strategic financial risks
- Property market risks
- People risks
- Reporting risks
- Compliance risks
- Stakeholder risks
- Sustainability risks

For a detailed discussion on the risks, refer to page 40

OUR VALUE-CREATING BUSINESS MODEL *CONTINUED*

	FINANCIAL CAPITAL	MANUFACTURED CAPITAL	INTELLECTUAL CAPITAL	HUMAN CAPITAL	SOCIAL AND RELATIONSHIP CAPITAL	NATURAL CAPITAL
OUR INPUTS	**EQUITY** • Equity of R11.2 billion (2023: R11.0 billion). • Debt of R8.7 billion (2003: R8.0 billion).	**OUR PROPERTIES AND INVESTMENTS** • 267 properties, valued at R18.0 billion (excluding the 14 Zambian properties).	**OUR BRAND, KNOWLEDGE, SYSTEMS, PROCEDURES, AND PROTOCOLS** • Strategic positioning of the portfolio. • Efficient systems and processes. • Enchance digitisation within the residential portfolio	**OUR EMPLOYEES' COMPETENCIES, CAPABILITIES AND EXPERIENCE** • Leadership development and training expenditure of R4.2 million. • Experienced management team.	**OUR COMMUNITIES, SUPPLIERS, TENANTS AND OTHER NETWORKS** • Good relationships with our stakeholders. • Social impact initiatives are above B-BBEE benchmarks. • Tenant initiatives. • CityKidz Pre- and Primary School ("CityKidz").	**NATURAL RESOURCES** • Solar installations generating 15 717 MWh of renewable energy in 2024. • Continuous water-saving efforts.
THE CAPITAL CONSTRAINTS AND TRADE-OFFS WE FACE	**COST OF INTEREST RATE SWAPS VERSUS THE NEED FOR PROTECTING THE INCOME STATEMENT** The length and intensity of interest rate cycles are often unknown factors that carry the risk of volatility in interest expenses. Interest rate swaps protect against this volatility but come at a cost. **DISTRIBUTION PAYOUT RATIO** The Company constantly has to weigh up investors' desire to maximise distribution against prudent allocation of capital.	**CONTINUED OCCUPANCY VERSUS POSITIVE RENTAL REVERSIONS** Managing vacancies and retaining tenants is a key driver of sustainable growth, and depending on market conditions, may come at the cost of negative rental reversions. **INVESTMENT IN TENANT INSTALLATION** Strengthens tenant mix and tenant retention but requires capital investment. **ADDITIONAL AMENITIES** Provide a competitive edge in attracting and retaining tenants but require capital investment.	**MAINTAINING A QUALITY PORTFOLIO** We constantly have to assess the quality of our property assets, recycling from those that do not meet our investment criteria to those that will better contribute to sustainable distribution growth.	**TALENT MANAGEMENT** In building our talent pool, we constantly have to balance the shortage of skills in the country against our transformational aspirations and invigoration of the talent pool with new appointments against development from within.	**SHAREHOLDER RETURNS** Increasing shareholder returns versus fulfilling our social imperatives.	**FINANCIAL SUSTAINABILITY VERSUS ENVIRONMENTAL SUSTAINABILITY** Implementing water and electricity saving strategies may impact the Company's short-term liquidity position but provide long-term benefits in terms of reduced environmental impact, lower occupancy costs and consistent energy supply for tenants.

ACTIVE TWO-WAY ENGAGEMENT WITH OUR STAKEHOLDERS

The quality of our relationships with stakeholders supports our ability to create and protect value for the business and the stakeholders, while minimising the risk of value erosion. Therefore, interacting with our stakeholders and maintaining a sustainable balance are essential components of our value system and business strategy. The Group invests in comprehending the needs and views of stakeholders and making sure that everyone has access to timely, fair and transparent information.

SA Corporate maintains a formalised and Board-approved Stakeholder Engagement Policy, which includes Disclosure Control Procedures and is aimed at identifying and prioritising all individuals, entities and groups that may impact or be impacted by the Group's operations and activities. The policy also sets a method of engagement with stakeholders who impact and influence the Group's long-term resilience, guides the building and the maintaining of an open relationship between the Group and its stakeholders, develops and promotes a good understanding of stakeholders' needs, interests, and expectations, offers guidelines on how the Group should be engaging with its stakeholders and reinforces the Group's commitment to all its stakeholders. This commitment is based on the principles of:

- Relevance: Focusing on those issues of material concern to its stakeholders and the Group and identifying how best to address them for mutual benefit.
- Responsiveness: Engaging with stakeholders on these issues and giving relevant, timely and meaningful feedback.

The Board's Committees, in particular the Social, Ethics and Environmental Committee ("SEEC"), and to the extent relevant the ARC, Remuneration Committee ("RC"), Investment Committee ("IC") and Nomination Committee ("NC"), assist the Board in carrying out this responsibility by considering and discussing specific stakeholder issues and disclosure matters at their meetings.

STAKEHOLDER GROUPS

A stakeholder–inclusive approach that balances the needs, interests and expectations of all stakeholders

Local and national government

The government was paid 29.9% of the value created through taxes, municipal and utility bills.
R790 million

Communities

We distributed 0.3% of the value created to our communities through CSI initiatives.
R7.4 million

Tenants

We distributed 10.7% of the value created through the improvement of properties.
R281 million

Investment community

Investors were paid dividends equal to 22.7% of the value created.
R601 million

Employees

Employees were paid remuneration equal to 5.3% of the value created.
R141 million

Debt providers

We distributed 31.1% of the value created through the payment of interest on debt.
R823 million

Regulators, industry and business organisations

The primary stakeholder engagements during 2024 and their outcomes are provided on the following pages.

STAKEHOLDER GROUPS *CONTINUED*

TENANTS

Quality of the relationship
Engagements with tenants are aimed at gaining an understanding of their challenges and the Group's opportunities, so that mutually beneficial outcomes may be achieved. In the past year, there was a significant focus on improving amenities and the quality of the environment for tenants.

Stakeholder priorities	Our response	Engagement methods	Relationship contribution to value creation	Strategic objectives addressed
• Reasonability of cost of occupancy • Quality of the property • Tenant safety and security • Location of the property • Tenant mix improvements • Client service excellence • Increasing foot traffic • Accurate measuring of water and electricity • B-BBEE rating • Tenant amenities • Loyalty and retention of tenants	• We continuously strive to accommodate tenant requirements, within acceptable parameters • Installing solar panels as well as energy-efficient lighting and promoting energy-saving initiatives with tenants • Installed back-up power solutions • Improving security and amenities in the residential portfolio • Borehole and water tank solutions installed where water issues were identified • Development of a mobile leasing app for seamless digital interactions and real-time facility monitoring, ensuring proactive maintenance and service reliability • Installation of AI-enabled CCTV cameras to improve the security of the properties in the Johannesburg inner city	• Meetings with centre managers and on-site employees • Strategic relations with national retailers and blue-chip tenants • Partnering with tenants • Property manager meetings • On-site marketing consultants at retail centres • Collaborating with tenants on social investment initiatives • Walk-in Centre, email, WhatsApp, telephone, chatbot, notices and letters for residential tenants	• The Group aims to build and maintain a strong quality tenant base, and to enhance tenanting and administrative processes to optimise the customer service experience for our tenants • The renting of available space enables SA Corporate to grow its business	Execution discipline Operational optimisation

Risks	Opportunities
• Tenant concerns may damage our reputation • Tenant safety and security • Lack of tenant retention	• Early warning system to protect against reputational damage • Resolving tenant complaints quickly and effectively leads to increased tenant satisfaction and loyalty • High retention reduces the costs of sourcing new tenants • Introducing new convenience, defensive retailer brands and concepts

STAKEHOLDER GROUPS *CONTINUED*

INVESTMENT COMMUNITY

Quality of the relationship

The Group provides timeous, relevant and comprehensive information to investors, analysts and media audiences. The relationship is mutually beneficial with robust and healthy engagement. The Group maintained active and regular engagement in the past year.

Stakeholder priorities	Our response	Engagement methods	Relationship contribution to value creation	Strategic objectives addressed
• Acceptable and sustainable growth in distributions • Appropriate return on investment • Sound corporate governance, compliance and risk management • Consistent financial performance • Good corporate citizenship • Fair and transparent executive remuneration and incentives • Capital preservation	• We aim to achieve sustainable, quality returns, which deliver both profit and cash to our shareholders • Robust engagement keeps us abreast of shareholder needs and preferences	• Perception surveys • Half-year and year-end results presentations and pre-close webinars • One-on-one meetings with major shareholders and analysts • Trading updates, SENS announcements and press releases • AGM • Investor roadshows • Corporate website • Integrated Annual Reporting suite	• Shareholders provide capital to facilitate growth in the business • Analysts provide market intelligence on opportunities and peer comparisons • SA Corporate aims to build and maintain a broad base of well-informed and rewarded shareholders who will support the Group over the long term	Financial sustainability

Risks	Opportunities
• Reputational damage • Increased cost of capital • Slowing or negative distribution growth • Safeguarding against liquidity risks	• A strengthened investment case • A share price valuation that reflects an appropriate value for the Group

STAKEHOLDER GROUPS *CONTINUED*

COMMUNITIES

Quality of the relationship

The Group strives to be a responsible corporate citizen and recognises that its activities affect the broader community and impact the social and natural environment within which it operates. The relationship is mutually beneficial. In the past year, there was a strong focus on community upliftment.

Stakeholder priorities	Our response	Engagement methods	Relationship contribution to value creation	Strategic objectives addressed
• Job creation • Safety, security and cleanliness • Responsible corporate citizenship • Environmental impact	• We partner with our communities and strive to play our part in the success and well-being of the communities in which we operate • The Group invests in funding skills development for people with disabilities and previously disadvantaged • R2.2 million paid in bursaries to support CityKidz's parents with school debt and 2024 fees • Student bursaries from Afhco • Afhco contributes towards several City Improvement Districts ("CIDs") to ensure a cleaner and safer environment • Afhco's Movers Gearing Up initiative provides academic support for university students • The Group contributed R10 million to Jozi My Jozi CCTV rollout in the inner city with advanced software and linked to a control room	• Retail centre social initiatives • Inner city community upliftment initiatives • Management of the Albert and End Street parks on behalf of the city • Facilitating broad-based community participation through other CSI initiatives • Enterprise Development support in the form of The Seed Project • Supplier Development in the form of office space • Building relationships with Ward Councillors and other strategic partners in the inner city	• Encourages community support for the business • A better understanding of the needs of the community aligns the business with the community's needs • Positive impact on the communities	Human capital development Best-in-class residential portfolio Convenience retail

Risks	Opportunities
• A breakdown in relationships in a community could harm our reputation and increase vacancies • A deterioration in the environment surrounding our properties will ultimately impact their value • Lack of service delivery impact on tenant and community upliftment	• Strong community relationships will support mutually beneficial outcomes for community developments, as well as increased footfall in our malls and higher value for our residential properties

STAKEHOLDER GROUPS *CONTINUED*

EMPLOYEES

Quality of the relationship

Employees are a key resource, and their knowledge, skills and commitment are essential to meeting the Group's strategic objectives. The relationship is strong with mutual trust and understanding.

Stakeholder priorities	Our response	Engagement methods	Relationship contribution to value creation	Strategic objectives addressed
• Job security • Fair remuneration and incentives • Conducive work environment • Group values • Financial sustainability, including Group performance • Training and career development opportunities	• Skills development to ensure that our employees are equipped for their respective roles • Remunerate employees well and provide an appealing employee value proposition • Creating appropriate channels for concerns and grievances • Awareness initiatives on the "Speak-up" campaign • Offering bursaries to employees for further studies • Employee Wellness programme • Growth opportunities through internal promotions • Providing employees with a gym and relaxation area at GreenPark Corner and free access to a gym at 120 End Street for New Doornfontein employees	• Employee meetings • Performance reviews, including 360-degree evaluations of executive directors, development discussions and opportunities for all employees • Employee succession readiness assessments • Participate in stakeholder presentations • Wellness days and Employee Wellness Programme consultation sessions • Team building initiatives	• Highly skilled and engaged employees who are adequately remunerated, incentivised and motivated to execute our strategic objectives • Employee retention	**Operational optimisation** **Human capital development**

Risks	Opportunities
• Negative perceptions from employees might cause disruption of operations and unproductive behaviour • Lack of employee retention leads to disruptions and increased costs	• Ensuring a committed and engaged workforce will lead to a satisfied tenant base and profitable growth

STAKEHOLDER GROUPS *CONTINUED*

DEBT PROVIDERS

Quality of the relationship
Engagements with lenders are regular and aimed at proactively maintaining covenant compliance. The relationship is sound and value-adding.

Stakeholder priorities	Our response	Engagement methods	Relationship contribution to value creation	Strategic objectives addressed
• Competent treasury function • Ability to service debt • Appropriate LTV and ICR covenant ratios • Adhering to covenants and other contractual requirements • Appropriate and adequate security	• We keep our lenders informed through regular reporting and engagement and manage the organisation within the required parameters to reduce the risk for ourselves and lenders alike • Regular engagement with funders to proactively manage ongoing compliance with lender covenants • Monthly reviews are circulated to the ARC to ensure that all risk tolerances and thresholds are monitored	• Regular meetings to provide feedback and maintain long-standing professional relationships • Proactive management of, and compliance with, lender covenants • Proactive engagements for relaxation of covenants • Regular reporting on covenant adherence, requirements as well as risk tolerances and thresholds • Predefined sustainability performance targets and KPIs on sustainability-linked funding	• Provision of funding to facilitate business objectives	**Financial sustainability**

Risks	Opportunities
• Lack of capital • Reputational damage • Onerous financial covenants • Breach of covenants	• Identifying opportunities for improved disclosure and value-add • Increasing sources of funding and additional funding instruments to broaden the base of potential lenders • Securing additional facilities and/or less onerous funding terms to ensure liquidity

STAKEHOLDER GROUPS *CONTINUED*

REGULATORS, INDUSTRY AND BUSINESS ORGANISATIONS

Quality of the relationship
The Group maintains open, honest and transparent relationships and ensures compliance with all legal and regulatory requirements. The Group supports and enables the efforts of industry bodies to promote and protect the Group and the sector's interests. The relationship is mutually beneficial.

Stakeholder priorities	Our response	Engagement methods	Relationship contribution to value creation	Strategic objectives addressed
• Sector-specific issues • Compliance with legislation • Introduction of new legislation	• We keep abreast of JSE Listings Requirements and changes in regulations • Founding member of the newly-formed South African Multi-Family Residential Rental Association ("SAMRRA")	• Attendance and participation with the SA REIT Association and related property industry forums • Regular engagements with the JSE through SA Corporate's sponsor • Communication on matters affecting the property industry and sharing of experiences, as well as joint lobbying on matters of mutual interest • Engagement with SAMRRA	• Guidance on matters affecting the property industry and sharing of experiences • Financial savings • Joint lobbying on matters of mutual interest	**Operational optimisation**

Risks	Opportunities
• Non-compliance with industry regulations • Non-compliance with JSE/REIT requirements	• Co-operation with peers may lead to outcomes that benefit all parties

STAKEHOLDER GROUPS *CONTINUED*

LOCAL AND NATIONAL GOVERNMENT

Quality of the relationship

The Group endeavours to build relationships and a shared understanding of its business and its contribution to regions and local communities where it operates, as well as with local and national government departments and agencies.

SA Corporate's belief in strong and ethical leadership and collaboration for sustainable development underpins its relationships with the government.

Stakeholder priorities	Our response	Engagement methods	Relationship contribution to value creation	Strategic objectives addressed
• Compliance with legal and regulatory requirements • Service delivery • Contribution to economic development • Urban regeneration • By-law enforcement • Elimination of illegal dumping • Fight against poverty and unemployment • Transformation • Collection of billings • Maintenance of public open space and infrastructure • B-BBEE	• We are committed to ethical business and governance practices and are active participants, willing to collaborate to maximise service delivery for tenants	• Regular meetings and consultations • Employment equity reports • Participate in the Johannesburg Property Owners and Managers Association's interactions with the City of Johannesburg • B-BBEE scorecard and reporting on the Group's B-BBEE performance and transformation agenda • Collaboration with the municipalities and establishing a more balanced public-private partnership	• Partnering to encourage good service delivery for our tenants and community upliftment • Providing regulatory frameworks which are transparent and fair • Enforcing local and national laws and regulations to ensure compliance	Best-in-class residential portfolio Financial sustainability

Risks	Opportunities
• Non-compliance or deterioration in relationship with regulators may jeopardise SA Corporate's licence to operate • Non-payment of utilities may lead to interrupted service delivery • Lack of service delivery impact on tenant and community upliftment	• Our established track record assists us in obtaining access to and cooperation from the relevant authorities

NURTURING OUR CAPITALS

(This is a condensed version – for a full report on our capitals, please refer to the ESG Report.)

"The Group believes that adopting environmental, social and governance principles is not only morally required, but also strategically necessary in a world where sustainability, moral behavior and responsible governance are becoming more and more important indicators of success."

Ms EM Hendricks
Chairman of the SEEC

SOCIAL AND RELATIONSHIP CAPITAL

Our relationships with suppliers, tenants, property and asset managers, communities and other networks form the core of our social and relationship capital.

The Group recognises its responsibility to lessen inequality and hardship in society and engages in a range of social programmes, with an emphasis on advancing education.

CityKidz Pre-and Primary School, is a non-profit company that was started in 2008 as a social initiative by Afhco. The school provides quality care and education for Grades RR to 7. At the start of the school year in 2025, there were **over 900 learners** registered.

SA Corporate donated **R2.2 million** in bursaries in 2024, benefitting **671** learners

The CityKidz learners and teachers have been recognised on a variety of levels, from Science, with the teacher, Mr Richard Matkekga, being awarded an International Science Teacher Award, to sport, with some learners being awarded sport scholarships by Kensington Secondary and the Maharishni Institute, to leadership, with the Head Boy, Chisom Amakor, being awarded a scholarship at Jeppe Boys High School.

We are also very proud of the CityKidz AI Centre which opened in February 2025, where learners will be offered the opportunity to learn computer skills, including coding and robotics, to equip them for the digital age.

CityTotz, the new Early Childhood Development Centre, ended 2024 with its first Grade RR graduation ceremony. Over the past year, the centre has become a place where curiosity is encouraged, creativity is celebrated and every learner is given the opportunity to thrive. CityTotz has 35 learners for 2025.

Retail centre social initiatives

SA Corporate promotes and supports a range of social and community events. These initiatives, which include fundraising for charity, healthcare, and education, are centred on assisting and improving the community in surrounding areas.

Please refer to the ESG Report for detailed information on the initiatives.

The Group spent **R7.4 million** on Corporate Social Investment initiatives in the reporting period.

NATURAL CAPITAL

SA Corporate has taken proactive steps to reduce the natural resources it uses and its environmental impact. Among the environmental initiatives the Group carried out this year are:

Solar photovoltaic ("PV") electricity generation

Solar PV has been successfully installed on the roofs of retail shopping centres where it was deemed feasible, delivering 12.68% of the total electricity of the retail portfolio. Additional solar PV capacity is also being investigated at some of the retail centres where it was not feasible to install previously.

The Group has 19.43 MWp of renewable energy installed across the portfolio.

In 2024, SAC generated **15 717 MWh** of renewable energy and saved **R30.3 million** in costs and **13 556 tonnes** of CO_2e.

NURTURING OUR CAPITALS *CONTINUED*

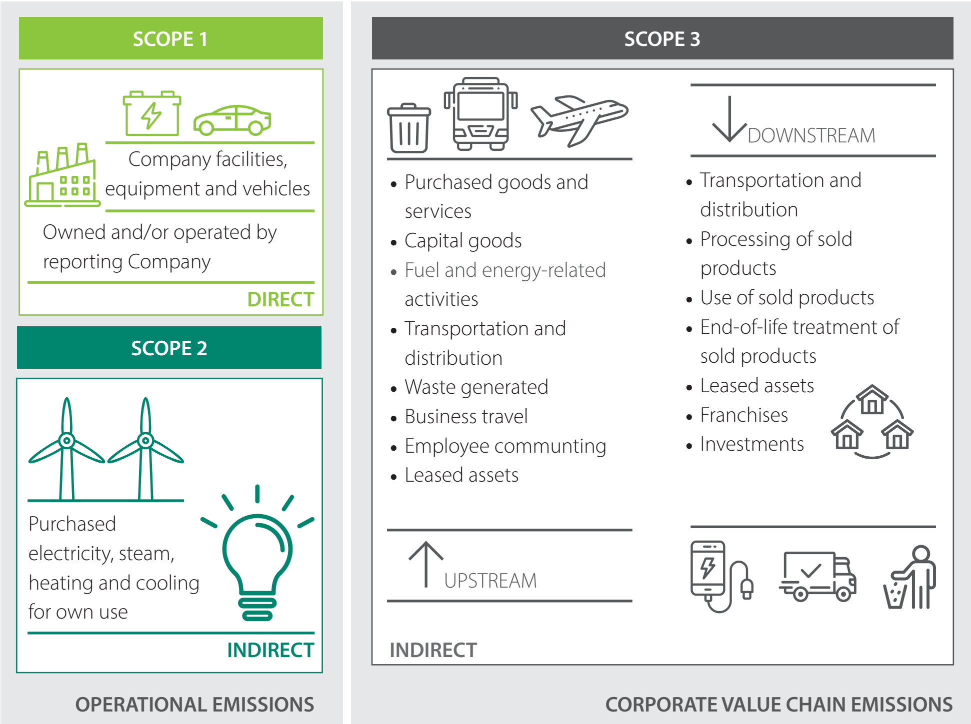
Water consumption

SA Corporate aims to reduce water consumption as part of its commitment to environmental sustainability and to secure water supply for its tenants if there are water shortages. This is done by installing tap aerators and flow restrictors in bathrooms, installing bulk check meters at retail properties, and planting indigenous plants in gardens, to name a few. Greywater harvesting and wastewater treatment systems are also being investigated.

177 027 tCO_2e
Total emissions for the Group

Carbon footprint

In 2024, SA Corporate's annual carbon footprint assessment for the reporting period was done by an external company, Carbon Calculated. The assessment comprised 66 SA Corporate, 59 Afhco and 128 Indluplace properties. The operational boundaries included the following:



Total emissions

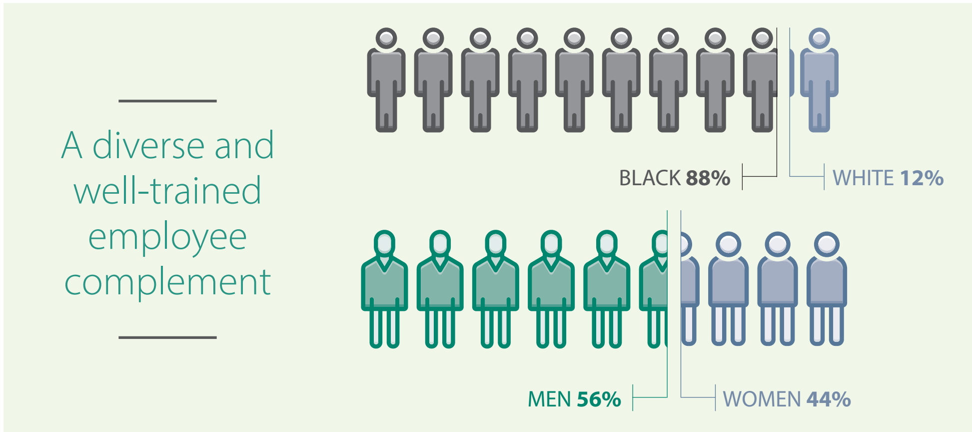
The emissions of the Group in tonnes of CO_2e for the past three years compared to the FY2016 base year are shown below:

Category	FY2016 base year	FY2022	FY2023	FY2024	% Change FY2023-FY2024
Scope 1 and 2	8 082	18 548	17 182	21 561	25.0
Scope 1, 2 and 3	220 057	164 209	166 005	177 026	6.6
Scope 2 and 3 electricity emissions (tCO_2e)	218 643	161 245	161 779	165 593	2.4
Out of scope	347.5	221.7	136.0	95.0	(30.0)

The notable decline in the frequency and severity of loadshedding in the reporting period had a significant impact on the Group's emissions. Stationary combustion emissions (part of Scope 1) for example, decreased by 79% due to the reduced reliance on backup generators, which predominantly run on diesel. Scope 2 emissions on the other hand, which are associated with purchased electricity consumed in common areas and vacant spaces, increased by over 30%. With fewer disruptions to the electricity supply, more grid electricity was consumed, leading to higher reported emissions.

HUMAN CAPITAL

Employees are a vital asset to the Group. Their knowledge, experience, commitment and drive are critical to achieving strategic goals and maintaining stakeholder relationships. SA Corporate promotes a leadership development and growth culture through ongoing engagement, training and recognition.



NURTURING OUR CAPITALS *CONTINUED*

Development and training

The skills development plan and training requirements for employees are based on needs identified in performance reviews and additional skills and qualifications required due to changes in legislation and best practices for the property sector. Employees are encouraged to join industry bodies and attend conferences to remain up to date with the latest trends and prospective industry changes that could be beneficial to or impact the Group in any way. Opportunities for further development of employees as part of succession planning are also prioritised.

Employee wellness

The Group subscribes to the Lyra Wellbeing Employee Wellness programme, which offers all employees a broad range of wellness support elements, including financial, health, legal, family and mental. This programme is available to the extended families of employees as well.

INTELLECTUAL CAPITAL

The Group's intellectual capital comprises its brands, knowledge, systems, procedures and protocols. We strive to grow SA Corporate as a property investment brand for prospective investors and for Afhco to become the residential property brand of choice.

MANUFACTURED CAPITAL

Our quality property portfolio forms the basis of our manufactured capital.

For more information on our portfolios, please refer to pages 56 to 73 for the property portfolio discussion.

FINANCIAL CAPITAL

Access to funding is intrinsic to SA Corporate's ability to create value, so debt and equity form the basis of our financial capital.

Please refer to the Chief Financial Officer's Review on page 51 for a comprehensive discussion of our efforts in this regard.

Please refer to the ESG Report for detailed information on all our capitals.

2

GOVERNANCE FOR VALUE CREATION

CHAIRMAN'S STATEMENT

Dear Shareholders,

It is my pleasure to present the Chairman's Statement for the 2024 financial year. This year has been marked by strong financial performance, strategic portfolio refinements, and meaningful progress across our key pillars: convenience-oriented retail, best-in-class residential, and quality logistics assets. We remain committed to delivering sustainable growth and value to our stakeholders while ensuring resilience in an evolving market environment.

ARTHUR MOLOTO
Chairman

STRATEGIC HIGHLIGHTS OF THE PAST YEAR

We have delivered a robust set of financial results for FY24, achieving a commendable 5.1% annual distributable income growth in an environment of low economic growth, consistent with the guidance we provided. Our strategic initiatives to refine our portfolio have progressed well, particularly through the divestment of non-core properties. This has been crucial in shaping a best-in-class residential portfolio, enhancing its quality, scale and resilience. Our strategy of balancing inner city and suburban properties, along with the addition of sought-after amenities, continues to strengthen the portfolio, making it more robust and future-ready in alignment with our goal of creating a best-in-class residential portfolio. The successful integration of Indluplace into Afhco has been another significant milestone. This transaction has been accretive, providing additional scale and optionality for the future.

A key strategic initiative has been the implementation of the Fund, which will play an integral role in our residential strategy. This Fund is aligned with our long-term objectives of sustainable distribution growth and capital appreciation. Progress has been made, including ongoing engagements with potential investors and other stakeholders. We have also made substantial progress in determining the properties that will be included in the Fund and in developing an acquisition pipeline.

In the retail segment, we have focused extensively on refining our portfolio, prioritising convenience-oriented shopping centres, strategic tenanting and adding attractive amenities. This approach has aligned well with consumer trends of shopping closer to home, and seeking destination shopping experiences as well as value, thereby strengthening the resilience of our retail assets.

The industrial segment has demonstrated remarkable performance, with vacancy levels at zero. From a risk management and opportunity perspective, our industrial assets are well-positioned to support tenants' supply chain and e-commerce needs. Looking ahead, our primary objectives include eliminating exposure to motor showrooms, unlocking development potential within our existing properties, and improving renewal rates.

In Zambia, our recent acquisition, Real Estate Investments Zambia Plc ("REIZ"), has obtained REIT status. This development strengthens our platform by providing an attractive investment vehicle for Zambian property owners, while offering investors the liquidity and flexibility to enter and exit as needed.

BOARD MATTERS

I am pleased to announce that we have successfully extended our CEO's contract, postponing his retirement to 31 December 2026. Additionally, we welcomed Janys Finn to the Board on 11 February 2025, and we are already benefiting from her contributions. We continue to maintain a relatively young Board, featuring productive and diverse skills, equal gender representation, and comprising 72% members from historically disadvantaged South African groups. Our focus on transformation is reflected in both the leadership team and the Board. This commitment is further demonstrated in SA Corporate's Level 1 B-BBEE score, which is maintained through ongoing and concerted efforts across the measured elements, specifically in management control, skills development, and enterprise and supplier development.

We continue to maintain strong engagement with our shareholders, and I am pleased to report that no specific concerns regarding SA Corporate were raised during FY24. We remain committed to fair and transparent remuneration practices, supported by comprehensive reporting and transparency. This, along with regular and candid discussions with our shareholders, has enabled healthy relationships to continue.

Risk management remains a priority for the Board. This year, we enhanced our focus on cybersecurity, conducting dedicated Board training on emerging cyber risks. A dedicated ICT Steering Committee now reports to the Audit and Risk Committee, ensuring robust oversight of our group's ICT environment. We have also undertaken penetration testing across all locations, with positive results confirming the resilience of our systems.

For more information, please refer to Risk management and key risk factors on page 40.

CHAIRMAN'S STATEMENT *CONTINUED*

ESG INITIATIVES

Sustainability is at the core of our strategy. We continue to enhance our resilience by reducing reliance on municipal services through the expansion of solar PV installations and boreholes. These initiatives not only strengthen our operational sustainability but also meet the growing demands of our tenants and generate cost savings that can be passed on to them.

Where feasible, we invest in projects that enhance the quality of life for our tenants, such as the Davies Street pedestrianisation project. These initiatives align with our broader vision of fostering sustainable and vibrant communities.

For more information on these initiatives, as well as our extensive CSI efforts, please refer to our 2025 ESG report.

CASE STUDY

IMPROVING THE LIVES AND LIFESTYLE OF OUR TENANTS

Afhco is committed to offering its residents a safe and secure environment enhanced by amenities for a superior lifestyle. A R27 million investment in pedestrianising Davies Street to provide an urban park central to the 120 End Street precinct of properties valued at circa R800 million is to be completed by the end of May 2025. In addition, a gym in this precinct has been acquired to provide a well-equipped and affordable fitness experience primarily for Afhco residents. Afhco's initiatives are reflective of its commitment to a best-in-class inner city portfolio and this also contributes to its residential portfolio's outperformance.

Amenities for an improved lifestyle

OUTLOOK

Looking ahead, we remain committed to creating sustainable growth while delivering value to all our stakeholders. Our focus remains on strengthening the three pillars of our portfolio—retail, residential, and industrial—while advancing key initiatives such as the Fund and other strategic actions. These initiatives should continue to assist in generating distributable income growth estimated to be marginally above inflation for the next financial year.

APPRECIATION

I extend my sincere gratitude to our management team and employees for their unwavering dedication and hard work. I also appreciate the continued support of our investors and stakeholders, whose confidence in our strategy is invaluable. Lastly, I would also like to extend a special note of appreciation to Ms EM Hendricks, who will be retiring from the Board and as Chairman of the SEEC at the conclusion of the Company's AGM on 5 June 2025. Ms Hendricks has served on the Board with distinction since 2014, making a significant and lasting contribution to the governance, ethical leadership, and strategic direction of the Company—both in her capacity as a non-executive director and as SEEC Chairman. As I also prepare to retire from the Board at the conclusion of the 2025 AGM, I wish to take this opportunity to express my heartfelt thanks for the privilege of serving the Company since 2014. It has been an honour to contribute to its growth and success alongside such dedicated colleagues.

Arthur Moloto
Chairman

BOARD OF DIRECTORS

BOARD STRUCTURE

NON-EXECUTIVE DIRECTORS

I – INVESTMENT COMMITTEE
N – NOMINATION COMMITTEE
R – REMUNERATION COMMITTEE
A – AUDIT AND RISK COMMITTEE
S – SOCIAL, ETHICS AND ENVIRONMENTAL COMMITTEE
★ CHAIRMAN

MABOTHA ARTHUR MOLOTO (56)

BA (Hons); Postgrad Econ. Principles; MSc in Finance and Financial Law

South African
Appointed: 7 July 2014

Chairman of the Board

I R

ORATILE REFILOE MOSETLHI (45)

LLB

South African
Appointed: 17 July 2019

Lead Independent Director

I N★ S R★

NAIDENE FORD-HOON(FOK) (57)

BCom; BCompt Hons; CA(SA)

South African
Appointed: 17 July 2019

Independent non-executive director

I A★ N

GREGORY JAMES HERON (59)

BCom; Dip Acc; CA(SA)

South African
Appointed: 17 July 2019

Independent non-executive director

★I A N

EMILY MAURISTENE HENDRICKS (51)

Dip in Teaching; LLB; LLM; CISL (High impact leadership)

South African
Appointed: 2 April 2014

Independent non-executive director

S★

JANYS ANN FINN (60)

BCom, BAcc, CA(SA)

South African
Appointed 11 February 2025

Independent non-executive director

A

SEAPEI SHELE MAFOYANE (47)

B.Sc in Microbiology and Genetics; MBA

South African
Appointed: 11 February 2021

Independent non-executive director

A R S

All non-executive directors are deemed independent

BOARD OF DIRECTORS *CONTINUED*

BOARD STRUCTURE

EXECUTIVE DIRECTORS

I INVESTMENT COMMITTEE
N NOMINATION COMMITTEE
R REMUNERATION COMMITTEE
A AUDIT AND RISK COMMITTEE
S SOCIAL, ETHICS AND ENVIRONMENTAL COMMITTEE
CHAIRMAN

TERENCE RORY MACKEY (63)

BSc Eng; Postgrad Dip Eng; Pr Eng; Pr CPM

South African
Appointed: 1 August 2012

Chief Executive Officer

I

NOMFUNDO NOMKOSI NOMZAMO RADEBE (48)

BCom, Postgrad Dip Acc, Cert. PD, CPP, CA(SA)

South African
Appointed: 1 February 2023

Chief Operating Officer

SAMESHAN YANASEGRAN MOODLEY (47)

BCom(Acc); BCom(Informatics); Postgrad Dip Acc; ACMA; CA(SA)

South African
Appointed: 1 March 2022

Chief Financial Officer

S

SAMSON JOËL MOJALEFA (43)

BAcc; CA(SA)

South African
Appointed 25 April 2024

Head of Corporate Finance

More information about the Board members is available on the Company's website at www.sacorporatefund.co.za

GOVERNANCE AND COMPLIANCE

(This is a condensed version – for a full corporate governance report, please refer to the ESG Report.)

SA Corporate's governance and compliance framework lends itself to the application of the principles and recommended practices of King IV™ and the JSE Listings Requirements. The Group strives to attain best-in-class governance practices.

King IV™ application

| Ethical culture | Good performance | Effective control | Legitimacy

The Group's King IV™ disclosure is available on the website.

ETHICAL LEADERSHIP AND CORPORATE CITIZENSHIP

Code of Conduct and Code of Ethics

- Board members, management and employees at all levels subscribe to the Group's Code of Conduct and Code of Ethics
- Whistleblowing reports, issued by an external hotline provider, are tabled at the ARC and SEEC for discussion, investigation and then actioned by the Board, as required

Values

- Values are integrated into the Group's performance management process and shape behaviour and business conduct

CONFLICTS OF INTEREST

Closely monitored

- Board members make full and timely disclosures of business and financial interests
- Actual, perceived or potential conflicts are dealt with in accordance with the provisions of the Companies Act

The Group's Code of Conduct and Code of Ethics are available on the website.

BOARD RESPONSIBILITIES

Board Charter

- Aligned to King IV™
- Sets out rules for Board and Committee compositions, roles and responsibilities, establishment of Committees, fees, performance appraisals and policies
- Provides for a balance of power and authority at Board level to ensure that no one director has unfettered powers of decision making

Governance principles

- Allows for specific responsibilities by Board members collectively, while acting in the Group's best interest
- Approvals framework sets out matters reserved for Board, Committees and management
- Approvals framework applies to all Group subsidiaries and JVs

The Board Charter is available on the website.

The Board is satisfied with the delegation of authority framework for role clarity and effective arrangements and confirms that the Company complied with the Companies Act and conformed with its Memorandum of Incorporation ("MOI") during the past financial year.

EFFECTIVE OVERSIGHT

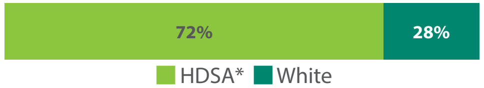
11 scheduled and special Board meetings – 97% attendance

GOVERNANCE AND COMPLIANCE *CONTINUED*

A DIVERSE BOARD

Non-executive and executive directors

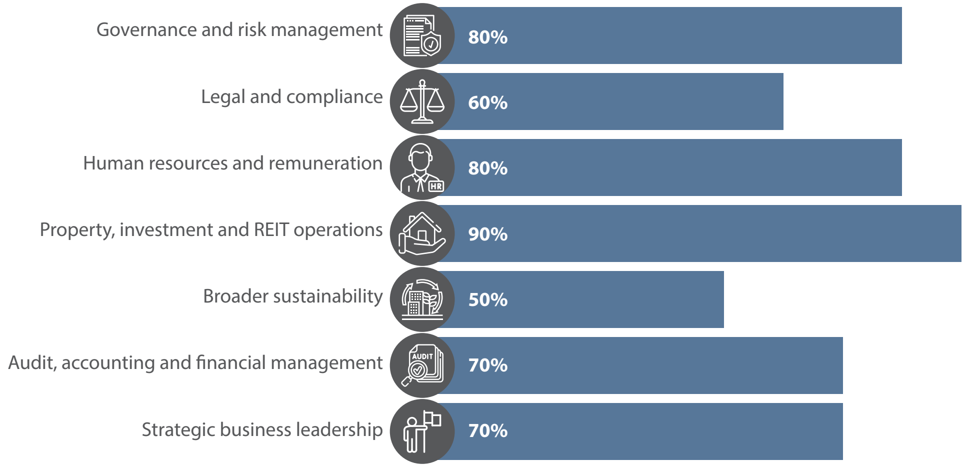
HDSA*



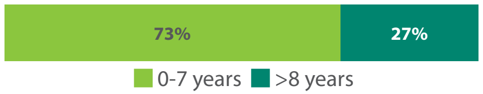
GENDER

** Historically Disadvantaged South African groups*

EXPERTISE



TENURE



AGE

Broad representation achieved

- Board Diversity Policy targets achieved, promoting broader diversity and inclusiveness
- Targeted 40% female representation has been met
- Policies and targets reviewed periodically
- 72% of directors are from previously disadvantaged groups, including five women
- Qualification and experience, coupled with broader diversity considerations in all appointments

The Board is satisfied that its composition reflects an appropriate mix of skills, knowledge, qualifications, diversity, experience and independence.

More information about the Board members is available on page 27 and on the website.

TRANSFORMATION

B-BBEE

- The Group retained a Level 1 B-BBEE contributor status for the 2024 verification period.
- Property industry's B-BBEE Property Sector Code applied
- Committed to transformation
- Promoting a vibrant and growing property sector

For a full corporate governance report, please refer to the ESG Report, page 7.

MANAGEMENT OF GOVERNANCE PROCESSES

DIRECTOR APPOINTMENTS AND ROTATION

GOVERNANCE AND COMPLIANCE *CONTINUED*

INDEPENDENCE OF THE DIRECTORS

All non-executive directors are subject to an independence review by the Board, with the assistance of the NC. The Board considers, against the King IV™ indicators of independence, on a substance-over-form basis, whether a non-executive director is independent in character and judgement, and whether there are any relationships or circumstances which are likely to affect, or could appear to affect, a director's independence. Based on the findings of this evaluation, the Board concluded that all non-executive directors serving on the Board are independent.

DEVELOPMENT OF DIRECTORS

New directors receive induction on the Group's governance and business

Ongoing training on business undertakings, legal developments, changes in risk, amongst others

SUCCESSION PLANNING

The Board considers its current composition to be suited to the business strategy of the Group. The NC considers non-executive director succession periodically. Overall, the Board is confident that it has the right level of knowledge, experience and skill to ensure objective and effective oversight and governance, as well as the depth of skill among current directors to meet succession requirements. Board vacancies are filled based on skills profiling and any gaps identified from periodic Board skills assessments undertaken. The Board's Remuneration Committee ensures that succession planning is in place for executive directors and senior management. The employment contract of the CEO was renegotiated such that his retirement has been postponed to 31 December 2026.

PERFORMANCE EVALUATIONS

Formal evaluation of the Board, individual directors, Committees, the Chairman and the Company Secretary is undertaken every two years

Outcomes of evaluations are considered, and improvement plans are developed

DISCLOSURE CONTROLS

The Group regularly reviews its disclosure controls and procedures, as part of its Stakeholder Engagement Policy. In this regard, in SA Corporate's context, disclosure controls and procedures are designed to:

- ensure that information required to be disclosed in terms of all legal and regulatory requirements to which SA Corporate is subject are recorded, processed, summarised and reported within the periods specified in terms of those rules or regulations relevant to SA Corporate;
- ensure that price-sensitive information is identified and disclosed adequately and timely to all investors;
- ensure that unpublished price-sensitive information is kept confidential (for a limited period and subject to certain requirements) until it is disclosed; and
- ensure that the information disclosed is not misleading in any way.

For more information on the Group's Stakeholder Engagement Policy and Disclosure Controls, refer to the Group's website and the Stakeholder Engagement section, page 12.

ACCESS TO INFORMATION AND PROFESSIONAL ADVICE

SA Corporate directors have unrestricted access to all Group information, records, documents and property. Information is distributed promptly before Board meetings to enable directors to prepare and apply their minds adequately. The Board recognises that there may be occasions where one or more directors deem it necessary to seek independent, professional advice. In this regard, the Board's Charter provides that any director is empowered to consult independent experts when necessary and within his/her duties as a director of SA Corporate. All requests for independent, professional advice should be directed in writing to the Chairman and/or the Group Company Secretary. Costs incurred as a result of the independent advice will be borne by SA Corporate, subject to approval by the Chairman.

BOARD COMMITTEES

The Board delegates certain responsibilities to its Committees. This delegation is formulated in Board-approved terms of reference. The composition and mandate of the Committees are annually reviewed.

Board Committee	Focus in terms of the capitals		Focus in terms of strategic objectives
A	FC	Internal and external audit, quality of financial reporting, management of financial and other risks	Financial sustainability
N	SC IC	Director independence and affairs, Board structure and succession planning, governance strategy	Human capital development Execution discipline
I	FC MC	Financial matters regarding acquisitions, disposals and capital expenditure	Financial sustainability
R	FC HC	Strategic direction on remuneration matters and ensuring fair, responsible and transparent remuneration practices	Financial sustainability Human capital development
S	FC NC SC	Sustainable development, social and environmental impact, stakeholder relationships	Operational optimisation Execution discipline

The Board may appoint ad hoc Committees from time to time to deal with specific matters that fall outside the scope of the existing Committees. The Board is satisfied that its Committees fulfilled their respective mandates in compliance with each of their terms of reference, as approved by the Board.

GOVERNANCE AND COMPLIANCE *CONTINUED*

AUDIT AND RISK COMMITTEE ("ARC")	**Members:** N Ford-Hoon(Fok) (Chairman), GJ Heron, SS Mafoyane, JA Finn*	**Number of meetings:** 5 **Committee attendance:** 100%

2024 Highlights	2025 Focus Areas
• Recommended the re-appointment of the External Auditor. • Reviewed the External Auditor's independence and terms of engagement, and approved the external audit fees. • Determined and approved the nature and extent of allowable non-audit services. • Reviewed the adequacy, effectiveness and quality of the internal and external audit processes. • Assessed the adequacy of the expertise and resources of the Internal Audit function. • Met separately with the external and internal auditors without management present. • Monitored compliance with applicable legislation and regulation. • Considered and applied the JSE's feedback on proactive monitoring of financial statements. • Reviewed the effectiveness of the Group's system of internal financial control and ensured that the Group's combined assurance processes were applied to provide a coordinated approach to all assurance activities. • Reviewed the integrity of the interim results, Group annual financial statements and the IAR, including the public announcements of the Group's financial results. • Recommended the Group and Company AFS and the IAR to the Board for approval. • Oversaw the management of financial and other risks that affect the integrity of external reports issued by the Group. • Reviewed the Group's insurance cover. • Reviewed the expertise, resources and experience of the CFO and the finance function.	• Continued focus on further embedding enterprise risk management and combined assurance processes. • Maintaining focus on continuous auditing, including the use of data, from an internal audit perspective. • Overseeing the further automation of financial processes and integration with the finance function. • Overseeing the financial and tax implications of the Fund and other corporate activities.

* Appointed to the ARC effective 11 February 2025

INVESTMENT COMMITTEE ("IC")	**Members:** GJ Heron (Chairman), N Ford-Hoon(Fok), TR Mackey^, MA Moloto, OR Mosetlhi	**Number of meetings:** 4 **Committee attendance:** 100%

2024 Highlights	2025 Focus Areas
• Monitored the Group's progress on its strategic asset disposal process. • Evaluated targeted yields versus achieved yields through post-acquisition reviews. • Reviewed Broll's performance against agreed KPIs. • Approved material transactions, recommended corporate action and approved leases within the Committee's mandate. • Reviewed the Group's property portfolio performance quarterly.	• Monitor the ongoing execution of the Group's investment strategy and specifically recent corporate action. • Monitor the establishment of the Fund and divestment of non-core properties. • Monitor Broll's performance against agreed KPIs. • Consider new and future material transactions and leases within the IC's mandate.

^ Executive Director

GOVERNANCE AND COMPLIANCE *CONTINUED*

NOMINATION COMMITTEE ("NC")	**Members:** OR Mosetlhi (Chairman), GJ Heron*, N Ford-Hoon(Fok)*, MA Moloto#, EM Hendricks#	**Number of meetings:** 5 **Committee attendance:** 100%

2024 Highlights	2025 Focus Areas
• Recommended the election and re-election of directors retiring by rotation. • Recommended the election of ARC members. • Reviewed the independence of non-executive directors. • Reviewed the Board and Board Committees' structure, size and composition, taking into consideration the Board's succession plans. • Assisted the Chairman and the Board in evaluating the performance of the Board, its committees, individual directors and the Group Company Secretary.	• Consider the Board and Board Committees' structure, size and composition, taking into consideration the Board's succession plans, and making appropriate recommendations to the Board. • Recommending the notice of the AGM, including a recommendation on directors retiring by rotation and those recommended for election to the ARC and SEEC.

Retired from the NC effective 30 May 2024

* Appointed to the NC effective 30 May 2024

REMUNERATION COMMITTEE ("RC")	**Members:** OR Mosetlhi (Chairman), SS Mafoyane*, MA Moloto	**Number of meetings:** 3 **Committee attendance:** 100%

2024 Highlights	2025 Focus Areas
• Reviewed the appropriateness and relevance of the Remuneration Policy and oversaw the implementation and execution thereof. • Oversaw the review and approval of the Group's remuneration report, and recommended the report to the Board. • Considered succession planning for senior management and executive directors, specifically the postponement of the retirement of the CEO. • Considered the evaluation of the performance of the executive directors, and reviewed the accuracy and relevance of performance measures that govern the vesting of incentives. • Reviewed remuneration practices and employment conditions across the Group. • Recommended the non-executive directors' fees to the Board for recommendation to the AGM. • Recommended the percentage annual salary increase for employees to the Board.	• Consider succession planning for the executive directors and senior management. • Review and recommend the Remuneration Report to the Board. • Recommend the non-executive directors' fees to the AGM.

* Appointed to the RC effective 30 May 2024

SOCIAL, ETHICS AND ENVIRONMENTAL COMMITTEE ("SEEC")	**Members:** EM Hendricks (Chairman), SS Mafoyane, OR Mosetlhi, SY Moodley^	**Number of meetings:** 3 **Committee attendance:** 100%

2024 Highlights	2025 Focus Areas
• Considered, monitored and oversaw the Group's economic, workplace, social and natural environmental impact. • Monitored the Group's B-BBEE verification process and the action plans and initiatives to maintain the Group's recognition level. • Oversaw the Group's progress with the implementation and further development of its primary SDGs. • Considered and measured the Group's in-progress and planned initiatives to reduce the environmental impact of its business and operations on the natural environment. • Recommended the ESG Report to the Board for approval.	• Monitor the implementation and further development of the Group's primary SDGs. • Review and recommend the ESG Report to the Board . • Oversee the maintenance of the Group's Level 1 B-BBEE contributor status.

^ Executive Director

The full terms of reference of all the Committees are available on the Group's website.

3 SUSTAINABLE VALUE CREATION THROUGH OUR STRATEGY

OPERATING CONTEXT

The trends we experienced in 2024:

	Lifestyle and value-add amenities	Loadshedding and increasing water shortages drive the demand for solutions	Preference for convenience and value	E-commerce	Residential demand
PREVAILING TREND	There is a growing need for destination shopping that incorporates outdoor amenities and lifestyle-enhancing features to link work, living, and play.	Demand for stable energy and water supply, as well as lower cost of occupation through alternative energy offerings.	Shopping behaviour has shifted towards a preference for convenient community and neighbourhood centres for daily needs. The performance of this sector has proven more resilient as a result.	Modern logistics and distribution facilities are in greater demand as a result of increased investment in e-commerce capabilities, but also present a challenge for conventional brick and mortar retail.	Increasing urbanisation increases the demand for affordable accommodation to meet the needs of the less fortunate in challenging economic times.
OUR RESPONSE	**Convenience retail**	**Convenience retail**	**Convenience retail**	**Quality industrial portfolio**	**Best-in-class residential portfolio**
	Due to significant capital expenditures and the addition of cutting-edge amenities, our properties are now more appealing and have fewer vacancies. Retail malls are positioned as lifestyle destinations.	Solar PV has been installed on the roofs of retail shopping centres and industrial properties. Several initiatives implemented to secure water supply for tenants, such as boreholes, water tanks, flow restrictors and grey water harvesting.	The Group achieved a convenience factor of 63% of the retail portfolio and 70% national tenant base.	Logistics comprise 83% of the industrial portfolio.	Rebalancing and expansion of the portfolio are well on track. Implementation of the Fund advanced with key corporate restructuring steps completed.

CHIEF EXECUTIVE OFFICER'S REVIEW

SA Corporate is proud to present considerable progress in the repositioning and improved quality of our portfolios during 2024, supporting our strategy to provide investors exposure to defensive real estate in Southern Africa that generates robust returns.

RORY MACKEY
Chief Executive Officer

SA Corporate's SA property portfolio comprises 267 properties with a gross lettable area of 1 691 797m^2, valued at R18.0 billion as at 31 December 2024. Our portfolio sectors of choice are a logistics-focused quality industrial portfolio, convenience-orientated shopping centres and best-in-class residential properties located primarily in the major metropolitan areas of the country. The South African portfolio appreciation in market value was R230.2 million, equating to a clean growth of circa 1.6% over the 12-month period ended 31 December 2024.

The trading environment in 2024 proved to be overall resilient. In the first half of the year, consumers and tenants faced significant financial pressures due to a prolonged high-interest rate cycle and persistent inflation. However, in the second half of 2024, consumer spending showed a slight recovery, fuelled by decreasing inflation, interest rate cuts, and the implementation of a two-pot pension system that permitted partial withdrawals from retirement fund savings.

The strong results achieved by the Group demonstrate the resilience and defensive qualities of the SA Corporate portfolio. By maintaining disciplined capital and portfolio management, along with focused strategic execution, the portfolio continues to generate sustainable income growth and deliver value to our shareholders, in what remains a fairly challenging operating environment.

Distributable income increased by 5.1% year-on-year to R680.9 million, equating to 27.08 cents per share, which is consistent with the guidance provided to shareholders. Supported by strong cash flow generation, the Board has maintained a 90% dividend payout ratio, allowing for sufficient defensive capital expenditure. Consequently, a total distribution of 24.37 cents per share has been declared for the twelve months ending 31 December 2024.

The Group's operational strength continues to support financial performance with like-for-like NPI growing by 6.7% year-on-year to R1.1 billion, driven largely by above-inflation escalations, positive renewal reversions, and lower vacancies in the traditional portfolio. Afhco was once again the stand-out performer in the portfolio achieving year-on-year like-for-like NPI growth of 7.9% thanks to robust leasing activity and strong rental demand for inner city residential properties. The Indluplace acquisition continues to exceed our expectations, delivering NPI growth of 13.5% above the acquisition forecast model, further supporting our residential strategy.

In the traditional portfolio, vacancy rates for the year decreased to 1.5% due to strong tenant retention and high demand in well-located areas. For the industrial portfolio, vacancies were at zero, further demonstrating its defensive nature. In the retail portfolio, vacancies fell to 2.4%. The vacancy rate for the residential portfolio improved to 4.1%, highlighting Afhco's expertise in best-in-class residential property management.

The Group continues to recycle capital and refine its portfolio by divesting of properties deemed to be non-core to the strategy. The total contracted and transferred disposal pipeline for the year amounted to R908.6 million, of which R154.9 million had been transferred by year-end, while R753.7 million remained contracted but not yet transferred. This includes the divestment of R442 million or two-thirds of poorer quality ex-Indluplace properties located in Hillbrow and the Johannesburg inner city areas. On average, divestments were executed at a 2.0% premium to the last valuation. Excluding the above-mentioned Indluplace properties, the weighted average exit yield was 8.7%.

The Group's LTV ratio increased marginally to 42.0% at year-end and we remain committed to bringing the LTV back to the preferred range of 35 to 39%.

STRATEGY UPDATE

The Group's vision is to deliver sustainable distribution growth and long-term capital appreciation. The Group's resilience, which enables it to successfully trade through economic downturns, is a result of our strategy to create a defensive portfolio for investors. To achieve this, we embrace the three strategic pillars of:

(i) a robust retail portfolio that specialises in convenience-oriented shopping centres with a focus on essential retail to ensure defensive and stable returns;

(ii) a quality logistics portfolio that is invested in high-demand strategic locations that supports supply chain resilience and e-commerce growth at competitively priced rentals; and

(iii) a best-in-class residential portfolio that is focused on inner city precincts and suburban estates offering a safe and secure environment enhanced by amenities for a superior lifestyle.

Convenience-orientated and essential retail

Through proactive leasing, our retail portfolio achieved an occupancy rate of 97.6% by year-end. Our focus on consumer staples, including grocers, pharmaceuticals and wellness, has culminated in these convenience categories now comprising 64% of the retail portfolio. National and regionally based tenants, particularly national grocers, have increased to 70% of the portfolio.

We believe that a high-grade tenant mix is essential for achieving sustainable rental cashflows and supporting the market values of our properties. This ongoing enhancement of our portfolio led to a like-for-like NPI growth of 5.1%.

CHIEF EXECUTIVE OFFICER'S REVIEW *CONTINUED*

The revitalisation of the retail portfolio and the strengthening of grocery anchors remain central to the Group's strategy of creating a robust retail portfolio focused on convenience-oriented shopping centres. The diligent implementation of this strategy has significantly improved the tenant mix within our centres over time, spearheading growth in retail trading densities at Musgrave Centre, Coachman's Crossing, Springfield Value Centre , East Point Shopping Centre and Montana Crossing.

ACHIEVING SUPERIOR TRADING DENSITY GROWTH

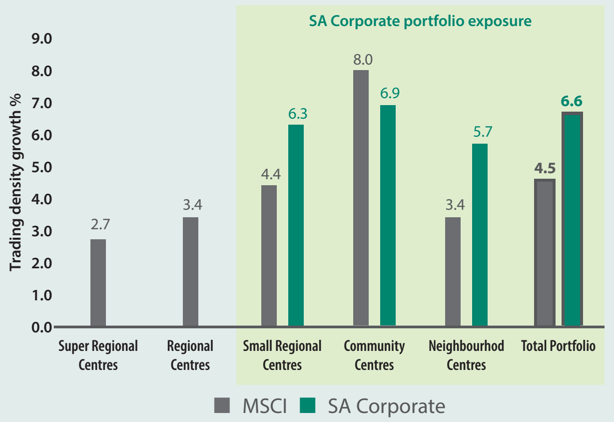
The graphs below once again corroborate our retail strategy of being invested in smaller format shopping centres that dominate their catchment areas by offering essential convenience retail.

Above-inflation growth in monthly trading densities has been achieved on the retail portfolio for most of the past five years.

RETAIL TRADING DENSITY GROWTH

Data from MSCI shows that these centres continued to outperform in trading density growth in 2024. Furthermore, SA Corporate achieved higher trading density growth than its peers, other than in respect of community centres where we have initiated a number of interventions.

RETAIL PORTFOLIO 2024 TRADING DENSITY GROWTH VS MSCI



At Springfield Value Centre, which was rebuilt following the July 2021 civil unrest, the retail offering and tenant mix have been further strengthened with the addition of Dischem, Totalsports, a McDonald's drive-thru and Birkenstock. The Pick n Pay supermarket will be replaced by a Shoprite, with trading expected to commence in August 2025. **Trading density has increased by 24% over the 24 months since the rebuild.**

By strategically using previously unused cinema space, Musgrave Centre **increased trading density by 28%** year-on-year in the second half of 2024. The Centre introduced a Checkers Emporium comprising Checkers Fresh X, Checkers Liquor, and Petshop Science, as well as an FNB branch, creating another sought-after destination in the shopping centre.

At Coachman's Crossing, the Group introduced a Woolworths Food, a Spur restaurant, and several coffee shops and fast-food outlets as part of the centre's redevelopment. Following the completion of the redevelopment, **trading densities have increased by 59%.**

The first phase of the redevelopment of Montana Crossing was completed in the first half of 2024, positioning Montana Crossing with superior direct access from the thriving Sefako Makgatho Drive arterial. As part of the ongoing leasing efforts of recalibrating the tenant mix and strengthening anchor tenants, Build It replaced a poor performing independent retailer, and a Checkers Fresh X is set to commence trading in the 3rd quarter of 2025, replacing Pick n Pay. The latter is to be complemented by Checkers Liquor, Checkers Outdoor and Petshop Science providing a wide range of the Checkers brands. Roots Butchery will be introduced as a sub-anchor tenant from June 2025. **A 30% uplift in rental is forecast in 2026 from this property.**

A quality logistics-focused industrial portfolio

The industrial portfolio has produced stellar financial results, having achieved a like-for-like NPI growth of 7.2% and zero vacancy. The Group's strategic shift towards logistics-focused warehousing has been well aligned with the strong tenant demand for premises in key established logistics nodes. The profitability of the portfolio is partially protected from the significant increases in municipal costs by more than half of the leases being triple net contracts. This is further underpinned by the contracted average lease escalations of 6.2% and a tenancy base that is 99.1% comprised of blue-chip and large corporations, graded as A and B tenants.

Approximately 83% of the properties are logistics-focused, servicing tenants that are operating in a competitive environment with low margins, necessitating inflationary rental increases and, in some cases, requiring low reversions to mitigate the impact of historic above inflation increases, yielding a positive 0.5% rental reversion in 2024. However, more than 94 000 m^2 of long-term leases, or 25% of the portfolio that has been escalating above inflation have been renewed and rebased to achieve sustainable rental growth into the future. Management has also taken a proactive approach by securing 2025 lease renewals well in advance, with 60% of expiries in 2025 having already been relet in the first quarter of 2025.

The industrial portfolio shows a solid track record of improved property metrics over the past five years, on the back of asset management interventions aimed at refining and enhancing the quality of the property portfolio. In keeping with our strategy to invest in logistics, the motor showroom at 155/157 Old Main Road in Pinetown was sold in 2024, with only one motor showroom remaining in the portfolio.

We also continually assess our existing industrial portfolio for redevelopment opportunities that meet our strategic and financial return criteria. As a consequence of this process, our property at 5 Westgate in the sought-after Westmead Industrial node is to be redeveloped by demolishing offices to make way for a 1 800m^2 logistics warehouse to complement the existing 3 900m^2 facility. A 10% forecast initial yield is anticipated on capital expenditure of R20 million.

CHIEF EXECUTIVE OFFICER'S REVIEW *CONTINUED*

Building a best-in-class residential portfolio
At 40.8% of the South African portfolio, the residential portfolio has been a significant contributor to the Group's overall performance during the year. Afhco achieved an impressive 7.9% like-for-like NPI growth for the four-year period since 2021, demonstrating the resilience and outperformance of the Afhco residential portfolio, and supporting the investment case for the multi-family residential asset class, an asset class that is under-represented in the South African listed property sector.

Afhco continues to enhance its property management capability, executing targeted leasing promotions to attract and retain tenants. Online listing platforms, as well as the Afhco website, call centre and physical, online and social media marketing channels are used to engage customers. Afhco deploys AI-optimised social media marketing by optimising content, market demographics and the targeted location on an iterative basis real-time, thereby increasing the marketing reach, improving the leads conversion rate and reducing marketing spend.

The Indluplace portfolio achieved noteworthy NPI growth of 13.5% above that provided for in the acquisition model. We are delighted with how the Indluplace portfolio has performed since being acquired, and the successful integration of the portfolios and businesses have contributed to this outstanding performance.

> Our strategy to be invested in inner city precincts is predicated on security in these precincts being paramount. To improve the security of Afhco's properties in the Johannesburg inner city, a R10 million contribution has been made to Jozi My Jozi for AI-enabled CCTV cameras to complement other cameras installed across the city by Afhco. These cameras are integrated with a central command centre and boots-on-the-ground to provide a comprehensive security network.

RESIDENTIAL DISPOSALS

Aligned with the Group's strategy to establish a best-in-class residential portfolio focused on inner city precincts and suburban estates, the companies and properties within the Afhco and Indluplace portfolios have been restructured and categorised into one of three categories:

1. Core properties;
2. Non-core properties comprising non-precinct Johannesburg inner city and Hillbrow properties; and
3. Properties which are to be sectionalised and sold off as sectional title apartments.

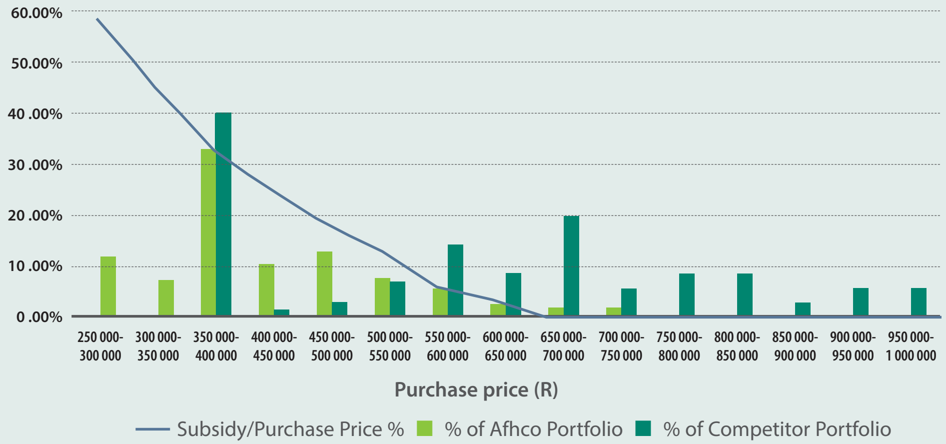
The divestment of the non-core properties has accelerated significantly, with two-thirds of the divestment pipeline, amounting to R442 million of non-core ex-Indluplace assets, primarily located in Johannesburg's inner city and Hillbrow, having been contracted for sale. Some 74% of the contracted sales are already unconditional.

Regarding sectional title apartment sales, management has identified more than 3 400 apartments amounting to R1.165 billion that can be sold at significant premiums to their valuations. The merit of this strategy is evidenced by the sale of apartments worth almost R200 million in the 2024 year at a 31% premium to book and a 7.8% exit yield, followed by a further R61 million of apartments in the first two months of 2025 at a 25% premium to book and an 8% exit yield.

It is estimated that an unlock of c. R500 million is to be achieved, resulting from a 15% premium sale to book and a 29% discount to book realised in the Indluplace acquisition. Not only is the value-unlock substantial for SA Corporate's financial returns, but the initiative also contributes to the Group's ESG objectives, given the role SA Corporate will play in promoting home ownership to those households who find themselves in the property ownership gap. These are households who earn too much to qualify for the RDP subsidy, but too little to easily afford home ownership, and generally earn between R3 500 and R22 000 per month. Target asset values for their homes are between R300 000 and R500 000, which is aligned with the Afhco apartment sales pipeline.

TARGETING FIRST HOME FINANCE SUBSIDY ANALYSIS

Afhco apartment sales priced off historical cost are strategically positioned to take advantage of First Home Finance Subsidy than newly built competitor sales



Afhco is in particular targeting prospective first-time homeowners who benefit from government's First Home Finance Subsidy, which favours the historical low-cost homes being sold by Afhco compared with newly built competitor sales. It will be noted on the graph that for households who can afford an apartment of R250 000, the subsidy represents almost 60% of the purchase price while the subsidy becomes zero for households who can afford an apartment of R610 000 and more. This illustrates that buyers of Afhco apartments will substantially benefit from the First Home Finance Subsidy, while a market analysis of competitors selling newly built apartments shows their buyers will not.

In addition, Afhco has introduced programs to increase the pool of qualifying buyers with pension-backed home loans and by facilitating, in certain instances, the financing of the portion of the purchase consideration not funded by banks.

CHIEF EXECUTIVE OFFICER'S REVIEW *CONTINUED*

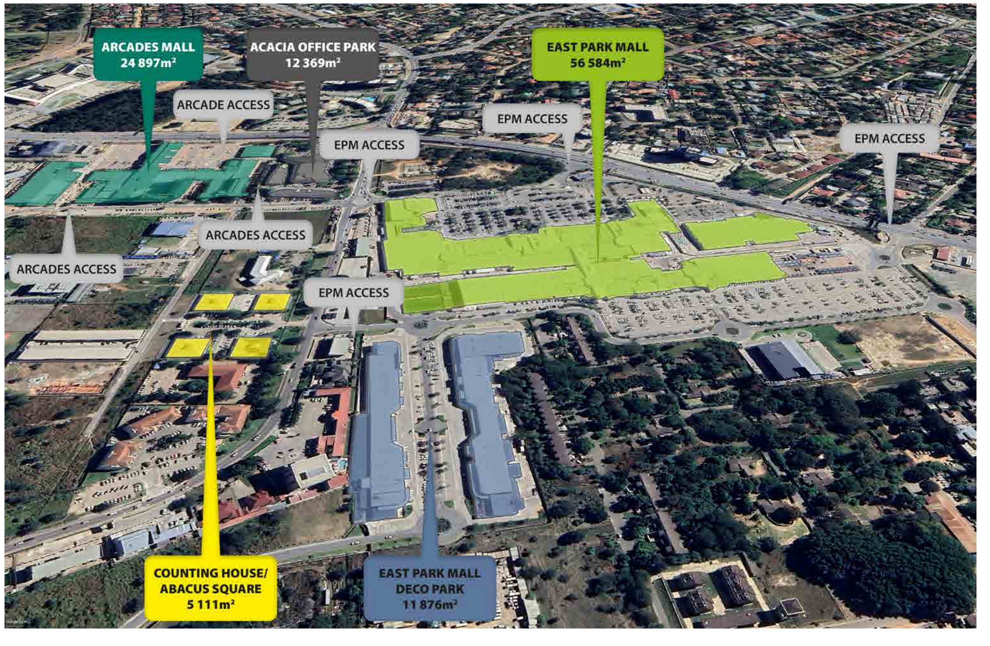
ZAMBIA PORTFOLIO

THE AMBITION FOR AFRICA
UNLOCKING VALUE THROUGH A RISK-SHARED MODEL

Distributable income from the Zambian investment grew by 2.9% year-on-year in USD dollar-terms, buoyed by savings in property revenue tax following the transfer of Acacia Office Park and Jacaranda Mall from the JV structure into REIZ. This Zambian REIT, acquired in 2023, is to provide a platform to unlock value from increased scale, offering liquidity in the future. REIZ obtained REIT status in May 2024, eliminating property revenue tax which increased from 12.5% to 16% with effect from 1 January 2025. In addition to benefitting the JV's own portfolio, this makes REIZ an attractive platform for other Zambian property owners to vend their assets into the vehicle.

85% of our Zambian investment is exposed to Lusaka's dominant retail node of 112 000m^2 anchored by East Park Mall. The node has become the new centre of the capital city, with multiple points of access off the primary arterials. The redevelopment of Arcades Mall acquired as part of REIZ, will further entrench the retail node. Our partner in Zambia provides property management, which has contributed to the 134% like-for-like increase in the current property valuation from the at-cost enterprise valuation of REIZ, acquired at a deep discount to net asset value ("NAV").

We transferred Acacia Office Park and Jacaranda Mall into REIZ on 1 July 2024. The acquisition of Jacaranda Mall and Acacia Office Park by REIZ was executed through an asset-for-share transaction, in which SA Corporate, via its Zambian JV structure, acquired shares in REIZ in exchange for the properties transferred into the listed REIT. As of 31 December 2024, the Group holds an effective 29.53% shareholding in REIZ, which is expected to increase to 39.8% upon REIZ's acquisition of East Park Mall, the last remaining property owned by the Zambian JV structure. The transaction is expected to be finalised in the first half of 2025, with additional tax benefits anticipated in the second half of the year due to the elimination of property revenue tax following East Park Mall's inclusion within the listed REIT structure.



There is also a focus on restructuring the REIZ portfolio and disposing of non-core properties totalling USD8.6 million. These properties represent 42% of the acquisition enterprise value but only 4% of REIZ's income.

Double-digit distribution growth is forecast from the Zambian investment for 2025, which is positioned to unlock value when market conditions are conducive.

LOOKING AHEAD

Looking ahead, SA Corporate remains committed to executing its strategy to deliver a defensive portfolio. With renewed investor confidence and a cautiously optimistic outlook for South Africa's economic recovery, our portfolio is well-positioned to benefit from these developing tailwinds.

In our retail portfolio, we expect vacancies to remain stable. However improvements in tenant quality is leading to some downtime. We have secured rental escalations above 6% for 81% of all leases in the retail portfolio, which will ensure continued growth in rental income. We also anticipate positive outcomes from remaining lease renewals.

The industrial portfolio remains fully let, achieving escalations of 6% to 7%, well above the expected inflation rate of 4.5% for 2025. Renewal reversions are anticipated to continue to be positive, following several periods of negative reversions, while like-for-like NPI growth is forecast to align with inflation.

Our residential portfolio remains a key driver of long-term growth, with strong leasing activity and strategic repositioning. Having achieved strong year-on-year NPI growth in both the Afhco and Indluplace portfolios, the Group expects a similarly strong performance in the 2025 financial period, with occupancy levels remaining high and residential rental increases projected to continue their positive trend, increasing by at least inflation.

The Group forecasts that for the year ending 31 December 2025, like-for-like net property income for the South African portfolio will grow by between 4.5% and 5.0%; while distributable income growth is projected to be marginally above inflation. The forecast financial information above has not been reviewed and reported on by the Group's external auditor.

APPRECIATION

On behalf of myself and the management team, we extend our heartfelt gratitude to our dedicated employees and esteemed Chairman and Board members. Your commitment, collaboration, and belief in our shared vision have been instrumental in our success and growth. Through challenges and achievements alike, your support has strengthened our resolve and propelled us forward. In particular, we would like to extend our sincere appreciation to Mr MA Moloto and Ms EM Hendricks, who will both be retiring at the conclusion of the Company's AGM on 5 June 2025. In their respective roles as Chairman of the Board and Chairman of the SEEC, Mr Moloto and Ms Hendricks have each served the Board with distinction since 2014 as non-executive directors. Their leadership and unwavering commitment have made a significant impact on the Company's governance standards and strategic direction. We thank them both for their invaluable contributions and dedicated service, and we wish them all the very best in their retirement. To our valued tenants and supportive shareholders, thank you for your unwavering trust over the past year. We truly appreciate your contributions and look forward to another year of progress and shared accomplishments together. Thank you for being an integral part of our journey!

Rory Mackey
Chief Executive Officer

RISK MANAGEMENT AND KEY RISK FACTORS

OVERVIEW

The Group's Board-approved Enterprise Risk Management ("ERM") process formalises the methodology, provides a pragmatic structure within which management identifies and assesses key risks facing the Group, and ensures that the necessary internal controls are implemented and maintained. The main purpose of the Group's ERM process is to adequately position the Group to understand and respond to the potential risks that could materially impact the execution of its strategic objectives and operations and to ensure timely response to appropriate opportunities.

The Board-approved Group ERM Policy provides clarity on ERM processes to ensure that all risks the Group is exposed to are proactively identified and managed to acceptable levels, on a continuous basis. The Board maintains appropriate oversight over the governance of risk, and the ARC assists the Board in carrying out this function, with input and collaboration from the Board's other committees.

Audit and Risk Committee

The ARC's risk oversight mandate aims to ensure that the Group implements and maintains an effective ERM framework, complies with laws, regulations and relevant best practice codes, and that information technology is governed in support of the Group's strategy and direction. The ARC further oversees the management of financial and other risks that affect the integrity of external reports and reporting disclosures issued by the Group, and monitors compliance with legal and regulatory requirements to the extent that it may have an impact on the financial statements and reporting of the Group.

Board Committees

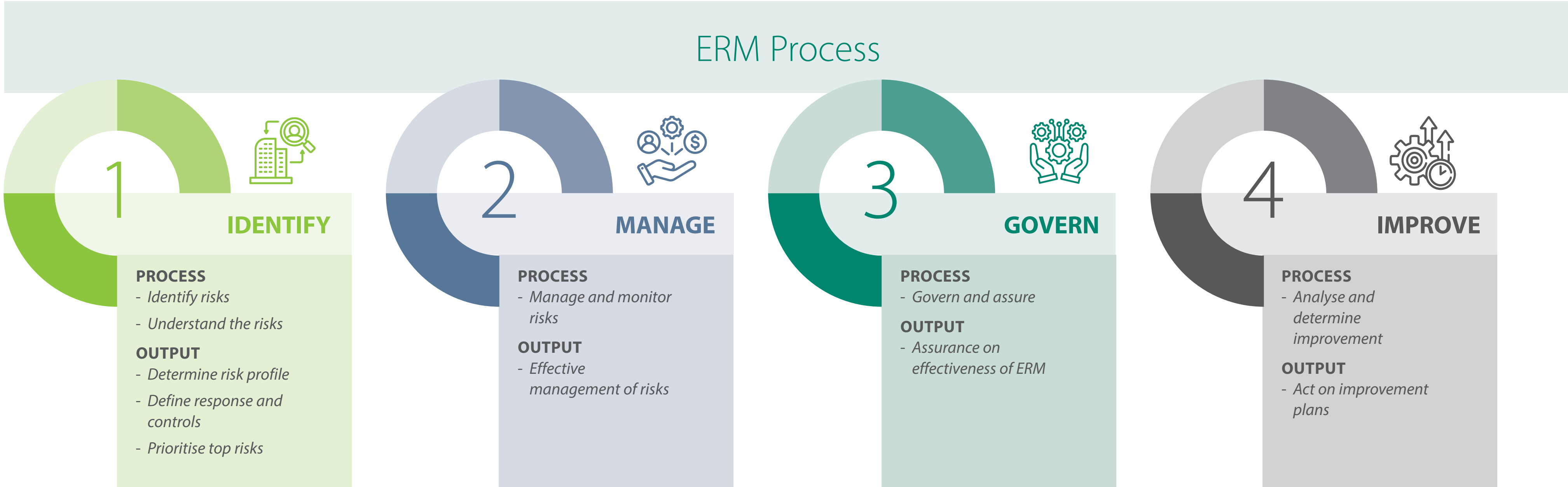
The Board Committees' mandates in respect of ERM provide that each Committee supports the ARC and the Board in ensuring effective risk management oversight, specifically in relation to material risks and opportunities within each Committee's scope. The Committees give effect to this responsibility through:

- ensuring the effective monitoring of risk allocated to each Committee;
- considering and reviewing management's feedback and/or assurance provider reports on the design and operating effectiveness of existing key risk responses (with a focus on major or significant deficiencies);
- considering management updates on action plans identified to remediate any key responses with significant or major deficiencies;
- considering management's feedback on key developments that have a potential material impact on the allocated risks, as well as the appropriateness of existing key responses or any new/additional key responses required; and
- providing feedback through each Committee's Chairman to the ARC and the Board on any material risk-related matters, specifically the key responses with major or significant deficiencies, key developments with a material impact, any new/additional key responses required or any potential breach of approved risk appetite and tolerance levels (as relevant and appropriate).

OUR ERM PROCESS

The Group's ERM processes are in place to ensure risks are identified, analysed, evaluated, treated and monitored consistently. To this end, the ERM process aims to align strategy, funding, process, people, technology and business intelligence to evaluate and manage business opportunities, uncertainties and threats in a structured and disciplined manner, ensuring that risk and funding implications are considered when making strategic and operational decisions.

RISK MANAGEMENT AND KEY RISK FACTORS *CONTINUED*



RISK APPETITE THRESHOLDS AND TOLERANCE LIMITS

The Group's Risk Appetite Threshold refers to the amount of risk that the Group is willing to accept while achieving its objectives. The Group's Risk Tolerance Limits refer to the acceptable deviation(s) from the level(s) set by the risk appetite and business objectives.

The Group has adopted conservative to receptive Risk Appetite Thresholds and Risk Tolerance Limits, which are periodically assessed and approved by the Board. The Board receives regular reports on the Group's performance on these Risk Appetite Thresholds and Risk Tolerance Limits to ensure effective monitoring and opportune adjustments.

The Risk Appetite Thresholds and Risk Tolerance Limits at all times reflect an appropriate balance between risk and opportunity, with specific consideration to guide financial management, the investment policy and to maximise shareholder value.

TOP RISKS

The Group annually undertakes an in-depth review of the top risks per the risk register, aimed at ensuring relevance, proportionality and accuracy. This review is done at the Board level, during the Board's annual strategy session. In addition, emerging risks and the extent to which identified risks become more pervasive are also considered.

The Board, with the assistance of the ARC and other Board Committees, has identified and considered the top risks that could impact the ability of the Group to achieve its strategic objectives. Management is responsible for ensuring that these risks are appropriately managed, on an ongoing basis, within the Group's Board-approved Risk Appetite Thresholds and Risk Tolerance Limits.

The Group's top risks are assessed based on materiality which considers both quantitative and qualitative likelihood and impact criteria, thereby ensuring a complete assessment across multiple factors.

RISK MANAGEMENT AND KEY RISK FACTORS *CONTINUED*

OUR STRATEGIC OBJECTIVES

- Convenience retail
- Human capital development
- Quality industrial portfolio
- Divesting from commercial
- Financial sustainability
- Operational optimisation
- Best-in-class residential portfolio
- Execution discipline

OUR CAPITALS

FINANCIAL CAPITAL
Debt and equity capital.

MANUFACTURED CAPITAL
Our properties and investments.

INTELLECTUAL CAPITAL
Our brand, knowledge, systems, procedures and protocols. We aim to grow the Afhco brand to become the residential property brand of choice.

HUMAN CAPITAL
The competencies, capabilities and experience of our Board, employees and management team.

SOCIAL AND RELATIONSHIP CAPITAL
Our relationships with suppliers, tenants, property and asset managers and communities.

NATURAL CAPITAL
The natural resources of land, water and energy that we utilise in pursuit of our vision.

The Group's top risks have been identified as follows:

STRATEGIC FINANCIAL RISKS (Investment performance risk)

Risk	Key responses and control highlights
Risk Non-sustainable or inadequate distributable income growth in comparison to the listed property sector **Opportunity** - Further corporate action to improve portfolio quality and long-term performance - Repurposing properties to exploit strategic opportunities - Divestment from properties not aligned with the Group's long-term strategy - Increasing the liquidity of the Group's Zambian investment	**Key responses and control highlights** - Monthly dashboard reports to the Board - Maintaining an optimal capital structure - Board-approved strategy, including investment strategy - The Board and IC oversees the investment strategy execution and associated corporate action - Refining of portfolios to ensure defensive income, including strategic divestment - Property transactions/developments are approved by the executive directors, the IC or the Board, as appropriate in terms of the Board-approved Group Approvals Framework - Post-acquisition and development reviews are undertaken by the IC - Board-approved and periodically reviewed Risk Appetite Thresholds and Risk Tolerance Limits - Detailed due diligence, viability and feasibility studies to inform investment decisions - Frequent portfolio performance reviews, post-acquisition reviews and detailed business plans - Benchmarking against relevant indices - Investor roadshows and communication with investors and analysts
Related strategic objectives	**Capitals applied/impacted**

RISK MANAGEMENT AND KEY RISK FACTORS *CONTINUED*

STRATEGIC FINANCIAL RISKS (Capital, funding and liquidity risk)

Risk

Unavailability of capital, increased cost of capital, increase in interest rates, increased cost of hedging, insufficient access to funding and inadequate liquidity

Opportunities

- Strategic redeployment of capital from disposals
- Explore appropriate opportunities for debt and interest rate swaps
- Further accessing Green Capital Funding opportunities
- Explore alternative hedge instruments to improve the cost of hedging

Key responses and control highlights

- Divestment to improve the capital structure (lower gearing/improved ICR)
- Negative rental reversions in favour of tenant retention
- Distribution payout ratios reviewed and are presently at 90%
- Applications for covenant waiver/relaxations, or amendments thereto where required
- Short-term debt extension
- Maintaining relationships and communication with investors and lenders
- Manage and monitor lender covenant requirements to the approved risk appetite and tolerance levels
- Debt Funding Policy and Framework, including hedging
- Targeting a fixed hedge position of 70%
- Manage and monitor the working capital cycle to improve liquidity

Related strategic objectives

Capitals applied/impacted

PROPERTY MARKET RISKS

Risk

Dependency on Eskom electricity and municipal water supply with the associated impact of loadshedding and water supply interruptions, increases in rates and utility costs, as well as poor or inconsistent service delivery by local authorities and poor municipal infrastructure maintenance as well as damage to, and/or, loss of properties due to social unrest and building hijackings

Opportunities

- Alternative sources for water and electricity offer the opportunity to decrease reliance on local Eskom supply and Water Boards - cost-effective and alternative sources of energy and water will also reduce the cost for tenants
- Explore rainwater harvesting
- Exploring mobile generation capability
- Introduction of electricity wheeling

Key responses and control highlights

- Effective energy consumption measuring
- Improved expense management and benchmarking
- Leases structured for expense recovery
- Implement an energy savings strategy
- Property expense monitoring against benchmarks
- Monitor cost recovery ratios
- Solar PV installations
- Borehole and backup water tank installations
- Electricity smart meter installations
- Monitor municipal valuations, as well as utility costs and rate increases
- Key tenant/facility standby power
- Property expenses are a fixed percentage of gross revenue for Zambian JV

Related strategic objectives

Capitals applied/impacted

RISK MANAGEMENT AND KEY RISK FACTORS *CONTINUED*

PROPERTY MARKET RISKS

Risk

Reduced NPI as a result of increased vacancies, negative reversions and arrears, and the consequential impact on valuations

Opportunities

- Seize the opportunity to redevelop ageing properties into modern green buildings at market-related yields
- Invest in newly developed properties in good nodes and dispose of those in poor nodes
- Further enhancement of convenience retail offerings, and introduction of additional residential amenities

Key responses and control highlights

- Monthly dashboard reports to the Board and quarterly performance reporting to the IC and ARC
- Review of tenant trading densities and cost of occupation
- Effective arrears management, debt collection and litigation processes preceded by relief to tenants through payment plans
- Stringent tenant approval process and well-formulated lease agreement repository
- Mitigation of lease renewals (i.e. expired leases continue on a month-to-month basis)
- Tenant retention ratio and average occupation duration are monitored to support informed decision-making coupled with reporting on reasons for tenant vacations
- The utilisation of letting agents and in-house leasing capacity
- Initiatives and projects for improved property fundamentals
- Leasing approved in terms of Board-approved Approvals Framework
- Broll's service level agreements ("SLA") and key performance indicators ("KPI"), including aspects of performance management, internal audit and quarterly reporting on KPIs
- Energy- and water savings and supply initiatives to mitigate the impact (and associated costs) of load shedding and water supply interruptions
- Focused tenant retention strategy, market research, analysis of tenants and competitive pricing considerations through the use of AI

Related strategic objectives

Capitals applied/impacted

PEOPLE RISKS

Risk

Inability to attract and retain the skills required for current and future business needs and promote and maintain an organisational environment in support of a high-performing and productive workforce

Opportunities

- Optimised incentive and retention schemes across all employment levels

Key responses and control highlights

- A formal Remuneration Policy implemented
- Long- and short-term incentive schemes implemented - linked to Group and individual performance (business and personal scorecards in place)
- Performance management where necessary - personal development plans for employees
- Structured training and development opportunities
- Executives - permanent employees with a three-month notice period
- Executive and senior management succession planning
- Periodic benchmarking of non-executive and executive directors' remuneration
- Board composition review and succession planning by NC
- Appropriately mandated RC to monitor and provide oversight of Remuneration Policy and practices
- Lyra Wellbeing employee wellness programme
- Holistic Human Resources Management system implemented

Related strategic objectives

Capitals applied/impacted

RISK MANAGEMENT AND KEY RISK FACTORS *CONTINUED*

PEOPLE RISKS

Risks

Inadequate promotion and maintenance of organisational culture and ethics, failure to ensure diversity and transformation objectives are met, inability to adequately manage organisational change, and failure to ensure good labour practices and relations

Opportunities

- Enhanced employee engagement across the Group

Key responses and control highlights

- Code of Conduct and Code of Ethics
- An externally operated Whistle-blowing hotline is in place
- Annual B-BBEE verification was conducted and disclosed
- ESG Report – covering disclosures on people matters
- Employment Equity plan and reporting
- Labour practices and employee agreements in terms of the Basic Conditions of Employment Act
- Bi-annual SEEC meetings (oversight) – specifically including reports on economic development, labour and employment and organisational ethics matters. SEEC is appropriately mandated to provide oversight in terms of Regulation 43
- Board diversity targets include race and gender
- Remuneration Policy to support fair remuneration practices
- A suite of Group policies regulating expectations in terms of conduct
- Board Charter and annual King IV™ application declaration (ethical leadership)

Related strategic objectives

Capitals applied/impacted

REPORTING RISKS

Risk

Risks that affect the validity, accuracy, and completeness of financial and other reporting, as well as the inability to effectively and timeously implement financial automation resulting in the extended application of manual processes with consequent delays in meeting reporting deadlines

Opportunities

- Further enhanced automation of financial reporting
- Automation of forecasting model in support of improved guidance accuracy

Key responses and control highlights

- Bi-annual internal financial control reviews by Internal Audit
- Established and formalised (documented) systems, policies and standard operating procedures and processes
- Ongoing automation and optimisation of financial reporting
- Monthly reporting dashboard to Board and ARC
- Broll's bi-annual (half-year-end/year-end) assurance letter
- Skilled and experienced employees. Recently increased capacity with ongoing employee skills enhancement, competence development and training
- Formal internal and external auditors' engagements
- Whistle-blowing hotline and regular compliance monitoring
- Review and implementation of JSE proactive monitoring feedback
- JSE Sponsor

Related strategic objectives

Capitals applied/impacted

RISK MANAGEMENT AND KEY RISK FACTORS *CONTINUED*

COMPLIANCE RISKS	
Risks Inadequate compliance with, or adherence to, legislative, regulatory, best-practice codes and/or corporate governance requirements resulting in reputational damage, and/or financial loss and/or loss of license to operate **Opportunities** - Ongoing optimisation of the corporate calendar to ensure cost- and time-effective discharge of governance activities - Expansion of internal awareness and training on material governance and compliance matters	**Key responses and control highlights** - Quarterly Compliance Reporting to the ARC - Annual: compliance and REIT declarations – JSE, King IV™ application register, IAR suite and AGM - Policies on Disclosure Control and Dealings in SA Corporate Securities - Appropriately mandated Board Committees (ARC, SEEC, RC and NC) monitor and oversee compliance with applicable legislative and regulatory requirements within their mandate - Established internal resources and procedures for compliance monitoring and reporting - Formal governance framework in terms of JSE and Companies Act requirements - Effective communication channels with JSE Sponsor, legal counsel and assurance advisors - Combined assurance processes, including internal and external audit assurance - Whistleblowing hotline - Board-approved Approvals Framework - Appropriate Directors and Officers (“D&O”) insurance cover - Skilled and resourced Secretariat and Compliance function with governance, compliance and legal risk management expertise - External governance reviews are conducted periodically, including reviews by Internal Audit
Related strategic objectives	**Capitals applied/impacted**

STAKEHOLDER RISKS	
Risk Risks associated with the Group being a credible stakeholder partner with a good corporate reputation; managing stakeholder relationships across a broad spectrum of key stakeholders; upholding human rights; and delivering on stakeholder commitments **Opportunity** - Further utilisation of investor relations technology platforms in support of targeted communication (per stakeholder group)	**Key responses and control highlights** - Bi-annual SEEC meetings (oversight) – specifically including reports on social and economic development; good corporate citizenship; the environment, health and public safety. SEEC is appropriately mandated to provide oversight in terms of Regulation 43 - Board-approved Stakeholder Engagement Policy and Disclosure Controls - Various structured stakeholder engagements in terms of JSE Listings Requirements and otherwise - AGMs, results presentations, investor roadshows, SENS announcements - ESG reporting annually (as part of the IAR suite) - Structured CSI initiatives (social and natural environment) - Human Rights Policy Statement adopted
Related strategic objectives	**Capitals applied/impacted**

RISK MANAGEMENT AND KEY RISK FACTORS *CONTINUED*

SUSTAINABILITY RISKS

Risk	Key responses and control highlights
Risks associated with the Group's ability to develop and implement appropriate responses to environmental risks (carbon footprint, electricity, waste and water) and its ability to meet new and future policy and regulatory requirements **Opportunities** - Investing in green technology - Engaging with tenants to ensure they reduce their impacts (i.e. consider offering incentives, and participation in energy, waste and water initiatives with commensurate favourable lease conditions/terms)	- Bi-annual SEEC meetings (oversight) – specifically including reports on natural environment impact. SEEC is appropriately mandated to provide oversight in terms of Regulation 43. - ESG reporting annually (as part of the IAR suite) - Structured CSI initiatives (natural environment) - Green strategy targets
Related strategic objectives	**Capitals applied/impacted**

RISK MANAGEMENT AND KEY RISK FACTORS *CONTINUED*

MONITORING EMERGING RISKS

The Group recognises effective identification and monitoring of, and response to, emerging risks as a critical component of the Group's value creation and value preservation efforts. In this regard, emerging risks are particularly important in the strategic planning process and, through effective processes, the Group identifies imminent shifts in critical assumptions, and develops or modifies strategies to mitigate negative outcomes and capitalise on appropriate opportunities that these risks present.

The Group's ERM is well-positioned for periodic strategic- and operational risk identification and for reviews to consider new and emerging strategic risks, as well as to identify shifts in known risks through mechanisms such as management and Committee meetings, environmental scanning, process reviews and the like.

COMPLIANCE WITH LAWS, REGULATIONS, RULES AND STANDARDS

SA Corporate complies with the provisions of the Companies Act, as amended, specifically relating to its incorporation, and is operating in conformity with its MOI.

During the year under review, no fines were levied for non-compliance with statutory and regulatory requirements and there were no regulatory censures. There were also no fines levied for non-compliance with any environmental laws and regulations. SA Corporate was not party to any legal action for uncompetitive behaviour, and no requests were received or denied for information in terms of the Promotion of Access to Information Act.

The risk of non-compliance with statutory and regulatory requirements forms part of the Group's identified risks and is assessed and responded to on an ongoing basis. In this regard, the ARC:

- monitors and oversees the Group's processes for compliance with laws, regulations and best practice codes relevant to the Group;
- oversees and monitors the Group's statutory and regulatory compliance;
- monitors management's implementation and execution of effective compliance management;
- receives and considers reports on compliance matters, including matters of material litigation and the Group's Whistle-Blowing hotline activity; and
- periodically reviews the effectiveness of the systems for monitoring compliance with laws and regulations to ensure adequacy.

SA Corporate has adopted a Group ERM Policy in line with section 13.46(h) of the JSE Listings Requirements. The policy is in accordance with industry practice and specifically prohibits SA Corporate from entering into any derivative transactions that are not in the normal course of SA Corporate's business. The ARC confirms that it has monitored compliance with the policy during the year under review and that the Company has, in all material respects, complied with the policy.

ASSURANCE AND INTERNAL CONTROLS

The Group's internal auditor, BDO, confirmed based upon their testing of the internal financial controls for the 2024 financial year, within the scope of work, that the system of internal financial controls in operation at SA Corporate is adequate and on aggregate, operating as intended.

Regarding the overall effectiveness of SA Corporate's governance, risk management and control processes, BDO further confirmed that, based upon the internal audit work performed for the 2024 financial period, as per their approved internal audit plan and the audits undertaken above, they could conclude, based on their scope of work and controls tested, that the system of internal controls in operation at SA Corporate is adequate and on aggregate, operating as intended.

The ARC confirmed that nothing has come to its attention to indicate a material breakdown in the functioning of the financial reporting controls, procedures or systems during the year ended 31 December 2024.

BUSINESS CONTINUITY PLAN

The Group's Business Continuity Plan ("BCP"), including disaster recovery, has been implemented and periodic testing is conducted on the recovery of critical business systems. In 2024 management, through the use of appropriate professionals, performed penetration testing, the results of which assist in ensuring that potential cyber security threats are mitigated. The ARC monitored the implementation of enhanced cyber security risk awareness and training initiatives throughout the Group and monitored the Group's Disaster Recovery Plan testing and test results.

COMBINED ASSURANCE

The ARC has the overall responsibility to ensure the Group's combined assurance model is effective, and specifically, that the Group applies an appropriate, proportionate and relevant combined assurance model to ensure a coordinated approach to all assurance activities.

The Group's combined assurance approach is based on three lines of defence and assurance for all key risks identified. The first line of defense is management-based assurance, the second line of defense is the group enterprise risk management framework and the oversight of the Board and its committees and the third line of defence is independent assurance provided by third parties such as the internal and external auditors, valuers and advisers.

The ARC reviewed and was satisfied with the level of maturity of the Group's combined assurance processes as it related to the third-line of defense and the following improvements were substantively achieved in 2024, with further ongoing development in support of a relevant and proportional approach to assurance activities:

- Augmented the level of assurance with increased reliance on the control environment beyond the review of the design and implementation of controls over the key business processes; and
- Enhanced external audit reliance on the assurance provided by the internal audit function where external and internal audit objectives were aligned.

RISK MANAGEMENT AND KEY RISK FACTORS *CONTINUED*

The Group's combined assurance model approach is based on three levels of defence, as detailed in the following diagram:

COMBINED ASSURANCE

Provides assurance on the effectiveness of ERM processes and underlying controls

1st line
Functions that own and manage risks

- Responsible for implementing corrective actions to address process and control deficiencies.
- Responsible for maintaining effective internal controls and for executing risk and control procedures on a day-to-day basis
- Identify, control and mitigate risks, guiding the development and implementation of internal policies and procedures and ensuring that activities are consistent with the Group's goals and objectives
- Design and implement detailed procedures that serve as controls and supervise execution of those procedures by employees
- Ensures that controls are designed into systems and processes under their guidance
- Adequate managerial and supervisory controls are in place to ensure compliance and to highlight control breakdown, inadequate processes and unexpected events

2nd line
Functions that provide oversight

Typical Group functions in this second line of defence include executive management, the ARC, the Board and its other Committees:

- **A risk management function** (i.e. via executive management and ARC) that facilitates and monitors the implementation of effective risk management practices by operational management and assists risk owners in defining the target risk exposure and reporting adequate risk-related information throughout the Group
- **Compliance function** to monitor specific risks such as non-compliance with applicable laws and regulations
- **A controllership function** that monitors financial risks and financial reporting issues

3rd line
Functions that provide independent assurance

- The Group's internal and external auditors provide the Board and executive management with comprehensive assurance based on the highest level of independence and objectivity within the Group
- Internal audit provides assurance on the effectiveness of governance, risk management and internal controls, including the way the first and second lines of defence achieve risk management and control objectives
- External audit has issued an unqualified audit report on the AFS
- Appropriately qualified and experienced property valuers are appointed to provide independent valuations of the investment properties held by the Group at half-year and year-end

4

MEASURING AND REWARDING VALUE CREATION

CHIEF FINANCIAL OFFICER'S REVIEW

SAM MOODLEY CA(SA)
Chief Financial Officer

FINANCIAL FEATURES

- Assets under management of R19.4 billion (2023: R19.0 billion)
- Revenue of R2.9 billion (2023: R2.5 billion)
- Total NPI of R1.5 billion (2023: R1.3 billion)
- Total like-for-like NPI of R1.1 billion (2023: R1.0 billion)
- Distributable income of R680.9 million or 27.08 cps[1] (2023: R647.8 million or 25.76 cps[1])
- Basic earnings per share of 25.98 cents[2] (2023: 48.54 cps[2])
- Headline earnings per share of 26.12 cents[2] (2023: 22.98 cps[2])
- Annual distribution per share of 24.37 cents[1] at a 90% payout ratio (2023: 23.18 cps)
- NAV per share of 443 cents[1] (2023: 439 cps[1])
- Disposal pipeline contracted and still to transfer and divestments transferred since 1 January 2024 of R908.6 million
- LTV ratio of 42.0% (2023: 41.9%)
- Weighted average cost of funding of 9.6% (2023: 10.2%), exclusive of swaps and 9.4% (2023: 9.4%) inclusive of swaps and amortised transaction costs
- Weighted average tenor of debt of 1.7 years
- Effective fixed debt of 60.4% with a weighted average tenor of swaps of 1.4 years
- NPI from the acquisition of Indluplace was 13.5% above the acquisition model.

[1] *Cents per share, calculated on the shares in issue at 31 December 2024*
[2] *Cents per share, calculated on the weighted average number of shares in issue (net of treasury shares) at 31 December 2024*

INTRODUCTION

This financial review represents a condensed view of SA Corporate's annual financial results for 2024. This review should therefore be read in conjunction with the complete annual financial statements, available on the SA Corporate website, in which PricewaterhouseCoopers Inc., the Group's auditors, expressed an unmodified audit opinion.

The accounting policies applied in the preparation of the annual financial statements, from which the summary consolidated financial statements were derived, are in terms of IFRS and are consistent with those accounting policies applied in the preparation of the 31 December 2023 Group annual financial statements.

In the current year, the Group has adopted all of the revised Standards and Interpretations issued that are relevant to its operations and effective for accounting periods beginning on or after 1 January 2024. The adoption of these Standards and Interpretations has not resulted in any adjustment to the amounts previously reported for the year ended 31 December 2023.

We are pleased to report that the Group's financial sustainability was successfully advanced in the 2024 financial year across these three main pillars:

- **Debt refinancing** – The Group's funding strategy involves funding investments from a diverse set of lenders through a shared security pool, held via security Special Purpose Vehicles ("SPVs"). This creates pricing tension while ensuring lender investment exposure is of equal quality. SA Corporate successfully negotiated attractive debt financing at a lower cost and longer tenors, reflecting increased confidence among lenders in the Group's creditworthiness. We refinanced R225.6 million of facilities expiring in 2024 and 2025, at tenors ranging from one to five years, with a margin of 69 basis points lower than the previous debt margin. Following the year-end, we have refinanced our USD27 million facility at a tenor of three years, with an improved margin of 115 basis points lower than the previous debt margin. In addition, terms were agreed upon with lenders for the refinancing of R2.3 billion in debt, with tenors ranging from one to five years, subject to finalisation. Lenders have also confirmed their appetite to refinance the remaining short-term debt, with terms to be agreed upon.
- **Interest rate hedging** – SA Corporate entered into new interest rate swap agreements totalling R1.75 billion, with tenors ranging from two to three years, in 2024. This resulted in 60.4% of the total interest rate exposure being hedged with a tenor of 1.4 years at 31 December 2024. This ratio should be evaluated in the context of the deleveraging strategies that the Group is currently implementing, discussed below.
- **Debt covenants** – SA Corporate's LTV ratio at 31 December 2024 was 42.0% (2023: 41.9%). Notwithstanding the temporary relaxation of ICR covenants obtained from lenders, which have been further extended to 30 June 2025, the Group has several de-leveraging initiatives underway to ensure a robust balance sheet that positions the Group for growth into the future:
  - The establishment of the Fund is being advanced, having completed key corporate restructuring steps by year-end.
  - We are at an advanced stage in executing the initial steps of the Group's debt restructuring process.
  - The Group has an active disposal pipeline with R753.7 million contracted for sale at year-end and another R432.5 million expected to be contracted during 2025.

CHIEF FINANCIAL OFFICER'S REVIEW *CONTINUED*

SA REIT FUNDS FROM OPERATIONS

Funds from operations ("FFO"), as defined by the SA REIT Association ("SA REIT"), generated for the year were R680.9 million (2023: R647.8 million). Total SA REIT FFO per share for the year amounted to 27.40 cps, an increase of 5.3% relative to 26.03 cps generated in 2023.

DISTRIBUTABLE EARNINGS

	December 2024 Rm	December 2023 Rm	%
Total property revenue	2 905.6	2 439.4	19.1
Like-for-like NPI	1 088.0	1 019.6	6.7
Total NPI	1 486.1	1 298.6	14.4
Income from JV	59.7	58.3	2.4
Net finance costs	(728.4)	(606.4)	20.1
Distributable income	**680.9**	**647.8**	**5.1**
Per share	**27.08**	**25.76**	**5.1**

The 2024 full-year distributable income amounted to R680.9 million, representing an increase of 5.1% compared to 2023. Total annual distribution declared amounted to 24.37 cps, equating to 90% of distributable income.

Total property revenue amounted to R2 905.6 million (2023: R2 439.4 million), excluding the impact of disposals, developments, and acquisitions during 2023 and 2024, which resulted in a decrease to R2 005.2 million (2023: R1 880.8 million) for the like-for-like portfolio.

Total NPI increased by 14.4% or R187.6 million from the previous year, with the like-for-like NPI rising by 6.7% or R68.4 million. The increase in NPI was primarily driven by the R150.1 million increase in NPI resulting from the acquisition of Indluplace in the prior year, which is now reflected in the entire 12-month results. This was offset by NPI lost through disposals amounting to R28.6 million.

Total property expenses, including Indluplace, increased to R1 419.4 million (2023: R1 155.3 million). Without Indluplace, total property expenses would have amounted to R1 043.2 million. Like-for-like property expenses increased by R56.0 million or 6.5%. Excluding municipal charges, like-for-like property expenses increased by 4.3%.

Distributable income from the Zambian JV increased by 2.4% to R59.7 million (2023: R58.3 million). The increase in distributable income from the Zambian JV was primarily due to higher NPI earned on the REIZ properties, resulting from developments coming online, along with reduced interest costs and tax expenses. This was partially offset by the appreciation of the ZAR, with the USD/ZAR average conversion rate reducing by 1.0%.

Net finance cost, excluding the impact of IFRS 16, increased by 20.1% to R728.4 million (2023: R606.4 million). However, finance costs capitalised to investment property increased by R3.9 million to R8.5 million (2023: R4.6 million) due to a larger development pipeline. When adding this back, the net finance cost, including capitalised interest for the year, amounted to R736.9 million (2023: R611.0 million).

The Group's cost of debt remained flat at 9.4% (2023: 9.4%), with the interest rate cycle having peaked in the first half of 2024. The net finance cost, including capitalised interest, increased primarily due to higher average borrowings following the consolidation of Indluplace's debt and associated interest costs of R117.7 million for the full year, as well as a reduction in interest received. This contrasts with the prior year, which only reflected these costs for the five months from 1 August 2023 to 31 December 2023.

Distributable income increased by 5.1% to R680.9 million (2023: R647.8 million), resulting in **distributable income per share** of 27.08 cps (2023: 25.76 cps).

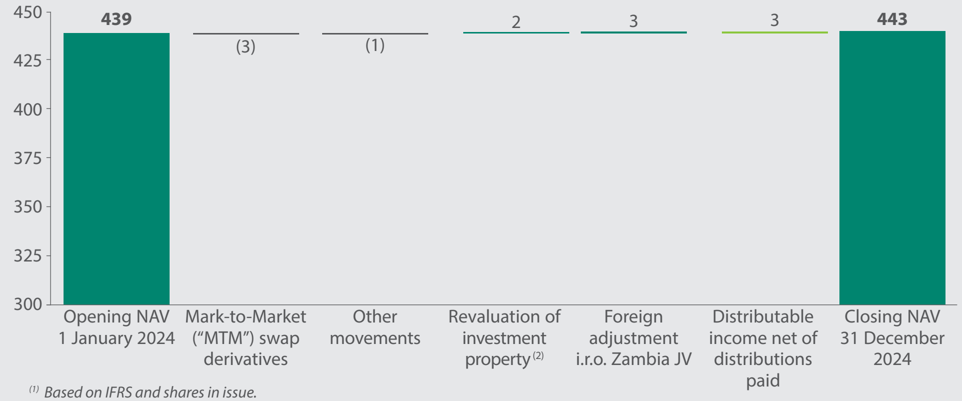
The Company has withheld 10% of its distributable income from distribution to shareholders for capital expenditure that is defensive and recurring, and which will not generate additional income or enhance the value of its property assets.

Having made allowances for this deduction, the Board approved a total distribution of R612.8 million for the year ended 31 December 2024 (2023: R583.0 million), being 90% (2023: 90.0%) of distributable income and amounting to 24.37 cps (2023: 23.18 cps), an increase of 5.1%. Of this amount, 12.11 cps was declared and paid in respect of H1 2024, and 12.26 cps was declared in respect of H2 2024.

NAV

The NAV per share increased by 0.9% from 439 cents to 443 cents, including adjustments for the fair value of interest rate swap derivatives, investment property, and investments in the Zambian JV, as shown in the graph below.

NAV (CPS)[1]



(1) Based on IFRS and shares in issue.
(2) Includes investment property reclassified as held for sale.

The SA REIT-defined NAV is calculated as NAV per the Summary Consolidated Statement of Financial Position; less goodwill and intangible assets, deferred taxation and any final dividend declared, and not paid in respect of the reporting period. The SA REIT NAV per share was 428 cps (2023: 424 cps) at 31 December 2024, based on the diluted number of shares in issue.

PROPERTY VALUATIONS

The Group's independently valued property portfolio, excluding properties held in the Zambian JV, increased by R230.2 million to R18.0 billion as of 31 December 2024. The like-for-like portfolio held for the full 12 months to 31 December 2024 increased by R367.1 million from 31 December 2023. The appreciation in value of the property portfolio was offset by the net disposal of non-core assets in the Traditional and Residential portfolios, amounting to R149.2 million, during the year.

On a clean growth basis, valuations have increased by 1.6% over the 12 months to December 2024, for the combined Traditional and Afhco portfolios. The below-inflation growth in property valuations continues to be impacted by elevated interest rates, which have restricted available capital and increased financing costs. Although recent interest rate reductions have provided some relief, further cuts will be necessary to meaningfully support property valuation growth, together with improved economic growth prospects.

CHIEF FINANCIAL OFFICER'S REVIEW *CONTINUED*

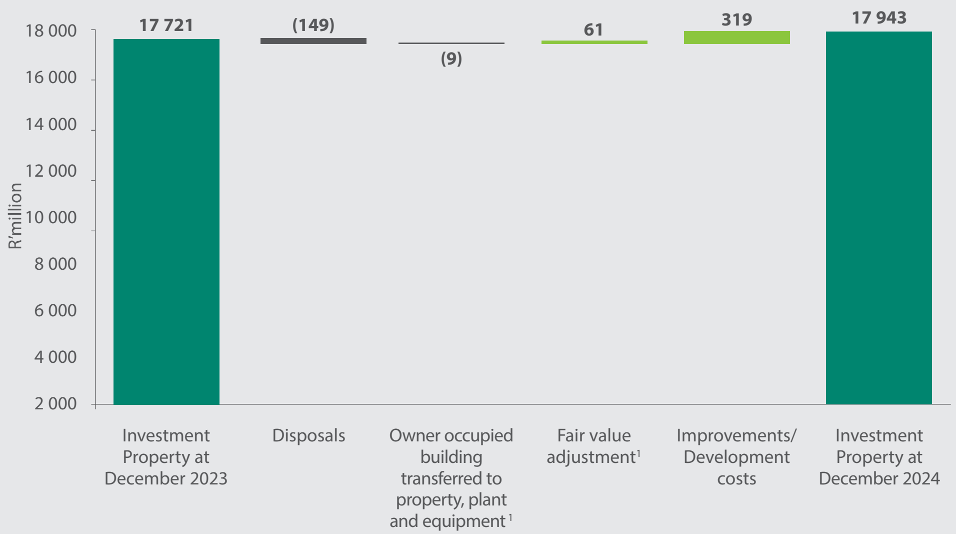
The industrial portfolio continued to be the best performer of the South African portfolio with a 3.8% clean growth percentage for the 12 months to December 2024 reflective of the strong cash flow generative quality of assets impacted by a slight widening of the average capitalisation rate over the year, due to the shortening of the remaining period of long-term leases in larger properties.

The retail portfolio has shown a 2.0% clean growth in value from 1 January 2024, reflecting the improved quality of the portfolio with reduced vacancies. However, the valuation assumptions continue to be negatively impacted by increasing local authority expenses.

The residential portfolio continues to demonstrate resilient performance, delivering a strong result in the last year, which is evidence of a well-managed residential portfolio and the strong demand for its high-quality affordable accommodation in a sector that has historically been underserviced and neglected by institutional investors. These strong fundamentals, however, are not reflected in the valuation, which instead shows flat, clean growth for the year. The flat valuation is the result of a conservative view regarding the residential capitalisation rate assumptions. Nevertheless, given the low vacancies in the portfolio and continued demand for affordable rental accommodation, as well as the robust base that exists, Afhco's valuations can be expected to increase into the future as a consequence of this.

On a clean growth basis, the total Zambian portfolio, including REIZ, has seen a marginal increase in the ZAR valuation due to a reduction in the valuation of East Park Mall, which remains the dominant retail node in Lusaka.

INVESTMENT PROPERTY ANALYSIS



[1] IFRS adjustment relating to owner occupied property

DISPOSALS

The Group's total contracted and transferred disposal pipeline of R908.6 million as of 1 January 2024 was sold at a 2.0% premium to the last valuation, with a weighted average exit yield of 10.4%. This exit yield was impacted by the sale of non-core properties in Hillbrow and the Johannesburg inner city, which were disposed of at an exit yield of 12.0%. The remainder were sold at an exit yield of 8.7%.

During the current financial period, one of the two remaining industrial motor showrooms in the Group's industrial portfolio, 155/157 Old Main Road, was disposed of at its book value, with the transfer taking place in December 2024. An additional industrial park property located in Jet Park was also contracted for sale in the year under review and is expected to be transferred in July 2025. Following these disposals, the Group's industrial portfolio exposure to logistics warehousing increased to 83.3%, aligning with the Group's strategy to develop a quality logistics portfolio focused on established logistics precincts.

As part of refining the retail portfolio to specialise in convenience-oriented shopping centres, Forest Road Design and Decor Centre 1, a furniture and decor value centre, was contracted for disposal at book value of R50 million at year end.

Following the divestment of Nobel Street Office Park in Bloemfontein, GreenPark Corner, where the Group's head office is located, will be the only remaining office building in the portfolio.

The Group's efforts to establish a quality residential rental portfolio through the divestment of properties deemed non-core to the portfolio are progressing well, with two-thirds of these properties contracted for sale in 2024. The transfer of these properties is expected to take place in the first half of 2025, except for one property, Kings Ransom, being a SHRA-facilitated sale with the transfer expected to be completed in the last quarter of 2025. Additionally, 449 sectional title apartments totaling R196.2 million were contracted for sale in the year under review. Of these, R86.9 million, or 216 units, were transferred during 2024 with the balance expected to be transferred by H1 2025.

The tables below reflect the pipeline of disposals, which includes both properties that meet the definition of "held for sale" and those that do not meet the IFRS criteria in this regard due to suspensive conditions in sale agreements.

Transferred disposals:

Property	Transfer date	Gross selling price (Rm)	Region	Sector
155/157 Old Main Road, Pinetown	Dec 24	68.0	KwaZulu-Natal	Industrial - Motor Showroom
Residential apartments [1]	Jan - Dec 24	86.9	Gauteng	Residential
Total		**154.9**		

[1] *Includes retail space at Bridgeport sold for R2.4 million.*

CHIEF FINANCIAL OFFICER'S REVIEW *CONTINUED*

Contracted and unconditional disposals:

Property	Expected transfer date	Gross selling price (Rm)	Region	Sector
Frail care section of La Vie Nouvelle, Johannesburg	Mar 25	28.0	Gauteng	Residential
Villakazi, Johannesburg [(2)]	Mar 25	1.1	Gauteng	Residential
No. One Eloff, Johannesburg [(2)]	Mar 25	42.0	Gauteng	Residential
Pomegranate, Johannesburg [(2)]	Mar 25	8.2	Gauteng	Residential
Empire Gardens, Johannesburg [(2)]	Mar 25	19.5	Gauteng	Residential
Balnagask, Johannesburg [(2)]	Apr 25	46.7	Gauteng	Residential
Monsmeg, Johannesburg [(2)]	Apr 25	9.0	Gauteng	Residential
The Sentinel, Johannesburg [(2)]	Apr 25	73.3	Gauteng	Residential
Geraldine Court, Johannesburg [(2)]	Apr 25	14.0	Gauteng	Residential
Bree Street Retail, Johannesburg [(2)]	Apr 25	14.9	Gauteng	Inner City Retail
Arvin Court, Johannesburg [(2)]	Apr 25	2.8	Gauteng	Residential
Midhill Gardens, Johannesburg [(2)]	Apr 25	21.5	Gauteng	Residential
Northways, Johannesburg [(2)]	Apr 25	8.9	Gauteng	Residential
Sefton Court, Johannesburg [(2)]	Apr 25	12.5	Gauteng	Residential
Sue Mark Court, Johannesburg [(2)]	Apr 25	10.4	Gauteng	Residential
320 Bree Street, Johannesburg [(2)]	Apr 25	8.0	Gauteng	Residential
Curzon Court, Johannesburg [(2)]	Apr 25	6.5	Gauteng	Residential
Morgenster, Johannesburg [(2)]	Apr 25	8.7	Gauteng	Residential
Park Mews, Johannesburg [(2)]	Apr 25	10.5	Gauteng	Residential
Seswick Court, Johannesburg [(2)]	Apr 25	5.7	Gauteng	Residential
Beacon Royal, Johannesburg [(2)]	Apr 25	4.0	Gauteng	Residential
Portion of 11 Wankel Street, Jet Park	Jul 25	30.0	Gauteng	Industrial
Chapel Court, Johannesburg	Jul 25	38.0	Gauteng	Inner City Retail
Residential apartments [(3)]	Jan - Apr 25	61.1	Gauteng	Residential
Total		**485.3**		

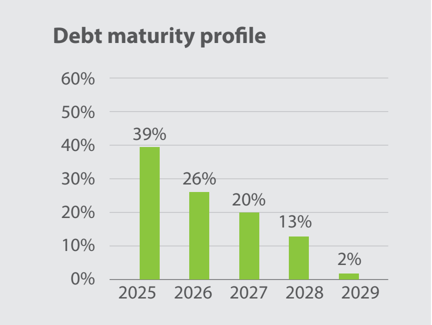
[(2)] *Indluplace properties.*
[(3)] *R0.6 million has transferred subsequent to year end.*

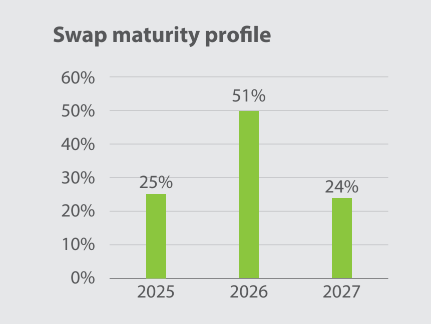
Contracted and conditional disposals:

Property	Expected transfer date	Gross selling price (Rm)	Region	Sector
Danina, Johannesburg	Apr 25	10.8	Gauteng	Inner City Retail
Multi Glass, Johannesburg	Apr 25	3.6	Gauteng	Inner City Retail
Nobel Street Office Park, Bloemfontein	Apr 25	39.0	Free-State	Office
Hotel at Cullinan Jewel Shopping Centre, Pretoria	Jun 25	2.7	Gauteng	Retail
Parnon Court, Bloemfontein [(2)]	Jun 25	26.5	Free-State	Residential
Forest Road Design and Decor Centre 1, Johannesburg	Jun 25	50.0	Gauteng	Retail
Kings Ransom, Johannesburg [(2)]	Dec 25	87.6	Gauteng	Residential
Residential apartments	Jan - Jun 25	48.2	Gauteng	Residential
Total		**268.4**		

[(2)] *Indluplace properties.*

BORROWINGS





Total facilities available at 31 December 2024 amounted to R8.8 billion (2023: R8.8 billion). Drawn debt increased by R633.6 million from R8.099 billion at 31 December 2023 to R8.732 billion at year end. The Group held R518.9 million in cash (2023: R640.0 million unutilised facilities and R62.0 million in cash). The increase in net debt of R176.5 million to R8.213 billion (2023: R8.037 billion) is primarily due to capital expenditure. The weighted average debt tenor was 1.7 years. As discussed in the introduction, the Group successfully concluded a series of refinancing transactions, which, once all finalised, will increase the tenor and reduce the average cost of debt.

The weighted average cost of funding (excluding swaps) decreased to 9.6% (2023: 10.2%), reflecting lower base rates and strategic refinancing, while the weighted average cost of funding (including swaps) remained steady at 9.4%.

While the Group's LTV ratio increased marginally to 42.0% at year-end, SA Corporate remains committed to bringing the LTV back to the preferred range of 35% to 39% and increasing our interest cover ratio from the current 1.9x to comfortably above 2.0x. We believe that this can be readily achieved through the disposal of additional non-core assets, as well as the settlement of debt from disposal proceeds.

CHIEF FINANCIAL OFFICER'S REVIEW *CONTINUED*

SA REIT LOAN TO VALUE

Net debt LTV
excl. swap derivatives

42.0%
(2023: 41.9%)

FV interest rate Swaps
(Liability) R5.7m

SA REIT LTV

42.0%
(2023: 41.6%)

The debt profile as at 31 December 2024 is detailed below:

	Maturity date	Value (Rm)	Interest rate%
Term loan facility [1]	2025/01/15	505	8.63
Term loan facility	2025/04/30	146	9.57
Term loan facility	2025/05/07	307	9.67
Term loan facility	2025/05/07	300	9.47
Term loan facility	2025/05/16	305	9.20
Term loan facility	2025/05/16	76	10.00
Term loan facility	2025/06/02	100	9.59
Term loan facility	2025/07/11	107	9.59
Revolving credit facility	2025/09/09	200	9.17
Term loan facility	2025/09/09	200	9.13
Revolving credit facility	2025/09/09	329	9.12
Term loan facility	2025/09/10	200	9.67
Term loan facility	2025/10/31	227	9.35
Term loan facility	2025/11/16	76	8.75
Term loan facility	2025/11/16	67	9.95
Term loan facility	2025/11/16	67	10.15
Term loan facility	2025/12/09	150	10.02
Revolving credit facility	2026/06/30	160	9.13
Term loan facility	2026/06/30	200	9.13
Term loan facility	2026/09/08	200	9.49
Term loan facility	2026/09/09	519	9.29
Term loan facility	2026/09/09	913	9.29
Revolving credit facility	2026/10/11	100	9.17
Term loan facility	2026/10/31	75	9.50
Term loan facility	2026/10/31	146	9.80
Term loan facility	2027/06/30	140	9.25
Term loan facility	2027/09/09	700	9.35
Term loan facility	2027/09/09	320	9.35
Term loan facility	2027/09/09	298	9.39
Revolving credit facility	2027/09/09	300	9.39
Term loan facility	2028/08/07	240	9.57
Term loan facility	2028/08/07	564	9.32
Term loan facility	2028/08/07	345	9.57
Term loan facility	2029/12/11	150	9.24
Total interest-bearing borrowings [2]		**8 732 [3]**	**9.35**

(1) US dollar denominated facility (USD27 million)
(2) Excluding capitalised transaction costs
(3) Excluding accrued interest and debt raising fees amounting to R46.0 million

KEY LENDER COVENANTS

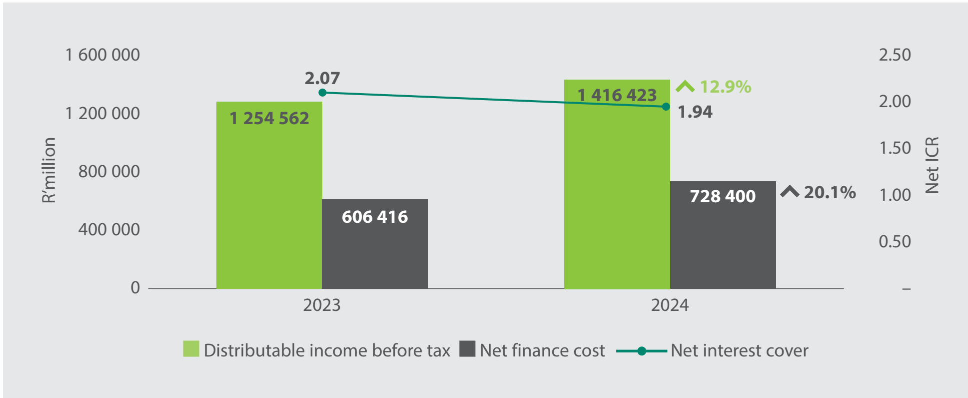
The Group's net ICR declined to 1.9 times (December 2023: 2.1 times) primarily due to higher average debt levels following the 2023 acquisition of Indluplace and further compounded by the steep rate hiking cycle, while the net debt LTV increased from 41.9% as at 31 December 2023 to 42.0% as at 31 December 2024. This excludes the fair value liability on interest rate swap derivatives of R5.7 million (December 2023: asset of R58.3 million).

At 31 December 2024, the Group complied with all lender covenants applicable to the period.

Description	Covenant requirement as at 31 December 2024	Audited year ended 31 December 2024	Covenant requirement as at 31 December 2023	Audited year ended 31 December 2023
LTV	50.0%	46.1%	50.0%	43.4%
ICR [1]	1.8x [2]	1.8x	1.75x	1.9x

(1) This is gross ICR.
(2) Interim measurement period relaxed covenant agreed with lenders for the period up to and including 31 December 2024.

NET INTEREST COVER



The Group's Corporate ICR declined in line with its strategic expansion into the residential rental property sector, which commenced with the acquisition of Indluplace in the second half of 2023. This decline was due to the increased finance costs arising from the additional debt consolidated as part of the Indluplace acquisition, coupled with rising interest rates.

The Group engaged with its lenders, who agreed to an interim adjustment of the Corporate and Transactional ICR covenants. An initial measurement period covenant was set at 1.75x and 1.5x, respectively, until 30 April 2024, which was subsequently extended to include the measurement period for 31 December 2024, with revised thresholds of 1.80x and 1.60x, respectively. This covenant has been further extended to 30 June 2025.

As mentioned elsewhere, several initiatives are underway to deleverage the balance sheet.

Sam Moodley
Chief Financial Officer

PROPERTY REVIEW

RETAIL PORTFOLIO

39.4% of South African portfolio value

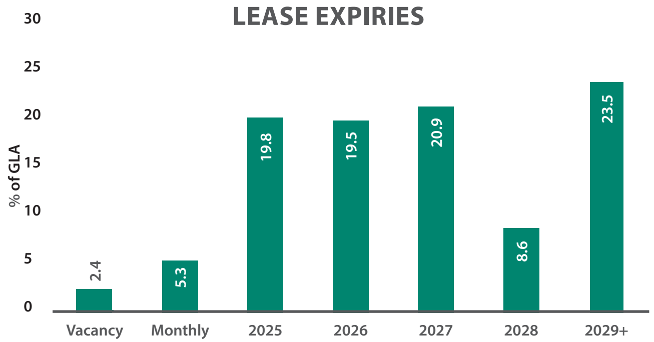
Total GLA 369 295m² and 23.3% of South African portfolio GLA

STRATEGY: Our retail portfolio focuses on convenience-orientated shopping centres, with a tenant mix that emphasises defensive categories, and particularly: groceries, food services, pharmaceutical offering, health and beauty products, household equipment and consumables.

Defensive categories comprise 63.5% of the portfolio by GLA and 63.1% by rental income

% BY MSCI TYPE BY VALUE

LEASE EXPIRIES



PERFORMANCE SYNOPSIS

Like-for-like revenue: R843.8 million, up 7.0%

Like-for-like NPI: R463.2 million, up 5.1%

Key features in 2024:

- Vacancies reduced from 2.7% to 2.4%
- National tenants increased from 66.8% to 70.4%
- Trading density growth of 6.6% year-on-year

Weighted average contractual escalation	6.1%
Arrears	3.9%
Properties (including storage)	39
Cost to revenue ratio	45.1%
Property expenses	9.3%
Portfolio value	R7.1 billion
Weighted average discount rate	14.2%
WALE	3.6 years
Rental reversions	0.5%
Vacancies by GLA	2.4%
Weighted average capitalisation rate	9.2%
Tenant retention rate	85.2%
Collections	101.2%

PROPERTY REVIEW *CONTINUED*

OUR TOP 5 PROPERTIES BY VALUE

East Point Shopping Centre

Situated in Boksburg and offers a variety retail mix of over 65 tenants.
9.4%* of traditional portfolio
Value R997 million
Size 43 830m²

Musgrave Centre

Situated in Berea, Durban and is surrounded by office towers, residential apartments and strip malls on the main arterials.
9.0%* of traditional portfolio
Value R960 million
Size 38 089m²

Springfield Value Centre

Situated in Springfield, Durban and comprises value athleisure and other clothing outlets.
6.2%* of traditional portfolio
Value R665 million
Size 20 283m²

Umlazi Mega City

Situated in Umlazi, Durban and has over 130 stores to choose from.
6.1%* of traditional portfolio
Value R645 million
Size 49 140m²

Bluff Towers

Situated in Bluff, Durban and has a variety of retail outlets and restaurants.
5.5%* of traditional portfolio
Value R568 million
Size 23 979m²

Retail national tenants occupy **70.4%** of GLA and contribute **72.6%** of retail rental income

Grocers comprise **22.2%** of retail portfolio GLA

* By GLA

PROPERTY REVIEW *CONTINUED*

OVERVIEW OF THE RETAIL PROPERTY MARKET

Industry-wide, the South African retail property market's operational metrics experienced a resurgence in 2024, marked by strong performance from listed properties and a surge in foot traffic in malls. Consumer confidence improved in the second half of the year, boosted by the newly-elected Government of National Unity, implementation of the two-pot pension and retirement funds system, lower inflation and the downward trend in interest rates. This translated into increased spending, particularly over the key shopping periods of Black Friday, the festive December period and back-to-school trading in January.

Despite local economic pressures, rental escalations, improving occupancy rates, and increasingly favourable reversions have led to solid revenue growth across the sector. However, rising municipal and utility costs well ahead of inflation and deteriorating infrastructure continue to exert pressure on net operating incomes. Additionally, there is a significant focus and expense on mitigating risks related to the decline of municipal infrastructure by installing solar power, backup power, and water systems to ensure business continuity during outages.

The limited number of new tenants in the market continues to receive attention. SA Corporate is engaged in initiatives such as The Seed Project to address this challenge. Fortunately, there continues to be a large population of national tenants with robust expansion plans, with Pep Stores' aim to open 300 stores this year, a case in point.

Refer to the ESG Report, page 19, for more information at The Seed Project.

Community and neighbourhood centres in urban, peri-urban and rural areas continue to outperform super-regional and regional centres. The outperformance of community and neighbourhood retail properties corroborates SA Corporate's view and strategy to focus on convenience-orientated shopping centres which dominate their catchment areas.

SA Corporate has made tremendous progress in developing a convenience retail portfolio with an emphasis on national tenants. In 2024, the Group achieved a convenience factor of 63% of the retail portfolio and 70% national tenant base. SA Corporate is comfortable with a national tenant mix of between 65% and 70% and will continue to focus on pursuing the convenience-related elements. Our well-located convenience centres have proven themselves resilient, as they cater to customers' essential needs with a basket of predominantly food, pharmaceuticals and other necessities.

RETAIL PORTFOLIO PERFORMANCE

The retail portfolio's like-for-like NPI grew by 5.1%. Revenue growth of 7.0% was achieved due to strong contracted rental escalations, improved utility recoveries, and financial gains realised from additional take-up of space in several of our centres. Top-line growth has unfortunately been dampened by operating expense growth of 9.3%, stemming from above-inflation municipal expenses of 12.7% and increased security costs during the national election period.

The retail portfolio performed robustly in 2024, with vacancies reducing from 2.7% to 2.4%. This was primarily aided by increased leasing efforts at Morning Glen Mall, which saw the opening of additional lifestyle and entertainment tenants and mainly national tenants at Umlazi Mega City, Willow Way Shopping Centre and Hayfields Mall.

ACQUISITIONS, DISPOSALS AND REDEVELOPMENTS

As part of the refinement of the retail portfolio to specialise in convenience-orientated shopping centres, two properties were contracted for disposal at book value, at year-end.

DISPOSALS:

CONTRACTED AND CONDITIONAL	
Description	**Sales price (R'million)**
Hotel at Cullinan Jewel Shopping Centre, Pretoria	2.7
Forest Road Design and Décor Centre 1, Johannesburg	50.0
Total	**52.7**

MORNING GLEN MALL DIFFERENTIATES ITSELF BY STAYING AT THE FOREFRONT OF RETAIL TRENDS

Consumers increasingly seek different and better experiences from shopping centres to become destinations of choice.

In 2023, Morning Glen Mall was transformed with a fresh new look, bigger retail spaces, more food outlets, a better tenant mix and improved parking facilities. Sections of the mall were repositioned to take advantage of the incredible views, with an expansive deck offering outside restaurant seating. Blueberry Beacon is a sizeable family-orientated restaurant with a high-energy play area, rides and games. Golden Tee opened a first-of-its-kind in South Africa, a state-of-the-art virtual golf simulator, a sports bar and a restaurant, and we added six padel courts.

In 2024, we upgraded our padel facilities with refurbished courts, a coffee shop, an office, bathrooms and change rooms. We also launched padel tournaments, which were very positively received. With children in mind, we added Glow 4 Events, a UV children's entertainment area with UV games, such as bow and arrow target practice, a children's version of paintball, and remote-controlled drag cars, which are all very safe and fun to do. Adults also race their drones around the facility, to everyone's delight. We also installed a jiu-jitsu gym in the lifestyle area. The mall has successfully brought something entirely different to its customers and given families a reason to come and linger.

PROPERTY REVIEW *CONTINUED*

RETAIL HIGHLIGHTS

Springfield Value Centre has experienced a particularly positive year. We brought Birkenstock into the centre to replace a tenant who was failing, and the dynamic it has brought to the centre has been very positive. They only opened in December 2024 achieved a turnover of almost R1 million that month. Crocs is also doing well at Springfield Value Centre and East Point Shopping Centre, with 33% growth in the fourth quarter of 2024 and average trade densities in the mid-R8 000 monthly. Trade remains very strong in the Athleisure category. The athletic brands of Adidas, New Balance, Nike and Under Armour at Springfield Value Centre grew by 34% in the fourth quarter of 2024. The Pick n Pay store will be replaced with a Shoprite in 2025.

We completed a comprehensive redevelopment of Coachman's Crossing in October 2023, which has been well received, attracting new tenants and an additional customer base. In 2024, the offering was enhanced with the opening of Spur in April. The reception was positive, and trading densities have grown by 59% versus the previous 12 months. In 2025, the Pick n Pay store will be replaced with a bespoke deli and butchery offering which will complement Woolworths Food.

In East Point Shopping Centre, Bounce replaces Decathlon to maintain the athleisure component in 2025.

LOOKING AHEAD

Initiatives to improve tenant mix quality through retenanting and strenghtening anchor tenants will continue in 2025.

CHECKERS EMPORIUM DELIGHTS CUSTOMERS AT MUSGRAVE CENTRE

Ster Kinekor, which occupied 2 252m² on the fourth level of Musgrave Centre, vacated the premises in January 2023. Management proactively sought interest from other tenants that would benefit the centre and Shoprite Checkers submitted an offer. Lease agreements were then concluded with Checkers Fresh X (2 565m²), Checkers Liquor (225m²), Petshop Science (138m²) and an FNB branch (341m²) to occupy this level.

The Checkers Fresh X concept, Checkers Liquor and Petshop Science stores began trading in July 2024 and the FNB branch opened in September 2024. The gross rental of the new tenant mix on level four at Musgrave Centre will increase by 70.6%.

During the last quarter of trade, the centre's turnover increased by 28.8% compared to the final quarter in 2023. The annual turnover generated at Musgrave Centre grew by 11.4% when compared to the centre's annual turnover in 2023.

The following trading categories showed strong growth in the final quarter of 2024 compared to 2023 since the opening of the Checkers brands and the FNB at Musgrave Centre:

Trading Category	Turnover growth 4th quarter 2024 vs 2023
Grocery/supermarket	89.0%
Pet stores	84.6%
Food speciality	52.3%
Homeware and interior	22.7%
Cosmetics and perfumery	14.1%
Unisex wear	10.9%
Department stores	10.5%
Pharmacy and personal care	10.0%
Restaurants/bars	7.6%

Footfall at the centre increased by 9.2% in the final quarter of 2024, compared to the 2023 final quarter.

Below is some feedback from tenants and shoppers after the Checkers Fresh X launch:

"Musgrave is going to be a huge convenient place to shop with a Checkers and Food Lover's Market offering." Shopper

"Very impressive – I will be visiting Musgrave often." Shopper

"We have seen an increase in night trade." Woolworths

"I am happy to say that, since Checkers opened, we certainly have seen an improvement in the centre." Spur Group

PROPERTY REVIEW

INDUSTRIAL PORTFOLIO

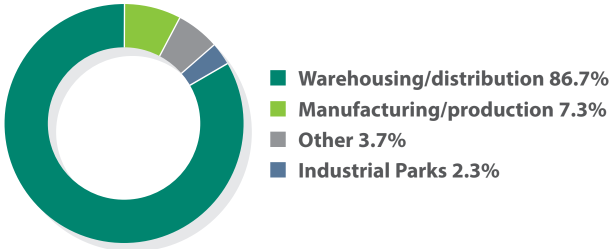
18.5% of South African portfolio value

Total GLA 375 825m² and 22.2% of South African portfolio GLA

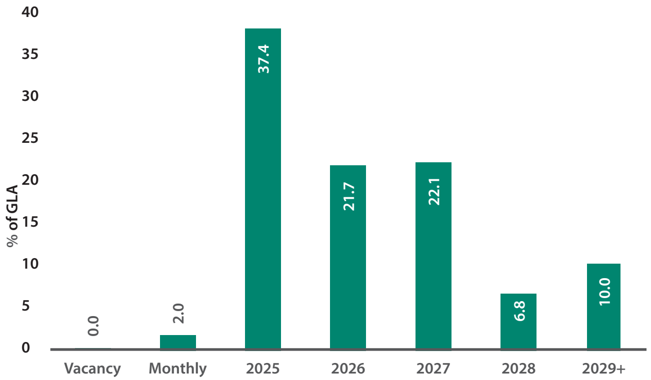
STRATEGY: Divest from lower quality properties and strengthen the remaining tenant covenant. The refinement of our industrial portfolio will be dominated by logistics facilities with strong tenant covenants.

Logistics comprises 83.3% of the portfolio by GLA, up from 82.0%

% BY MSCI TYPE BY VALUE



LEASE EXPIRIES



PERFORMANCE SYNOPSIS

Like-for-like Revenue: R415.3 million, up 6.1%

Like-for-like NPI: R296.0 million, up 7.2%

Key features in 2024:

- Strong tenant demand in key established logistic nodes
- No vacancies
- Logistics now 83.3% of the portfolio
- 96.9% tenant retention rate

R3.3 billion Portfolio value	Weighted average discount rate **14.4%**	Cost to revenue ratio **28.7%**	Arrears **1.7%**
Vacancies by GLA **0.0%**	Weighted average capitalisation rate **9.4%**	WALE **2.1** years	Property expenses **3.5%**
44 Properties	Weighted average contractual escalation **6.2%**	Tenant retention rate **96.9%**	Rental reversions **0.7%**

PROPERTY REVIEW *CONTINUED*

OUR TOP 5 PROPERTIES BY VALUE

57 Sarel Baard Crescent

Gateway Industrial Park, situated in Centurion, Pretoria.
7.0%* of traditional portfolio
Value R750 million
Size 42 144m²

Beryl Street

Situated in Jet Park, Johannesburg.
3.6%* of traditional portfolio
Value R382 million
Size 27 681m²

Tygerberg Business Park

Situated in Parow, Cape Town.
1.7%* of traditional portfolio
Value R180 million
Size 17 408m²

37 Yaldwyn Road

Situated in Jet Park, Johannesburg.
2.8%* of traditional portfolio
Value R296 million
Size 39 738m²

112 Yaldwyn Road

Situated in Jet Park, Johannesburg.
2.0%* of traditional portfolio
Value R210 million
Size 30 299m²

Cumulatively the top five properties make up **17.1%** of the portfolio

* By GLA

PROPERTY REVIEW *CONTINUED*

OVERVIEW OF THE INDUSTRIAL PROPERTY MARKET

The industrial property sector continues to hold a leading position in the South African property market, demonstrating exceptional performance characterised by low vacancy rates, good rental growth, and strong resilience amid broader economic challenges. This impressive performance is primarily fuelled by the increasing demand for e-commerce, logistics, and manufacturing, resulting in a heightened need for warehousing space.

As consumers increasingly shift towards online shopping, the demand for warehouse and distribution centre space continues to rise. In response to this trend, the Group has been refining its industrial portfolio over the past few years to focus on a high-quality logistics portfolio that offers competitive rental rates and invests in established logistics precincts. This strategic refinement has led to logistics warehousing now accounting for most of SA Corporate's total industrial portfolio. In addition, limited new supply, speculative builds, and rising construction costs have contributed to restricted stock and an upward trend in industrial rental rates. It also provides SA Corporate with a competitive advantage with the ability to offer good rentals relative to new builds.

Logistics properties now represent **83.3%** of the industrial portfolio

INDUSTRIAL PORTFOLIO PERFORMANCE

A significant portion of the industrial portfolio's leases, over 120 000m² or 32% of the total GLA, came up for renewal in 2024. Over 96% of the tenants were retained, with only three smaller properties experiencing tenant replacements. This retention rate highlights the quality of SA Corporate's industrial portfolio and the close relationships being maintained with the tenants.

Among the renewed leases, approximately 92% achieved flat to positive growth, with increases of up to 12.8%. However, 8% of the leases saw negative reversions, ranging from -1.3% to -15.3%. These declines were due to above-inflation historic escalations, resulting in a marginally positive reversion overall for the portfolio. Following a rebasing of several above-market rentals caused by these historic escalations, improved renewal reversions are anticipated in 2025.

The industrial portfolio, being primarily logistics, is largely protected from the increase in municipal costs through triple net leases. This supported favourable growth with a like-for-like NPI of 7.2%. This is supported by being fully tenanted and average lease escalations of 6.2%.

SA Corporate's industrial vacancy of 0% compares favourably with a sector-wide vacancy of 2.1% (MSCI)

ACQUISITIONS, DISPOSALS AND REDEVELOPMENTS

The Group remains committed to establishing a firm foundation for future growth. The quality of the property portfolio has been refined in recent years through the divestment of non-core properties. This included the disposal of another car dealership in the current year due to the rapidly changing automotive retail sector. The Group has largely disposed of those industrial properties identified as not meeting the criteria of a quality industrial portfolio, in line with the Group's investment strategy.

The Group is exploring redevelopment opportunities within the industrial portfolio. It has identified potential opportunities at three properties close to the N3 highway, a primary logistics route. Two smaller warehouses are being rebuilt in Pinetown.

The focus is shifting towards gearing our logistics properties to compete with new developments. To remain relevant and to secure renewals, buildings are being upgraded with the latest amenities, with the tenants' highest priorities being a stable energy supply and lowering the cost of occupation. SA Corporate has responded by rolling out several solar projects over the past three years, with systems amounting to 1 890 kWp in 2024 at six industrial properties, and a number of water tanks will be installed in 2025 to ensure the security of the water supply.

DISPOSALS:

TRANSFERRED

Description	Sales price (R'million)
155/157 Old Main Road, Pinetown	68.0
Total	**68.0**

CONTRACTED AND UNCONDITIONAL

Description	Sales price (R'million)
Portion of 11 Wankel Street, Jet Park	30.0
Total	**30.0**

LOOKING AHEAD

Despite the weak economic outlook, we expect another resilient performance from this portfolio in 2025. Tenant retention remains high, and reversions are expected to be positive and stable. Less downtime associated with retenanting is anticipated in 2025 compared with the previous year.

AFHCO PORTFOLIO

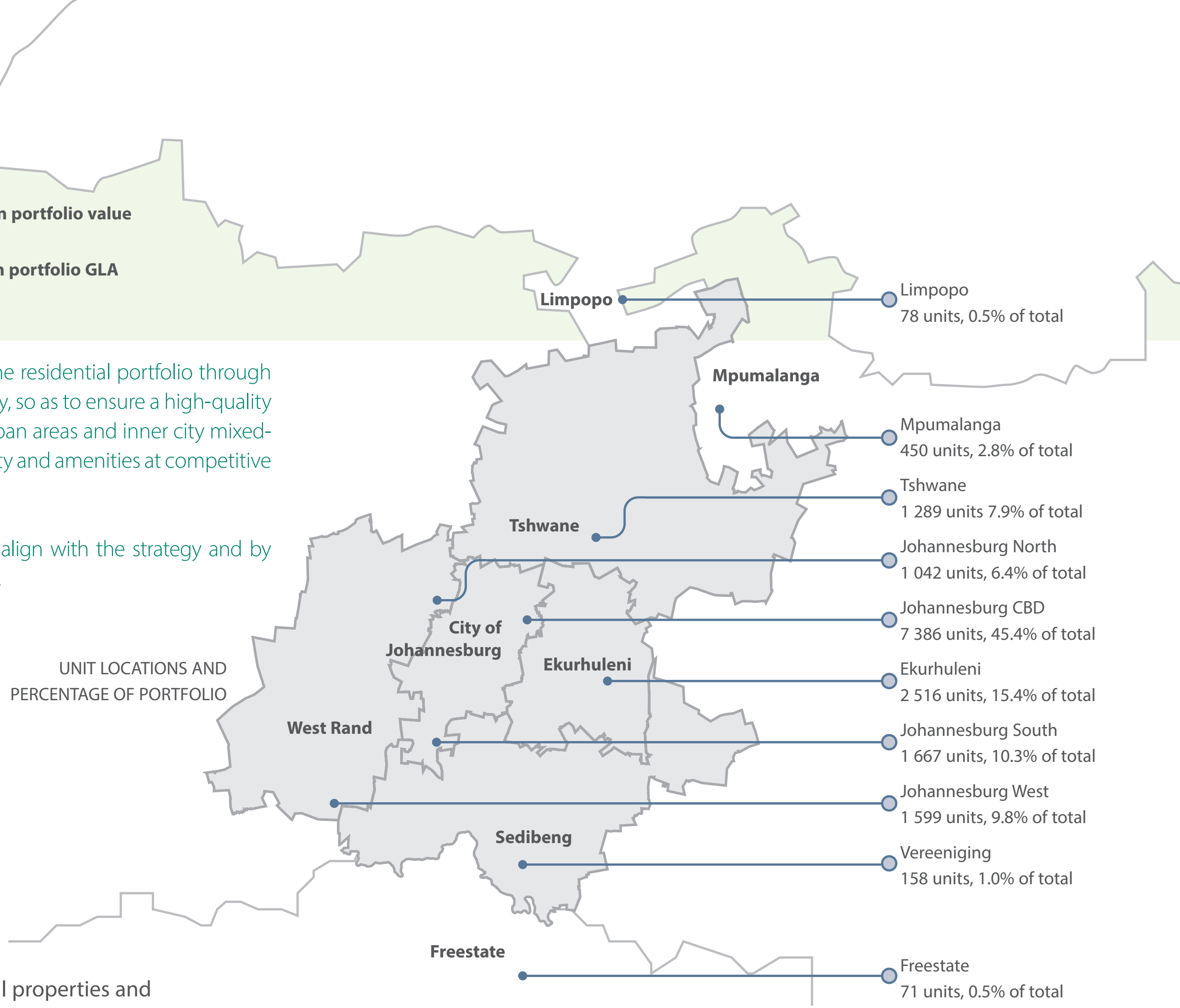
40.8%
of South African portfolio value

Total GLA 899 231m² and 53.2% of South African portfolio GLA

STRATEGY: To establish an Unlisted Residential Fund and optimise the residential portfolio through the disposal of properties not aligned to the Group's long-term strategy, so as to ensure a high-quality portfolio, sustained by a portfolio concentrated in sought-after suburban areas and inner city mixed-use precincts in close vicinity to transport nodes offering quality, security and amenities at competitive pricing.

To be be achieved through the acquisition of quality properties that align with the strategy and by enhancing existing properties through upgrades and lifestyle amenities.

UNIT LOCATIONS AND PERCENTAGE OF PORTFOLIO



PERFORMANCE SYNOPSIS

Like-for-like revenue: R688.8 million, up 6.1%

Like-for-like NPI: R314.9 million, up 7.9%

Key features in 2024:

- Afhco residential vacancies averaged 3.9%
- Afhco inner city vacancies of 2.3% at year end
- Indluplace suburban vacancies at 3.0% at year end
- Strong collections performance at 98%
- Contracted the disposal of 22 non-precinct inner city residential properties and three retail properties
- Disposal of 216 apartments in poorer quality buildings and further contracting for sale of 233 apartments

Rental reversions	Portfolio value	Weighted average contractual escalation	Weighted average capitalisation rate	Residential vacancy in units	Cost to revenue ratio	Development bulk
6.9%	R7.3 billion	6.4%	10.4%	4.1%	54.3%	5 187m²

PROPERTY REVIEW *CONTINUED*

Residential units per GLA make up 91.5% of the portfolio and retail areas 8.5%

PORTFOLIO INFORMATION

182
Total buildings

16 256
Total residential units

4 306
Total student beds

75 917m²
Total retail size

818 127m²
Total residential size

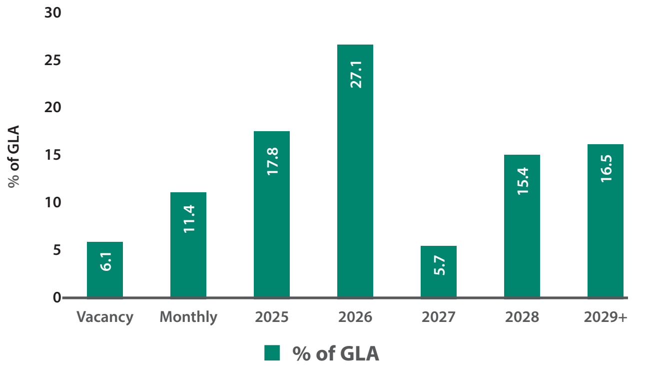
RESIDENTIAL UNIT LOCATION

INNER CITY	SUBURBAN
7 386	8 870

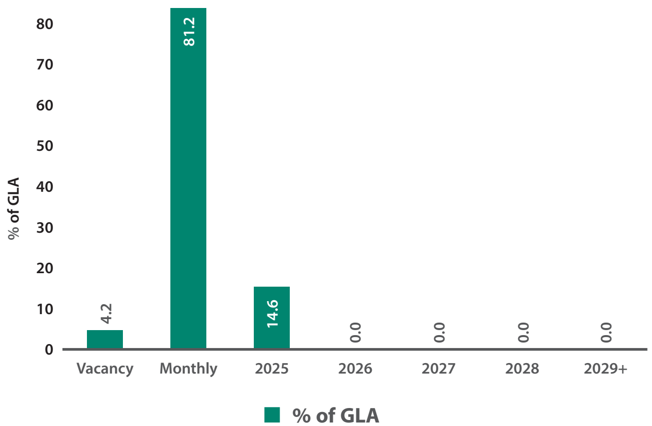
RESIDENTIAL UNIT TYPES

Room	Studio	Bachelor	1 bedroom	2 bedroom	3 bedroom	4 bedroom
806 UNITS	1 203 UNITS	2 636 UNITS	3 414 UNITS	7 207 UNITS	850 UNITS	140 UNITS

LEASE EXPIRIES - RETAIL

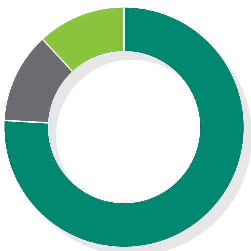


LEASE EXPIRIES - RESIDENTIAL



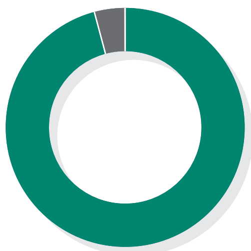
RENTAL INCOME SPLIT

PER CATEGORY



Residential 76.0%
Retail 12.0%
Student 12.0%

PER REGION



Gauteng 96.0%
Other 4.0%

% BY MSCI TYPE BY VALUE

Residential 61.5%
Residential and Retail 35.3%
Retail 2.9%
Retail & Offices 0.3%

PROPERTY REVIEW *CONTINUED*

OUR TOP 5 PROPERTIES BY VALUE

Jeppe Post Office

Situated in Johannesburg central and comprises 486 apartments and retail anchored by Boxer.
Value R338 million
Size 34 853m²
4.6%* of portfolio

South Hills Lifestyle Estate

Situated in South Hills and comprises 740 apartments.
Value R320 million
Size 31 820m²
4.4%* of portfolio

120 End Street

Situated in Doornfontein and comprises 925 apartments and retail anchored by Shoprite.
Value R292 million
Size 34 286m²
4.0%* of portfolio

Mpumelelo

Situated in Doornfontein and comprises 984 student beds and retail.
Value R294 million
Size 12 746m²
4.0%* of portfolio

Park Village

Situated in Vanderbijlpark and comprises 1 350 student apartments.
Value R259 million
Size 12 150m²
3.5%* of portfolio

Cumulatively the top five properties make up **20.5%** of the portfolio

* By GLA

PROPERTY REVIEW *CONTINUED*

INTRODUCTION

South Africa faces a housing backlog with over 2.4 million households on the National Housing Needs Register in 2023. This substantial backlog underscores a pressing demand for affordable housing solutions, presenting a significant growth opportunity in the residential rental sector while addressing critical social needs. Afhco, as a prominent property investment company specialising in affordable housing, is well-positioned to contribute to alleviating this housing shortage, particularly with a key strategy to establish an Unlisted Residential Fund.

Some 50 000 to 60 000 people find a home in our residential accommodation

It is evident in Afhco's credible 7.9% growth in like-for-like NPI, that it benefited from strong rental growth, low vacancies and collections just shy of 98%. Improved utility recoveries and savings from solar and boreholes also contributed to this result. It again illustrates Afhco's best-in-class residential property management expertise, effective promotional strategies and superior online leasing capabilities. The Group's residential portfolio now makes up 40.8% of its assets, strengthened by the acquisition of Indluplace in 2023. The Indluplace portfolio was successfully integrated during the year, with the Afhco group now operating on the same enterprise resource system. This contributed to the excellent property metrics achieved. Induplace's NPI exceeded its acquisition model by 13.5%.

Afhco is committed to offering residents in its properties a safe and secure environment enhanced by amenities for a superior lifestyle, and further progress has been made in this regard during the year.

Afhco's aim to rebalance the residential portfolio by gradually reducing the exposure to inner city properties, while increasing the weighting of the suburban portfolio, is progressing. Whilst the Indluplace acquisition has been complementary to Afhco's portfolio and strategy to own a well-diversified residential portfolio with a weighting that favours suburban estates, the acquisition introduced a significant proportion of inner city assets that Afhco plans to divest from to optimise portfolio composition. A major highlight this year has been the contracting of 22 properties for disposal, amounting to R442.3 million. Transfer of these properties is largely anticipated in the first half of 2025. Afhco's strategy to increase the weighting of the suburban portfolio will be achieved through the continued divestment of non-precinct inner city properties.

The proceeds from these disposals will be allocated toward the reduction of debt and the acquisition of a strong pipeline of high-quality suburban assets under the Fund. We are actively advancing this pipeline and exploring opportunities nationwide.

Afhco is driving its digital transformation by enhancing internal capabilities and integrating advanced property technology ("PropTech") solutions to improve operational efficiency, tenant experience, and portfolio performance. These innovations streamline sales, digital tenant onboarding, asset management, customer engagement, and operational responsiveness, enabling real-time, data-driven decision making. A key focus is the adoption of AI and expanding real-time analytics and dashboards through Business Intelligence solutions to provide deeper portfolio insights while implementing real-time utility monitoring to optimise cost management and sustainability.

The Company is also advancing its digitisation strategy through automated leasing, facilities management, AI-driven marketing, and an expanded social media presence. The rapid adoption of Afhco's mobile leasing app reflects the growing demand for seamless digital interactions, with real-time facility monitoring ensuring proactive maintenance and service reliability. Additionally, AI-powered tenant vetting and 24/7 engagement through a WhatsApp bot enhance efficiency, reinforcing Afhco's position as an innovative and responsive landlord.

The table below provides an overview of the SA Corporate residential portfolio:

	2023	2024	2024	2024
	Combined residential portfolio	**Afhco portfolio**	**Indluplace portfolio**	**Combined residential portfolio**
Number of properties	179	55	127	182
Total value	R7.3 bn	R4.2 bn	R3.1 bn	R7.3 bn
Residential units	16 353	7 484	8 772	16 256
Student beds	4 291	1 834	2 472	4 306
Residential m^2	823 351	337 516	480 611	818 127
Retail m^2	76 490	62 247	13 670	75 917
Total m^2	900 361	399 763	494 281	894 044
Residential GLA%	91.5	84.4	97.2	91.5
Retail GLA %	8.5	15.6	2.8	8.5
Inner city unit %	45	55	37	45
Suburban unit %	55	45	63	55
Inner city by GLA m^2	273 171	137 409	131 268	268 677
Suburban by GLA m^2	550 760	200 468	349 343	549 811
Inner city GLA %	33	40	27	33
Suburban GLA %	67	60	73	67

OVERVIEW OF THE RESIDENTIAL PROPERTY MARKET

South Africa's multifamily residential rental sector is establishing itself as a key asset class, driven by strong demand, stable occupancy, and resilient rental collections. Urbanisation, shifting lifestyle preferences, and a growing number of households opting to rent have fuelled steady growth in apartment rentals, creating compelling investment opportunities for institutional stakeholders. Well-managed properties continue to attract tenants, reinforcing the sector's stability and income performance.

PROPERTY REVIEW *CONTINUED*

Investor confidence is rising as the sector demonstrates financial resilience, supported by market transparency and data accessibility. Additionally, sustainability initiatives such as energy efficiency, water security, and urban regeneration are enhancing long-term asset value while contributing to local communities. With strong occupancy levels and sustained leasing activity, the sector is positioned for long-term growth, aligning with global multifamily investment trends. During 2024, the SAMRRA was formed, of which Afhco is a founding member. SAMRAA's vision is to grow the Multifamily Residential asset class by endorsing an inclusive investment grade opportunity that provides consistent and reliable risk-adjusted returns, with high impact potential.

Afhco's residential portfolio has remained resilient despite macroeconomic pressures such as high interest rates, inflation, and rising municipal costs. Strategic pricing adjustments and tenant-focused improvements have maintained strong rental demand and low vacancy levels.

The portfolio achieved like-for-like NPI growth of 7.9%, with an average vacancy rate of 3.9%. Proactive tenant management strategies have strengthened portfolio composition and ensured continued stability. The tenant churn has significantly slowed in response to new loyalty programmes, early settlement discounts, brand-building initiatives, and ongoing tenant engagement.

However, municipal infrastructure challenges, including unreliable electricity supply, water shortages, and deteriorating public services, continue to impact property operations.

In response, Afhco has implemented measures to enhance water security, assessed additional solar installations to optimise energy costs, and strengthened partnerships with inner city security initiatives to ensure safer living environments for tenants.

These strategic interventions reinforce Afhco's commitment to operational efficiency, tenant satisfaction, and long-term asset value. As urbanisation accelerates and infrastructure challenges persist, Afhco remains focused on proactive solutions, service quality, and investment in resilient infrastructure, solidifying its position as a leading provider of quality rental housing in South Africa.

RESIDENTIAL PORTFOLIO PERFORMANCE

As of 2024, residential properties comprise 91.5% of the combined Afhco and Indluplace portfolios by GLA. The suburban portfolio represents 67%, reflecting Afhco's strategic expansion into non-precinct suburban properties. Inner city assets account for the remaining 33%. Indluplace maintains a higher suburban weighting at 73%, compared to Afhco's 60%. On a unit basis, however, suburban properties make up 55% of the total portfolio, with these comprising 45% of Afhco's portfolio and 65% of Indluplace portfolio.

VACANCY AND RENTAL PERFORMANCE

Residential vacancies improved to 4.1% across the portfolio at year end, down from 4.4% at the end of the prior year. Afhco recorded a vacancy rate of only 3.0%, while Indluplace closed at a respectable 5.1%. Rental escalations on expiring leases were 3.7% and 2.1% respectively (2023: 3.9%), and Afhco has maintained stable rental escalations through strategic tenant mix optimisation, proactive marketing, and enhanced tenant experiences.

Inner city

Despite ongoing economic pressures, deteriorating infrastructure, and rising municipal costs, the inner city portfolio remains one of our strongest-performing segments, driven by sustained demand for secure, well-managed rental housing. Afhco's inner city portfolio reported a low vacancy rate of 2.3% at year-end, outperforming suburban properties at 3.8%. While Indluplace's inner city portfolio, historically more vacancy-sensitive, closed higher at 8.8% (2023: 6.3%), this was materially impacted by several properties that have been contracted for disposal at year-end and which are expected to transfer in the first half of 2025.

Infrastructure constraints, security concerns, and rising operational costs remain key challenges. In response, Afhco has strengthened security measures through expanded infrastructure and strategic partnerships, enhancing safety across its inner city portfolio. A R10.0 million contribution has been made to Jozi My Jozi for AI-enabled CCTV cameras, thereby improving the security of Afhco's properties in the Johannesburg inner city.

To improve tenant experience, attract demand, and improve retention, free, uncapped Wi-Fi is standard in inner city properties, alongside precinct upgrades aimed at revitalising urban environments. To this end, a R27.0 million investment in pedestrianising Davies Street to provide a urban park central to the 120 End Street precinct of properties is to be completed by the end of May 2025. Once completed, the park will include a fully paved road and sidewalks, along with planters, trees and shrubs, seating, and lighting, all for the use and enjoyment of residents and visitors in the vicinity. Free public Wi-Fi will also be made available.

Afhco contributed R10 million to Jozi My Jozi in 2024 for the rollout of a significant number state-of-the-art security cameras throughout the inner city. This is regarded as a key initiative for the inner city's success going forward.

PROPERTY REVIEW *CONTINUED*

Realising the importance that a well-balanced and healthy lifestyle plays in our everyday lives, a gym has been acquired to provide a well-equipped and affordable fitness experience primarily for Afhco residents. Aptly named "Movers Gym", Afhco encourages tenants to "move" and stay active.

Recognising the growing need for energy resilience, backup power solutions have been reinforced to ensure uninterrupted essential services during loadshedding. Additionally, real-time utility monitoring has been implemented to gain deeper insights into consumption patterns, enabling proactive issue resolution. Water security has also become a critical focus, with measures in place to mitigate disruptions caused by declining municipal reliability.

Suburban

The suburban portfolio continues to benefit from stable demand, bolstered by more reliable infrastructure, lifestyle amenities, and affordability compared to homeownership costs. Afhco's suburban vacancy rate at year-end is low at 3.8%, while the Indluplace suburban portfolio had average vacancies of 3.0% during 2024 and ended the year at 3.0%.

This strong demand reflects the appeal of our well-located properties, which offer excellent value for money in sought-after suburban areas. Our developments provide tenants with convenient access to shopping centres, schools, healthcare facilities, and key transport routes, ensuring a high quality of life at an affordable rental price point. These factors continue to drive sustained interest and strong occupancy across our suburban portfolio.

However, select properties face municipal infrastructure challenges, including recurring water and electricity outages in South Hills, thereby impacting occupancy levels. To counteract failing electricity infrastructure in South Hills - home to one of the group's key assets - Afhco successfully implemented a near-off-grid solar PV solution towards the end of 2024, which has been performing well since commissioning. This initiative has enhanced the value proposition for tenants, leading to a significant improvement in occupancy levels in the short term, with vacancies at 5.7% at year-end, having averaged 9.2% between January and November 2024. Additional properties have been identified for solar PV, with further near off-grid solar solutions under consideration to enhance energy resilience across the portfolio.

Student accommodation

Student accommodation has similar challenges with municipal infrastructure while also facing ongoing challenges with the National Student Financial Aid Scheme's ("NSFAS") administration. Typical challenges include new accreditation and accommodation grading standards that are applied on an ad hoc basis, the classification of properties between metro and non-metro with a different rental capping applicable to each, students being defunded after having been provisionally funded, slow payments in general, or no payments for selected students. These issues have introduced a significant level of uncertainty in the operating environment. Afhco is a member of the Private Student Housing Association, which continuously engages with the NSFAS, the Department of Higher Education ("DHET"), and Universities, in respect of all matters relating to student accommodation, to ensure that the asset class is well represented and managed.

Margins have also come under pressure as the DHET and students themselves require more services to be provided by landlords.

> The Afhco/Indluplace portfolio accommodates some 4 306 students

Despite the challenges, student accommodation remains an appealing asset class, with the reported shortage of accommodation only getting worse each year.

The Group's student accommodation portfolio continues to perform strongly, achieving an average occupancy of approximately 95% and 97.5% collections in 2024, on the back of active engagement with students, including Afhco's Mentorship Programme, activity participation, and rewards programme.

Afhco benefitted from the increased rental cap assigned to metro areas in 2024, whereas Indluplace was negatively impacted by its student portfolio located in Vanderbijlpark being classified as "non-metro". This classification has been challenged by the Vaal Student Landlords Association ("VASLAS"), of which Afhco/Indluplace is a member, but it has also been challenged by the Vaal University of Technology and North-West University, both having their residences classified as "non-metro", with their objections being approved by NSFAS. VASLAS' objection was upheld in early 2025, with VASLAS members' properties being granted metro status for 2025. VASLAS continues to challenge the classification for 2024 and awaits this outcome.

To ensure that the student portfolio continues to perform well under an increasingly difficult operating environment, four properties have been fitted with boreholes and the remaining two will have boreholes installed in the first quarter of 2025, thereby reducing water costs significantly. The solar PV systems installed in the Indluplace student portfolio will be assessed for an upgrade to provide more power from PV, and other initiatives are also underway to reduce municipal costs further on this portfolio.

OVERVIEW OF THE RETAIL/COMMERCIAL PROPERTY MARKET

Retail/commercial property comprises 8.5% of the Afhco portfolio by GLA, which equates to 81 104m^2, but is set to decrease with the disposal of most of Indluplace's mixed-use properties in Hillbrow and the inner city in due course, a significant number of which were already contracted at year-end.

Retail has continued to perform well. The growing population density in the inner city ensures strong trading conditions for national grocers and sustained demand for space. The retail portfolio vacancies still reflect the appeal of quality spaces in high-density areas. Vacancies in the Afhco retail portfolio remained largely flat, increasing marginally from 4.4% to 5.0%, while efforts to reduce vacancies in the Indluplace portfolio, currently at 10.4%, are ongoing. Approximately 86% of the Indluplace vacancies are in buildings that have already been contracted for disposal in 2024, and which are expected to transfer in the first half of 2025.

Rental reversions have improved during the year, ending at 6.9%.

Acquisitions, disposals and developments

The divestment of non-core properties, aligned with the Group's strategy to establish a best-in-class residential portfolio, focused on inner city precincts and suburban estates, accelerated significantly in the current period. A total of R442.3 million worth of non-core assets, totalling 22 properties, and primarily located in Johannesburg's inner city and Hillbrow, have been contracted for sale, with more than half already unconditional. In 2025, there will be a strong focus on finalising the remaining disposals of the Indluplace inner city assets that do not meet our investment criteria.

PROPERTY REVIEW *CONTINUED*

Along with its plan to establish the Fund, Afhco is enhancing its strategy by increasing the proportion of suburban apartments in the portfolio. This involves selling inner city properties that do not align with its requirements.

Regarding sectional title apartment sales, management has identified 3 427 apartments totalling R1.165 billion that can be sold at significant premiums to their valuations. A total of 216 sectional title apartments and one retail section at Bridgeport were transferred in 2024 at a disposal value of R86.9 million, a weighted average exit yield of 7.1%, and a premium of 22.0% to the last valuation. A further 233 apartments have been contracted at a value of R109.3 million and are expected to transfer during the first half of 2025. Afhco is in particular targeting prospective first-time homeowners who benefit from the government's First Home Finance Subsidy Programme, which favours the low historical cost homes being sold by Afhco where the subsidy represents about 30% of the purchase price.

A top-performing residential sales manager with 23 years of experience has been recruited to lead a team of 35 sales agents incentivised on success and supported by a state-of-the-art online sales process. In addition, Afhco has introduced programmes to increase the pool of qualifying buyers with pension-backed home loans and by facilitating in certain instances the financing of the portion of the purchase consideration not funded by banks. It is estimated that an unlock of value of about R233.0 million above current valuation in respect of the sale of the largely ex-Indluplace apartments into the retail market will be achieved over the next three years, in addition to the Indluplace acquisition discount to NAV realised of 48.8%.

Three inner city retail and commercial properties, Chapel Court, Danina, and Multi Glass, were contracted at disposal values of R38.0 million, R10.8 million and R3.6 million respectively, which transfers have been impeded by municipal clearance issues, but which are expected to be resolved in 2025.

TRANSFERRED	
Description	**Sales price (R'million)**
Residential apartments	86.9
Total	**86.9**
CONTRACTED AND UNCONDITIONAL DISPOSALS	
Description	**Sales price (R'million)**
Frail care section of La Vie Nouvelle, Broadacres	28.0
Villakazi, Johannesburg	1.1
No. One Eloff, Johannesburg	42.0
Pomegranate, Johannesburg	8.2
Empire Gardens, Johannesburg	19.5
Balnagask, Johannesburg	46.7
Monsmeg, Johannesburg	9.0
The Sentinel, Johannesburg	73.3
Geraldine Court, Johannesburg	14.0
Bree Street Retail, Johannesburg	14.9
Arvin Court, Johannesburg	2.8
Midhill Gardens, Johannesburg	21.5
Northways, Johannesburg	8.9
Sefton Court, Johannesburg	12.5
Sue Mark Court, Johannesburg	10.4
320 Bree Street, Johannesburg	8.0
Curzon Court, Johannesburg	6.5
Morgenster, Johannesburg	8.7
Park Mews, Johannesburg	10.5
Seswick Court, Johannesburg	5.7
Beacon Royal, Johannesburg	4.0
Chapel Court, Johannesburg	38.0
Residential apartments	61.1
Total	**455.3**

CONTRACTED AND CONDITIONAL DISPOSALS	
Description	**Sales price (R'million)**
Danina, Johannesburg	10.8
Multi Glass, Johannesburg	3.6
Parnon Court, Bloemfontein	26.5
Kings Ransom, Johannesburg	87.6
Residential apartments	48.2
Total	**176.7**
GRAND TOTAL	**632.0**

LOOKING AHEAD

With an established record in affordable and more affluent residential rentals, social housing, student accommodation, and valuable retail exposure, Afhco continues to be a key player in the residential sector. Its substantial and diversified portfolio, combined with its managerial expertise, creates a strong platform for sustainable growth in the future.

The outlook is expected to remain strong throughout 2025, with occupation levels remaining high and residential rental increases expected to continue their positive trend and to increase by approximately inflation. Afhco is also in a unique position as interest rates decline, because it sells apartments in so many buildings, it can offer interested tenants first choice to buy at a decent price, being a very attractive proposition.

PROPERTY REVIEW *CONTINUED*

CASE STUDY

SOUTH HILLS LIFESTYLE ESTATE IS GOING OFF-GRID

Afhco's South Hills Lifestyle Estate offers a unique estate living experience, 15 minutes from Johannesburg CBD and conveniently located near major transport nodes, schools and shopping centres.

Providing the essential infrastructure for remote work, along with valuable amenities, remains a critical factor in attracting the right tenants. Afhco has strategically invested in its amenity upgrade programme in this estate to uphold its desirable brand. Significant enhancements were made in the past two years to the courtyards and sports fields. Trees, plants, lighting, and children's facilities have been introduced, and three multi-purpose synthetic sports fields have been installed, accommodating soccer, basketball, and cricket, with fencing around the fields and solar lighting for evening use.

In 2024, Afhco installed a 720 kWp solar PV solution for power with 1 230 solar panels. It represents what we believe to be the first affordable residential suburban estate with "off-grid" capability. This unique initiative brings clean, renewable energy to residents while minimising the estate's carbon footprint. The solar PV system not only offers an eco-friendly power solution but also supports energy resilience for the community, setting a new standard for affordable housing developments focused on sustainability and economic efficiency.

These initiatives have significantly enhanced the lifestyle of tenants, leading to higher occupancy levels.

CASE STUDY

EXCELLENT OCCUPANCY AT HIGHVELD VIEW MAKES THEM A SEGMENT LEADER

Highveld View is a vital asset in our property portfolio and has delivered outstanding results in 2024. Located in Witbank, Mpumalanga, this 450-unit residential complex of two-bedroom apartments highlights the resilience and consistency that define our investment approach.

The property achieved an average vacancy rate of just 0.4% throughout 2024. This near-full occupancy reflects Highveld View's strong market appeal and the success of our leasing efforts. Tenant retention has been equally impressive, with churn averaging less than 2.9% per month.

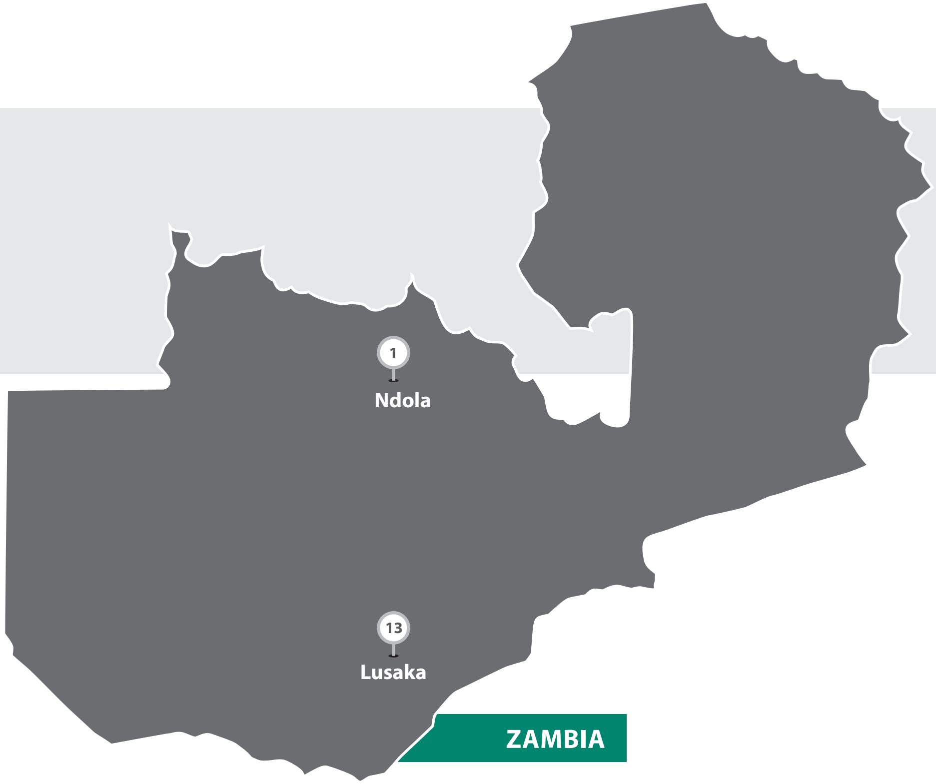
It has achieved rental increases that outpace the Group's solid performance, showcasing our ability to enhance revenue while keeping tenants satisfied. This exceptional performance underscores the property's strength as a revenue driver. Collections have been equally exceptional, averaging 99.1% for the year. This near-perfect collection rate highlights the reliability of our tenant vetting and the efficiency of our operational processes, ensuring steady cash flow.

Cost management has also played a key role in Highveld View's success. The property maintained a healthy cost-to-income ratio, reflecting disciplined oversight and strategic resource use. These efforts have bolstered profitability, delivering dependable returns.

PROPERTY REVIEW *CONTINUED*

ZAMBIA PORTFOLIO

Investment in direct and listed property valued at
R1.9 billion



STRATEGY: To create a platform to unlock future liquidity.

PERFORMANCE SYNOPSIS

JV Distributable income: USD3.3 million, up 2.9%

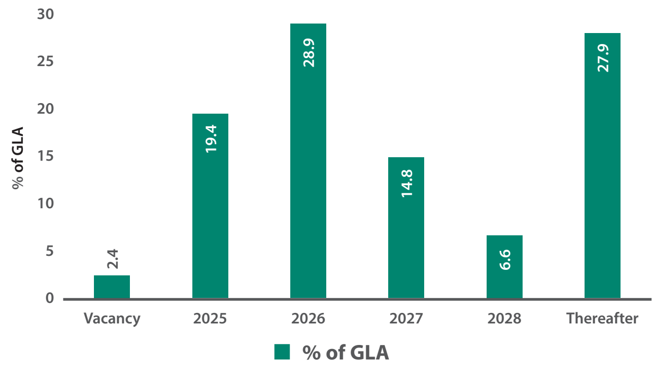
NPI: USD0.2 million, down 2.3%

Key features in 2024:

- Completed the transfer of Jacaranda Mall, Lewanika Mall and Acacia Office Park into the Lusaka Securities Exchange listed REIZ.
- SA Corporate now has an effective 29.53% shareholding in REIZ.

R1.9 billion	14	Total GLA
Portfolio value	Properties	156 745m²

LEASE EXPIRIES: EAST PARK MALL



EAST PARK MALL

Value	Size	% of portfolio	Vacancy	Rental escalation (USD)	Retention rate of expiring leases	Rental reversion (USD)
USD$129.7 million*	68 520m²	42%	2.4%	2.8%	100%	0.4%

*100% of value

PROPERTY REVIEW *CONTINUED*

OVERVIEW OF THE ZAMBIAN MARKET

The Zambian economy faced headwinds in 2024, primarily due to a severe El Niño-induced drought. Inflation remained elevated, driven by the persistent depreciation of the Kwacha against major currencies and rising food and energy prices, ultimately impacting disposable incomes and consumer spending. As a consequence of these challenges, the property sector, particularly the retail sector, has recorded flat to marginally positive growth, with revenue and capital growth remaining just below the inflation rate.

The JV holds a controlling interest in REIZ, a property company listed in Lusaka, which officially obtained REIT status in May 2024. A significant highlight and milestone achieved this year was the series of acquisitions by REIZ, which included the transfer of the Acacia Office Park and Jacaranda Mall out of the JV and the acquisition of Lewanika Mall. As a result of its newly acquired REIT status, the 12.5% property revenue tax that was previously levied on gross rentals for properties has been eliminated. This has led to substantial savings, especially considering that the property revenue tax in Zambia has now increased from 12.5% to 16% on all rental income generated from properties. The largest property held by the JV, the nearly 70 000m^2 dominant East Park Mall, will be the last to be exchanged for shares in REIZ, with completion expected in the second quarter of next year, creating a further tax benefit of substantial value for the JV.

Ultimately, the aim is for REIZ to be not only the pre-eminent property company in Zambia but also the foremost listed company on the Lusaka Securities Exchange. To achieve this, management plans to increase the size and scale of operations to attract further foreign investment and enhance the liquidity of the shares.

OUR TOP 5 PROPERTIES

East Park Mall

The mall is conveniently located within Lusaka's new CBD area, making it the perfect destination for business lunches, last-minute gifting, weekly grocery shopping, after-work cocktails and much more.

Jacaranda Mall

Situated at the entrance to Ndola, Jacaranda Mall is one of Ndola's primary convenience retail offerings. With its diverse range of stores, restaurants and businesses, it attracts shoppers from all over the city and further afield.

Arcades Mall

Arcades Mall has been refurbished with more shops and plenty of parking space. Right next to East Park Mall, it essentially becomes one precinct.

Acacia Office Park

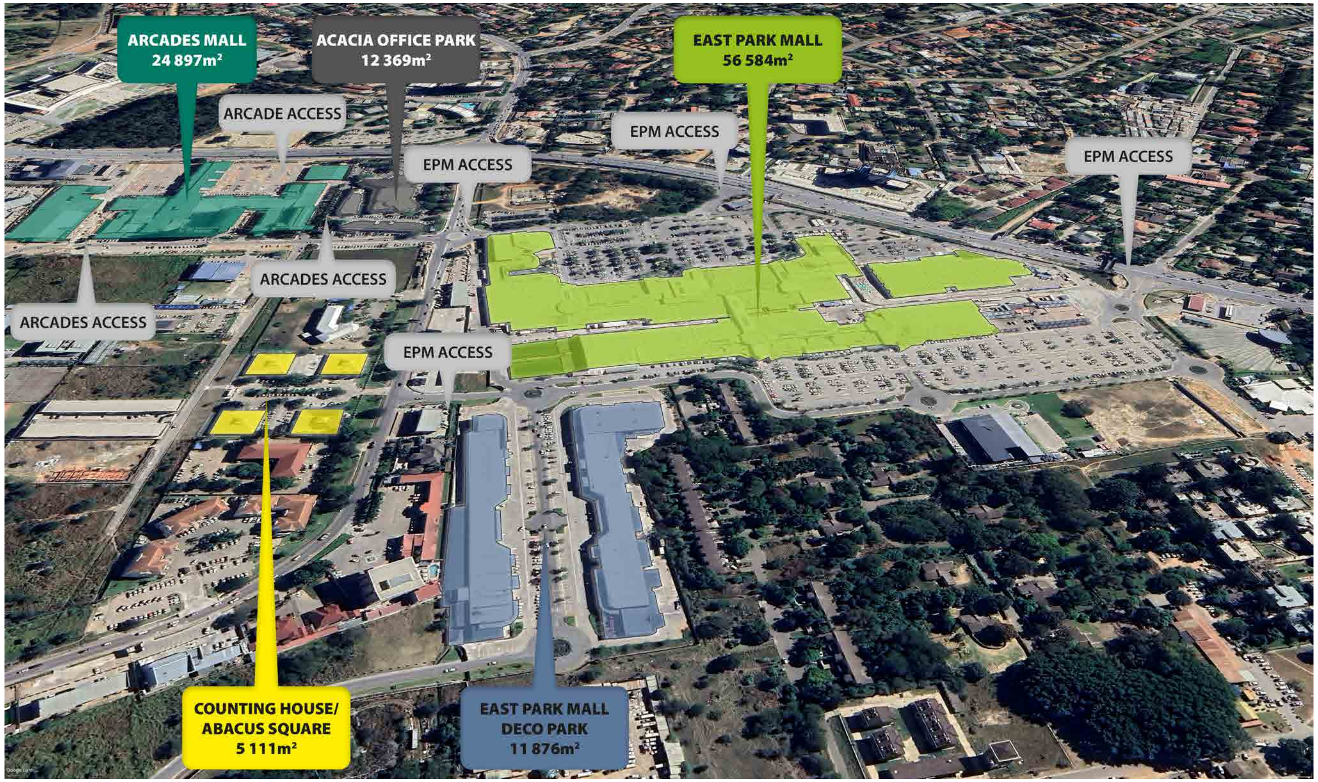
Acacia Office Park is conveniently located in the center of Lusaka's burgeoning new CBD. It benefits from excellent access to Kenneth Kaunda Airport and internationally recognised Protea and Radisson Blu Hotels.

Lewanika Mall

From fashion to groceries, dining, and more—for all the shoppers' retail and entertainment needs - right in the heart of Woodlands, Lusaka.

With increased scale and capital, REIZ could pursue further acquisitions both domestically and across the rest of Africa.

PROPERTY REVIEW *CONTINUED*



OPERATIONAL RESULTS

Distributable income from the Zambian JV grew by 2.9% year-on-year in US dollar terms, attributed to strong operational performance complemented by the mitigation of property revenue tax on assets transferred to REIZ in the second half of the year.

Vacancies at the flagship East Park Mall, although slightly up from the previous year, were contained at 2.4% by year-end, alongside positive rental reversions and escalations reported during the financial year. As a consequence of slightly higher vacancies resulting from the eviction of tenants who were in arrears, NPI decreased by 1.7% year-on-year, however these tenants are now being replaced with quality tenants.

The return of employees to offices has resulted in a zero percent vacancy rate at Acacia Office Park, with strong rental growth, positive escalations and renewal reversions. Jacaranda Mall continues to suffer higher vacancies in the outlying mining area.

The depreciation of the Zambian Kwacha against the US dollar remains a challenge for tenants, who prefer to contract leases in domestic currency rather than in US dollars. However, this risk has largely been mitigated by the fact that most tenant leases remain linked to the US dollar.

NPI for the properties held by REIZ has declined, primarily due to the downtime associated with the redevelopment of Arcades Mall. Vacancy in this portfolio is expected to significantly decrease by June 2025, following the completion of the redevelopment and the letting of the newly developed space. Arcades Mall is adjacent to East Park Mall and one of the key reasons for the REIZ acquisition, as it allows for the creation of an almost 100 000m^2 retail complex, which will connect with a walk bridge and a widened road, and offer a powerful shopping precinct.

OUTLOOK

An economic rebound is expected in 2025, driven by improvements in mining output and higher copper prices, as well as improved agricultural performance.

The focus for 2025 will be for REIZ to complete the acquisition of East Park Mall by June 2025. This will enable further savings in the form of the elimination of property revenue tax of now 16% on rental income. Vacancies at Arcades Mall are forecast to reduce significantly, which will boost rental income and rental growth for the year. Vacancy for the overall portfolio should reduce compared to the 2024 fiscal period, with positive rental escalations and rental reversions expected to persist. REIZ may undertake minor divestitures if the right opportunities present themselves.

REMUNERATION REPORT

THE REMUNERATION COMMITTEE ("RC") IS PLEASED TO SUBMIT ITS REPORT FOR THE YEAR ENDED 31 DECEMBER 2024.

BACKGROUND STATEMENT

SA Corporate believes that fair and responsible executive remuneration that is closely aligned with the interests of stakeholders, as well as being equitable with overall employee remuneration, is a vital component of sustainable value creation. SA Corporate's Remuneration Policy has been developed and approved with these objectives in mind. SA Corporate maintains disciplined adherence to the Remuneration Policy which sets clear targets and benchmarks for performance. The annual remuneration outcomes are comprehensively and transparently disclosed, and we invite robust engagement with shareholders to ensure the alignment of our practices with shareholders' interests.

OUTCOME OF THE MOST RECENT SHAREHOLDERS' VOTE ON THE REMUNERATION POLICY AND ITS IMPLEMENTATION

SA Corporate's remuneration practices were supported by shareholders through a non-binding advisory vote at the last AGM held on 6 June 2024 on the following basis:	
Endorsement of the Remuneration Policy	88.3%
Endorsement of the implementation report	88.3%

SA Corporate is pleased with the outcome of the remuneration vote from its most recent AGM. After broad engagement and significant efforts to enhance its remuneration practices and disclosure in recent years, this vote indicated continued shareholder endorsement.

The RC remains committed to remuneration reporting that is comprehensive, balanced and transparent, and to adequately aligning compensation with performance and shareholder value creation.

INTERNAL AND EXTERNAL FACTORS THAT INFLUENCE REMUNERATION

The South African economy remains characterised by muted growth, constrained household consumption, loadshedding and high levels of unemployment, creating a challenging environment for achieving the performance objectives set for our employees and executives. These developments have also been considered in setting the performance objectives for 2025. Despite high unemployment, certain skills are scarce in the South African economy, which must be considered when deliberating total remuneration and employee retention.

More information on the operating environment is available in the Chief Executive Officer's Review on page 36.

THE RC

The RC assists the Board in setting the Company's Remuneration Policy and the directors' remuneration. The RC comprises of three independent non-executive directors, Adv OR Mosetlhi (Chairman), Mr MA Moloto and Ms SS Mafoyane. All three members have a wealth of operational and remuneration experience.

The RC operates under formal terms of reference and within the scope of the Company's Remuneration Policy, as delegated by the Board. The RC met three times during the reporting period and confirms that it has discharged its functions and complied with its terms of reference for the year ended 31 December 2024.

Further details are provided in the Corporate Governance section of this report on pages 29 to 33.

KEY ACTIVITIES AND DECISIONS OF THE RC

Remuneration governance	• Considered whether the outcomes of the remuneration policy achieved the set objectives • Considered whether the current mix of variable and fixed pay and the various pay elements continue to meet the Company's objectives • Ensured alignment between executive remuneration and shareholders' returns • Formulated and initiated development plans for executives and senior management • Considered and approved the 2023 Remuneration Report • Ensured that the remuneration policy and implementation report was put to a non-binding advisory vote at the AGM
Remuneration increases	• Considered the overall cost of remuneration within the Company and approved an annual increase for employees • Assessed business and executive management performance for 2023 and approved annual increases for executive directors • Approved the 2024 business and executive management performance scorecards • Considered any risks to the retention of key employees
Short-term incentives ("STIs")	• Approved the 2024 STIs in respect of the 2023 financial year
Long-term incentives ("LTIs")	• Approved the award of the 2024 LTIs that will vest in 2027
Vesting of existing incentives	• Considered the performance against vesting requirements of LTIs and approved the percentage vesting of the LTIs issued in 2021
Non-executive director remuneration	• Considered non-executive director remuneration relative to benchmarks and recommended non-executive director fee increases for 2024

REMUNERATION REPORT *CONTINUED*

REMUNERATION POLICY

The Remuneration Policy referred to hereunder is in respect of SA Corporate employees employed by Manco and is also applicable to the Managing Director and senior managers of Afhco. The remuneration of all employees, including those employed by Afhco, is reviewed periodically to ensure that the salaries and benefits remain market-related. The RC utilises independent and objective remuneration consultants to facilitate this review as well as to review the Remuneration Policy.

No amendments were made to the Remuneration Policy in the current year.

Refer to the Remuneration Policy on our website at https://www.sacorporatefund.co.za/index.php/about-us/corporate-governance#moi-charters-policies-and-checklists

The RC approved the following in respect of remuneration for 2024:

- Salary increases of up to 5.8%.
- STIs were paid in respect of the 2023 financial year in accordance with the incentive threshold achieved.
- LTIs were issued in accordance with the rules of the plan.

IN CONCLUSION

The RC is satisfied that it has successfully responded to shareholder remuneration expectations for the year under review

The Company's Remuneration Policy and implementation report will be presented to shareholders at the next AGM for a non-binding advisory vote. Should 25% or more of shareholders vote against one or both non-binding resolutions, SA Corporate undertakes to engage with the dissenting shareholder(s) to ascertain their concerns. Details of these engagements and steps taken to address reasonable concerns will be disclosed in the next Remuneration Report.

The RC is satisfied that the objectives of the Remuneration Policy were achieved in the current year, without material deviation. We will nevertheless continue to review and streamline our policy and practices to ensure fair and competitive remuneration that allows SA Corporate to attract and retain the right calibre of human capital to achieve our objectives.

Adv OR Mosetlhi
Chairman of the RC

OVERVIEW OF REMUNERATION POLICY AND PHILOSOPHY

The Remuneration Policy outlines steps to achieve SA Corporate's remuneration objectives.

SA CORPORATE'S STRATEGIC INTENT AND OBJECTIVES

INPUTS	HR ACTIVITIES	OUTPUTS
Remuneration Incentives Conducive work environment Nimble entrepreneurial culture Employee wellbeing programme Talent assessments Filling of critical vacancies	Attract Employ Develop Incentivise Retain	Employee retention and succession Skilled and engaged employees Employee wellbeing and satisfaction Superior business performance

REMUNERATION CONSIDERATIONS

SA Corporate is committed to transparent and easy-to-understand policies that emphasise superior individual and team performance and drive sustainable long-term growth in distributions, aligned with the strategy of the business.

Accordingly, the aim is to position total guaranteed packages initially towards the median of "the market" and ultimately at the median, with superior/stretch performance by employees enabling total remuneration to exceed the median level.

The remuneration of executives and senior managers is based on four core principles, namely:

1. Sustainable value creation through fair and responsible remuneration linked to sustained performance
2. Appropriate pay mix between fixed and variable pay, both short- and long-term
3. Transparent alignment of remuneration with strategy, pay policies, cost and performance
4. Regular periodic review and independent benchmarking

REMUNERATION REPORT *CONTINUED*

FAIR AND RESPONSIBLE REMUNERATION

All aspects of remuneration are defined and implemented to realise the principle of fair and responsible remuneration across the Group. Employees are evaluated according to skills, experience and seniority and appropriate remuneration is determined and benchmarked against market-related criteria. The RC continuously assesses internal pay levels to ensure alignment with the principle of equal pay for equal work, as well as the reasonableness of differentiated remuneration by pay grade. Any unjustifiable remuneration disparities are addressed.

EXECUTIVE REMUNERATION BENCHMARKS

Remuneration is benchmarked every three years. The most relevant comparator group to benchmark against is the SA Listed Property Index ("SAPY"). Companies with significant foreign exposure are excluded from the comparator group. Within the remaining index, companies are sized according to EBITDA, total assets, turnover and market capitalisation. From this, a group of companies are selected that are similar in size to SA Corporate.

The RC was satisfied with the Group's remuneration benchmarking process.

REMUNERATION COMPARATOR GROUP SELECTION PROCESS

COMPANIES LISTED ON THE JSE

SA PROPERTY INDEX

COMPANIES WITH INSIGNIFICANT FOREIGN EXPOSURE

COMPARATOR GROUP

Based on companies of similar size, EBITDA, total assets, turnover and market capitlisation

COMPONENTS OF REMUNERATION

The Company follows a total cost-to-company approach to structure remuneration for all employees, comprising a guaranteed remuneration component to facilitate financial security, together with variable components to promote superior performance.

TYPES OF REMUNERATION COMPONENTS IMPLEMENTED

Total-cost-to-company	Includes guaranteed and variable remuneration	Total guaranteed pay	Base salary Benefits
		Variable pay	STI Plan LTI Plan

The table below summarises the elements of executive and senior management's remuneration which have been applied since the first approval of the Remuneration Policy in May 2014. SA Corporate does not have any Prescribed Officers.

	Elements of remuneration	Purpose	Description
FIXED	Total guaranteed pay ("TGP")	Ensures that employees are compensated at market-related values that form the basis of the Group's ability to attract and retain the desired/ appropriate skills and experience	TGP represents the base salary and all benefits, including, inter alia, medical aid, pension contributions, and life and disability benefits cover.
VARIABLE	STI Plan	Creates a performance culture that rewards employees for achieving strong results, measured on an annual basis against predetermined targets	All employees are eligible to receive an annual STI paid in cash, which is based on the achievement of predetermined key performance areas. Business scorecard components utilised to determine the STI: • Financial measures 75% • Non-financial measures 25% • To qualify for STIs the business must achieve a minimum score of 50% and in addition, each participant must also achieve a minimum score of 50%

The basis used to determine the STI is depicted below:

Annual TGP	Target incentive per role	Business performance			Personal performance			Total STI
		Performance	Score	Multiplier	Performance	Score	Multiplier	
Employee's TGP	CEO - 75% CFO - 50% COO - 50% HCF - 50%	Stretch	5/5	150%	Stretch	5/5	150%	Annual TGP x target incentive % x business multiplier % x personal multiplier % = Total STI
		On-target	3/5	100%	On-target	3/5	100%	
		Threshold	2.5/5	50%	Threshold	2.5/5	50%	

*Business multiplier % x personal multiplier % is capped at a maximum of 200%

The basis used to determine the LTIs is depicted below:

LTI Plan	Aligns participants with the interests of shareholders to drive long-term sustained performance and retain key employees	Executives and selected senior management are eligible to receive LTIs. SA Corporate's LTIs are provided in the form of a Forfeitable Share Plan (FSP). Under the FSP, participants will annually receive an award of shares that are subject to forfeiture and disposal restrictions until the vesting date. An overview of the FSP is provided below.

REMUNERATION REPORT *CONTINUED*

LTI PLAN

FORFEITABLE SHARE PLAN ("FSP")

The basis used to determine the LTI is depicted below:	
Purpose and operation	The FSP aligns participants closely with shareholders' interests through the award of two (previously three) types of instruments: Performance Shares, the vesting of which are subject to predetermined performance metrics ("Performance Conditions") and continued employment ("Employment Condition"), and which are intended to be used primarily as an incentive to participants to deliver the Group's business strategy over the long term through the selection of appropriate and stretch Performance Conditions. Retention Shares, the vesting of which are subject to the Employment Condition, and which are aimed at retention in specific ad hoc circumstances where it is in SA Corporate's and shareholders' strategic and financial interests that a specific individual is retained.
On-target award levels	In the case of the CEO, the annual on-target LTI level is between 100% and 125% of TGP (as determined by the RC) and 75% of TGP for the CFO, COO and HCF.
Performance measures for the vesting of shares	• The Performance Conditions for the vesting of FSP shares ("FSPs") were amended in 2020. • The results of the conditions for vesting of the FSPs awarded in 2021, which vested on 19 June 2024, are discussed on page 79 of the implementation report. • For the FSPs awarded in 2024, the vesting conditions are:

			Performance levels			Vesting date
Key Performance Measure	**Measure**	**Weight**	**Threshold 30% vesting**	**Target 60% vesting**	**Stretch 100% vesting**	
Financial (90% weighting)	Absolute Total Return (TR)[1]	30%	Risk-free Rate[4] plus 3%	Risk-free Rate[4] plus 4%	Risk-free rate[4] plus 5%	17 June 2027
	Relative Total Return FTSE/JSE SA REIT Index[3] (percentile)	30%	50th percentile	60th percentile	75th percentile	17 June 2027
	Relative Total Shareholder Return (TSR)[2] FTSE/JSE SA REIT Index[3] (percentile)	30%	50th percentile	60th percentile	75th percentile	17 June 2027
Non- financial (10% weighting)	Average personal score over a three- year vesting period	10%	3	3.5	4	17 June 2027
Total		**100%**				

1 TR= (closing tangible net asset value per share (TNAVPS) – opening TNAVPS) + DPS for the period/opening TNAVPS
2 TSR = (closing 90-day VWAP – opening 90-day VWAP) + DPS for the period) / opening 90-day VWAP
3 The FTSE/JSE SA REIT (SAPY) Index will be adjusted to exclude property entities with substantial foreign holdings and investments
4 The risk-free rate = annual average 10- year bond yield

Performance period	The performance conditions are measured over three years, commensurate with the financial years of the Group.
Group and individual limits	The overall limit for the FSPs is 3% of the issued shares. The maximum number of shares that may be allocated and vested to an individual may not exceed 0.5% of the number of issued shares.

No retention shares were awarded during the reporting period.

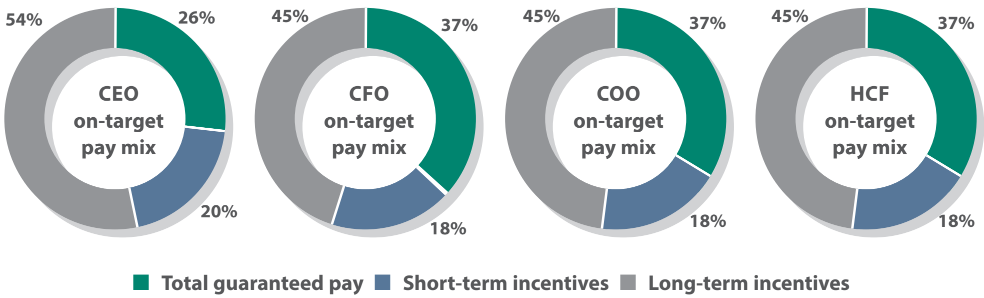
A full version of the rules of the FSP is available in the Remuneration Policy on the Group's website.

REMUNERATION REPORT *CONTINUED*

EXECUTIVE DIRECTORS REMUNERATION SCENARIOS

Remuneration should be delivered in the form of an appropriate pay mix between fixed and variable pay, both short and long-term, taking into consideration the Group's risk appetite. The lower fixed pay portion and higher variable pay portion of the on-target pay mix for the CEO, CFO, COO and HCF reward for performance is in line with good practice and local and global trends in remuneration.

PAY MIX



EXECUTIVE DIRECTORS' AND SENIOR MANAGEMENT CONTRACTS

In general, the contracts contain a three-month notice period that do not provide balloon payments on termination. These contracts do not contain any restraint of trade clauses applicable on termination.

Based on the formulas and caps of the respective elements of remuneration, the potential pay mix of senior executives under a threshold, on-target and stretch conditions, are depicted on page 77.

MINIMUM SHAREHOLDING REQUIREMENTS BY EXECUTIVE DIRECTORS

SA Corporate believes that executive directors should be encouraged to build up a shareholding in the Group, to align the interests of executive directors to that of the shareholders. Accordingly, a minimum shareholding condition has been implemented by the Group at levels that are appropriate for each executive director. The executive directors are required to build up a personal shareholding in the Company over five years from vested FSPs to the extent that this can be achieved from the holding of at least 50% of post-tax vested FSP awards.

TARGETED MINIMUM SHAREHOLDINGS:

CEO – 200% of TGP	CFO – 150% of TGP	COO - 150% of TGP	HCF - 150% of TGP

The target was met at the end of the 2024 financial year for the incumbents and will be measured at the first financial year end following the five-year period after the appointment of the executive directors in the future.

MALUS AND CLAWBACK

All variable awards from the 2020 financial year are subject to the Group Malus and Clawback Policy.

APPLICATION

All employees receiving incentives are subject to the malus provisions and all executive directors and senior management are subject to the clawback provisions contained in the Remuneration Policy.

MALUS

The RC may, at its discretion, reduce the amount of a variable remuneration award in whole or in part on or before the vesting date if an actual risk event occurs.

TRIGGER EVENTS

- Material failure of risk management / negligence, poor performance
- Reputational harm caused / misconduct / material error
- Inaccurate/misleading information used / misinterpretation
- Material downturn in financial performance
- Financial statements materially restated

CLAWBACK

The RC may implement clawback measures to recover all or part of the awards that have vested due to a trigger event during the clawback period, which runs for three years from the vesting date.

TRIGGER EVENTS

- Award was based on erroneous, inaccurate or misleading information
- Gross misconduct
- Events led to censure by regulatory authority or reputational damage
- Misstatement resulting in adjusted audited accounts

More information on the Company's Malus and Clawback Policy is available in the Remuneration Policy.

BASIS FOR SETTING FEES FOR NON-EXECUTIVE DIRECTORS

In terms of section 66(9) of the Companies Act, the Company annually tables reasonable market-related fees or remuneration payable to its non-executive directors for their services as directors, for shareholder approval. The fees proposed for 2025/2026 represent a 5.9% increase compared to the fees approved by shareholders at the previous AGM of the Company on 6 June 2024.

REMUNERATION REPORT *CONTINUED*

EMPLOYEE REMUNERATION

Total compensation paid to employees

	2024	2023
Total compensation paid (R'000)	**140 984**	124 292
Number of employees	**388** *	499

* Changed due to employees transferred to third party employer after the sale and transfer of non-core Indluplace assets

STIs paid to employees

(R'000)	2024	2023
Total bonuses paid	**25 789**	20 507
Average bonus per employee	**60**	45

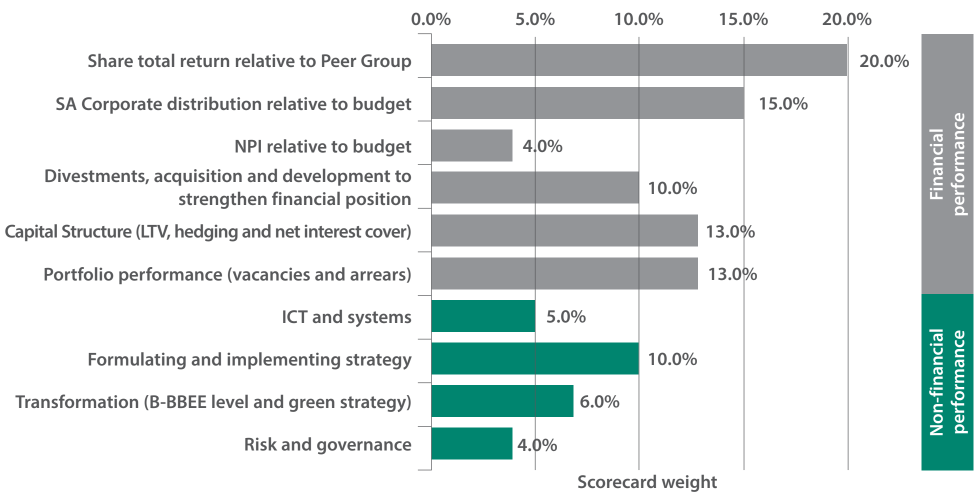
DIRECTORS' REMUNERATION

EXECUTIVE DIRECTORS' REMUNERATION PAID - 2024

R'000	CEO	CFO	COO	HCF
TGP	3 781	3 165	3 386	2 750
STI	4 344	2 284	2 378	1 264
LTI (FSP)	12 790	–	–	1 228
Other (leave encashment)	82	–	–	11
Total	**20 997**	**5 449**	**5 764**	**5 253**

SHORT-TERM INCENTIVE PERFORMANCE MEASURES IN 2024

Business modifier - Company financial performance



Personal modifier - individual performance is measured based on individual scorecards

Please refer to pages 81 to 84 for the CEO, CFO, COO and HCF scorecards.

SHORT-TERM INCENTIVE 2024 AWARDS *(in respect of 2023 financial results)*

	TGP[1] (R'000)	Target incentive (%)	Personal modifier (%)	Business modifier (%)	STI (R'000)
CEO	3 781	75	130.00	121.25	4 344
CFO	3 165	50	122.50	121.25	2 284
COO	3 386	50	130.00	121.25	2 378
HCF	2 750	50	130.00	121.25	1 264
TOTAL	**13 082**				**10 270**

[1] TGP used in STI calculation is before July 2024 salary increases

LONG-TERM INCENTIVE 2024 AWARDS

	% of annual TGP allocation per participant	Number of shares for target performance [1]	Number of shares for stretch performance [1]
CEO	125%	1 806 411	3 010 686
CFO	75%	907 360	1 512 267
COO	75%	970 927	1 618 211
HCF	75%	788 425	1 314 042
TOTAL		**4 473 123**	**7 455 206**

[1] Allocated using the 30-day VWAP share price on the grant date

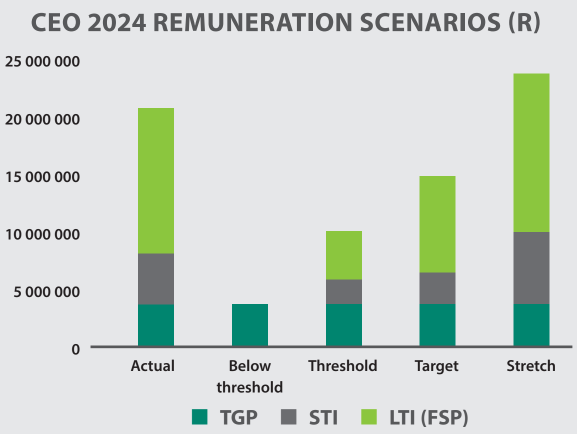
LONG-TERM INCENTIVE VESTING PERFORMANCE MEASURES – FSP AWARDED IN 2021 AND VESTED IN 2024[1]

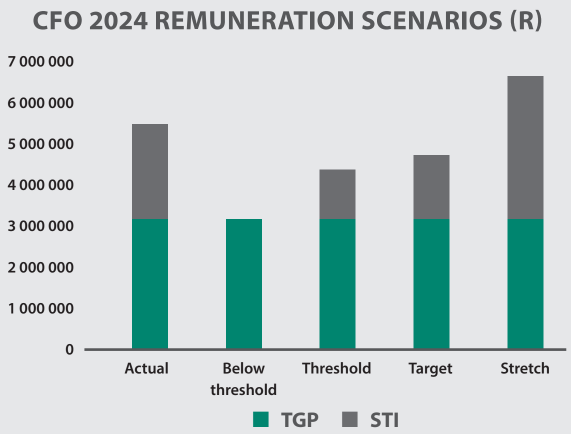
	Absolute Total Return (TR)	Relative Total Return FTSE/JSE SA REIT index (Percentile)	Relative Total Shareholder Return (TSR) FTSE/JSE SA REIT index (Percentile)	Average personal score over three-year vesting period	LTI vesting %	LTI vested (R'000)
	Weighting	Weighting	Weighting	Weighting		
CEO[2]	30	30	30	10	91.7	12 790

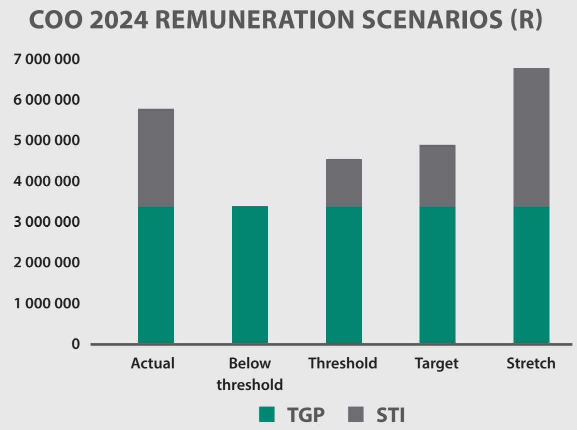
[1] 2021 FSP award is subject to a three- year measurement period ended 31 December 2023.

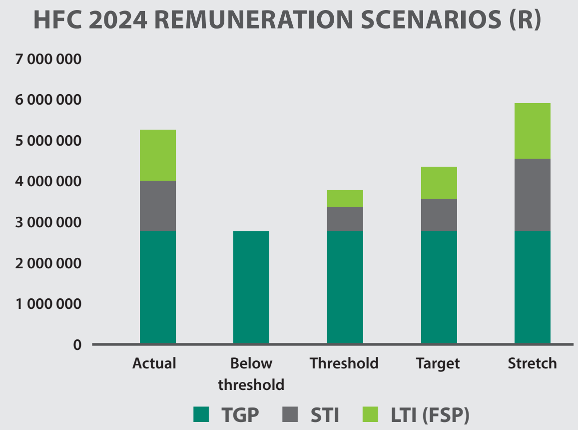
[2] Reflects the vesting of two-thirds of the 2021 FSP awards (with one-third having vested in the prior year), along with two-thirds of the 2022 FSP awards and one-third of the 2023 FSP awards.

REMUNERATION REPORT *CONTINUED*









REMUNERATION REPORT *CONTINUED*

DIRECTORS' REMUNERATION

ACTUAL REMUNERATION SCENARIOS RELATIVE TO TARGETS

PERSONAL PERFORMANCE SCORECARD
CEO

KPI	Weighting	Threshold	Target	Maximum	Actual Performance
Financial Measures 65%					
SA Corporate total return against Peer Group	17.5%	Median for Peer Group	63rd percentile	75th percentile	71st percentile
Distribution compared to approved Budget (cps)	13.5%	2% lower than Budget	Budgeted Distribution	2% higher than Budget	1.3% lower than Budget
Growth in NAV (cps)	4.0%	25th percentile starts at 1.0	Median for Peer Group	75th percentile	57th percentile
NPI relative to Budget	4.0%	< = 2% below Budget	Equal Budget	> = 2% above Budget	4% higher than Budget
Divestments fulfilling the investment strategy	4.0%	33% Non-core assets divested	50% Non-core assets divested	65% Non-core assets divested	82% Non-core assets contracted for sale at year end
Quantum of accretion achieved on acquisitions and developments	4.0%	No Dilution below Budget	No Dilution >= Budget	>= 1% accretion	12% accretion
Gearing (LTV) vs Optimal (Net Debt LTV excl. guarantees and MTM)	4.0%	Greater than 40% and all bank LTV covenants met	Equal to 40% and all bank LTV covenants met	Less than 40% and all bank LTV covenants met	42.0% and all covenants in effect met
Debt refinancing	2.0%	R1 billion Unlisted Residential Fund debt refinanced at current debt margin + 20bps	R1.6 billion Unlisted Residential Fund debt refinanced at current debt margin	R1.6 billion Unlisted Residential Fund debt refinanced at 20bps below current debt margin	Not met
Vacancy by GLA - SA Corporate Traditional portfolio	5.0%	Equal to Peer Group	12.5% lower than Peer Group	25% lower than Peer Group	77% lower than Peer Group average
Vacancies by units & GLA - Afhco portfolio (annual average unit vacancy for the year)	2.0%	10% higher than previous year and equal to Peer Group average	<5% lower than previous year to 5% higher	10% lower than previous year	3.2% lower than previous year
Arrears as a % of 12 months Income (SA Corporate Traditional Portfolio)	4.0%	Arrears % equal to previous year	12.5% lower than previous year	25% lower than previous year	37% lower than previous year
Arrears as a % of 12 months Income (Afhco Portfolio)	1.0%	Arrears % equal to previous year	12.5% lower than previous year	25% lower than previous year	41% lower than previous year
Non-financial measures 15%					
Unlisted Residential Fund Implementation	9.0%	R1 billion equity raised	R2 billion equity raised and R1 billion pipeline executed	R2.5 billion equity raised and R1 billion pipeline executed	Not met
SA Corporate B-BBEE Level	4.0%	N/A	Level 2	Level 1	Level 1
Roll-out & implement the energy saving project plan	2.0%	Savings 10% less than target	Targeted savings achieved	Savings 10% greater than target	9.2% less than target
Leadership 20%					
Leadership and soft skills development (5 point scale) - Team Review	10.0%	360 degree feedback score = 1	360 degree feedback score = 3	360 degree feedback score = 5	360 degree feedback score = 3.7
Leadership and soft skills development (5 point scale) - Board Review	10.0%	360 degree feedback score = 1	360 degree feedback score = 3	360 degree feedback score = 5	360 degree feedback score = 3.6
Total	**100.0%**				

Peer Group as defined per the glossary of terms on page 92

As a result of the outcome of the scorecard, the overall personal multiplier for STI awards for 2024 was 1.08

REMUNERATION REPORT *CONTINUED*

SENIOR EXECUTIVES

PERSONAL PERFORMANCE SCORECARD
CFO

KPI	Weighting	Threshold	Target	Maximum	Actual Performance
Financial Measures 60%					
SA Corporate total return against Peer Group	15.0%	Median for Peer Group	63rd percentile	75th percentile	71st percentile
Distribution compared to approved Budget (cps)	12.0%	2% lower than Budget	Budgeted Distribution	2% higher than Budget	1.3% lower than Budget
NPI relative to Budget	5.0%	< = 2% below Budget	Equal Budget	> = 2% above Budget	4% higher than Budget
Divestments fulfilling the investment strategy	3.0%	33% Non-core assets divested	50% Non-core assets divested	65% Non-core assets divested	82% Non-core assets contracted for sale at year end
Quantum of accretion achieved on acquisitions and developments	3.0%	No Dilution below Budget	No Dilution >= Budget	>= 1% accretion	12% accretion
Budgeting, forecasting, financial modelling and capital structure plan	5.0%	Capital requirements met efficiently and market guidance within 3% accuracy	Capital requirements met efficiently and market guidance within 2% accuracy	Capital requirements met efficiently and guidance within 1% accuracy	Capital requirements met efficiently and on par with guidance
Gearing (LTV) vs Optimal (Net Debt LTV excl. guarantees and MTM)	5.0%	Greater than 40% and all bank LTV covenants met	Equal to 40% and all bank LTV covenants met	Less than 40% and all bank LTV covenants met	42.0% and all covenants in effect met
Hedging pricing and tenor	5.0%	Actual cost of debt is equal to the unhedged cost of debt and tenor equal to 1 year	Actual cost of debt 25bps lower than unhedged cost of debt and tenor equal to 1 year	Actual cost of debt 75bps lower than unhedged cost of debt and tenor greater than 2 years	Actual cost of debt 28bps lower than unhedged cost of debt and tenor = 1.4 years
Lender Interest Cover	3.0%	Bank ICR covenants met after relaxation	Bank ICR covenants met without relaxation	Bank ICR >2.1	Bank ICR covenants met after relaxation
Debt refinancing	4.0%	R1 billion Unlisted Residential Fund debt refinanced at current debt margin + 20bps	R1.6 billion Unlisted Residential Fund debt refinanced at current debt margin	R1.6 billion Unlisted Residential Fund debt refinanced at 20bps below current debt margin	Not met
Non financial measures 13%					
SA Corporate B-BBEE Level	3.0%	N/A	Level 2	Level 1	Level 1
Roll-out & implement the energy saving project plan	2.0%	Savings 10% less than target	Targeted savings achieved	Savings 10% greater than target	9.2% less than target
A strategy for Group Financial forecasting automation and consolidation	4.0%	Prepared by Q4 2024	Approved by the end of the year	Approved by Q3 2024	Approved by Q3 2024 and process in progress
Unlisted Residential Fund Implementation	4.0%	R1 billion equity raised	R2 billion equity raised and R1 billion pipeline executed	R2.5 billion equity raised and R1 billion pipeline executed	Not met
Risk and Governance 17%					
Audit, Accounting and Tax Compliance Review	5.0%	No material audit qualification	No material audit findings issued and risk mitigation in place	Insignificant audit findings and risk mitigation in place	Insignificant audit findings and risk mitigation in place
Supervise half year and final results, AFS and IAR (Manco and Fund) - External Reporting	5.0%	Late and correct	On time and correct	High Quality	Improvement from prior year on process and quality
Supervise half year and final results and annual report (Manco and Fund) - Internal Reporting	3.0%	Late and correct	On time and correct	High Quality	Improvement from prior year on process and quality
Monitor Debt Covenant Compliance	2.0%	Compliance with waiver	100% Compliance	Less burdensome covenants	Compliance with waiver
Compliance with regulatory and legislative requirements - reference to ARC Pack	2.0%	Minor non-compliance	Substantially compliant	100% compliant	100% compliant
Leadership 10%					
Leadership and soft skills development (5 point scale) - Team Review	5.0%	360 degree feedback score = 1	360 degree feedback score = 3	360 degree feedback score = 5	360 degree feedback score = 4.2
Leadership and soft skills development (5 point scale) - Board Review	5.0%	360 degree feedback score = 1	360 degree feedback score = 3	360 degree feedback score = 5	360 degree feedback score = 4.0
Total	**100.0%**				

Peer Group as defined per the glossary of terms on page 92

As a result of the outcome of the scorecard, the overall personal multiplier for STI awards for 2024 was 1.10

REMUNERATION REPORT *CONTINUED*

SENIOR EXECUTIVES

PERSONAL PERFORMANCE SCORECARD
COO

KPI	Weighting	Threshold	Target	Maximum	Actual Performance
Financial Measures 55%					
SA Corporate total return against Peer Group	5.0%	Median for Peer Group	63rd percentile	75th percentile	71st percentile
Distribution compared to approved Budget (cps)	5.0%	2% lower than Budget	Budgeted distribution	2% higher than Budget	1.3% lower than Budget
Growth in NAV (cps)	2.5%	25th percentile starts at 1.0	Median for Peer Group	75th percentile	57th percentile
NPI relative to Budget	5.0%	< = 2% below Budget	Equal Budget	> = 2% above Budget	Traditional portfolio 0.3% below Budget
Vacancy by GLA - SA Corporate Traditional portfolio	7.5%	Equal to Peer Group	12.5% lower than Peer Group	25% lower than Peer Group	77% lower than Peer Group average
Arrears (Traditional portfolio)	7.5%	Arrears % equal to previous year	12.5% lower than previous year	25% lower than previous year	37% lower than previous year
Timeous delivery of accurate realistic Budget and Forecasts	7.5%	Guidance within 3% accuracy	Guidance within 2% accuracy	Guidance within 1% accuracy	Guidance within 1% accuracy
Cost to income ratio (SA Corporate Traditional portfolio)	5.0%	2% worse than MSCI benchmark	At MSCI benchmark	5% better than MSCI benchmark	4.4% better than MSCI benchmark
Tenant retentions	5.0%	<= 70%	75%	>= 85%	93.6% retention ratio
Property Manager Peformance	5.0%	Property Manager Score = 50	Property Manager Score = 60	Property Manager Score = 70	Property Manager Score = 81%
Non-financial measures 35%					
Additional distribution growth from property initiatives	5.0%	Strategy implementation which will achieve Budgeted distribution growth in future years	1% additional distribution growth from strategy implementation	2% additional distribution growth from strategy implementation	Strategy implementation which will achieve Budgeted distribution growth in future years
Performance against Activity Based Measures	15.0%	Activity Based Measures Performance Schedule for Lower	Activity Based Measures Performance Schedule for Target	Activity Based Measures Performance Schedule for Upper	Score as per detailed schedule
Quality of reports and information provided	5.0%	Second submission approval	First time submission approval (with limited Executive Director revision)	High quality	Acceptable performance
SA Corporate B-BBEE Level	5.0%	N/A	Level 2	Level 1	Level 1
Roll-out & implement the energy saving project plan	5.0%	Savings 10% less than target	Targeted savings achieved	Savings 10% greater than target	9.2% less than target
Leadership 10%					
Leadership and soft skills development (5 point scale) - Team Review	5.0%	360 degree feedback score = 1	360 degree feedback score = 3	360 degree feedback score = 5	360 degree feedback score = 4.2
Leadership and soft skills development (5 point scale) - Board Review	5.0%	360 degree feedback score = 1	360 degree feedback score = 3	360 degree feedback score = 5	360 degree feedback score = 3.9
Total	**100.0%**				

Peer Group as defined per the glossary of terms on page 92

As a result of the outcome of the scorecard, the overall personal multiplier for STI awards for 2024 was 1.18

REMUNERATION REPORT *CONTINUED*

SENIOR EXECUTIVES

PERSONAL PERFORMANCE SCORECARD
HCF

KPI	Weighting	Threshold	Target	Maximum	Actual Performance
Financial Measures 50%					
SA Corporate total return against Peer Group	10.0%	Median for Peer Group	63rd percentile	75th percentile	71st percentile
Distribution compared to approved Budget (cps)	7.5%	2% lower than Budget	Budgeted Distribution	2% higher than Budget	1.3% lower than Budget
Distribution relative to Budget	10.0%	2% lower than Budget	Budgeted Distribution	2% higher than Budget	>2% lower than Budget
Growth in NAV (cps)	7.5%	25th percentile starts at 1.0	Median for Peer Group	75th percentile	57th percentile
Divestments fulfilling the investment strategy	5.0%	33% Non-core assets divested	50% Non-core assets divested	65% Non-core assets divested	82% Non-core assets contracted for sale at year end
Financial modelling, capital structure and commercial and legal execution	10.0%	Financial effects and capital requirements met efficiently and deviation >1%	Financial effects and capital requirements met efficiently and no deviation	Financial effects and capital requirements met efficiently and deviation <1%	Financial effects and capital requirements met efficiently and no deviation
Non-financial measures 30%					
Quality of reports and information provided	10.0%	Second submission approval	First time submission approval (with limited Executive Director revision)	High quality	High quality
Unlisted Residential Fund Implementation	20.0%	R1 billion equity raised	R2 billion equity raised and R1 billion pipeline executed	R2.5 billion equity raised and R1 billion pipeline executed	Not met
Risk and governance 10%					
Timeous submission of reports to executives/ Board and sub-committees	10.0%	Late and correct	On time and correct	High Quality	High quality
Leadership 10%					
Leadership and soft skills development (5 point scale) - Team Review	5.0%	360 degree feedback score = 1	360 degree feedback score = 3	360 degree feedback score = 5	360 degree feedback score = 4.3
Leadership and soft skills development (5 point scale) - Board Review	5.0%	360 degree feedback score = 1	360 degree feedback score = 3	360 degree feedback score = 5	360 degree feedback score = 4.1
Total	**100.0%**				

Peer Group as defined per the glossary of terms on page 92

As a result of the outcome of the scorecard, the overall personal multiplier for STI awards for 2024 was 1.00

REMUNERATION REPORT *CONTINUED*

SENIOR EXECUTIVES' COMPENSATION RATIO (%)

	2024	2023
Weighted average TGP paid to executive directors relative to average TGP paid to employees	9.3%	7.7%

SHARE-BASED PAYMENTS

The table below depicts the movements in share-based payments, in respect of the number of shares granted, vested and forfeited in the respective share schemes during the year.

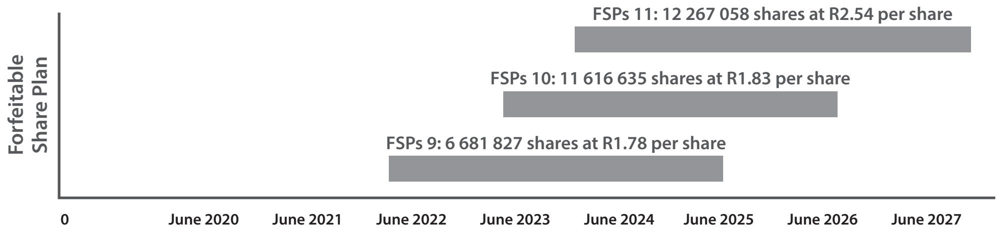
	FSPs
Movements in shares during the year	
Balance at beginning of the year	26 575 136
Granted during the year	12 267 058
Forfeited during the year	(866 425)
Vested during the year	(7 410 249)
Balance at end of the year	**30 565 520**

VALUATION OF OUTSTANDING GRANTED SHARES AT 31 DECEMBER 2024

	Shares	Valuation price per share R	Fair value R'000 [1]	Year-end valuation based on time elapsed R'000
Revaluation of shares 2024				
FSPs	30 565 520	2.05	31 351	13 672
Revaluation of shares 2023				
FSPs	26 575 136	1.87	25 416	10 853

[1] The fair value of FSP is calculated based on the market price of the shares at grant date and the probability that the shares are likely to vest based on the conditions defined.

UNVESTED SHARE AWARDS AS AT 31 DECEMBER 2024

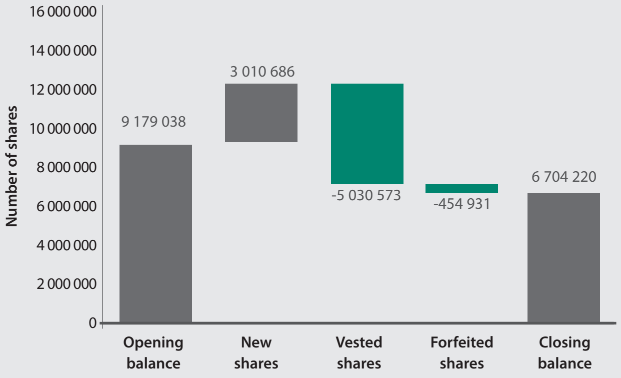


REMUNERATION REPORT *CONTINUED*

SENIOR EXECUTIVES' SHARE GRANTS

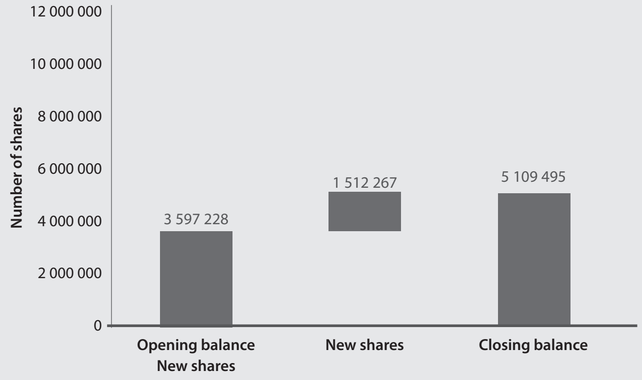
TR MACKEY (CEO)

FORFEITABLE SHARES



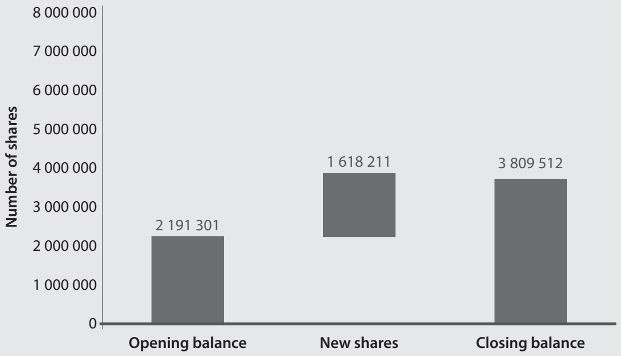
SY MOODLEY (CFO)

FORFEITABLE SHARES



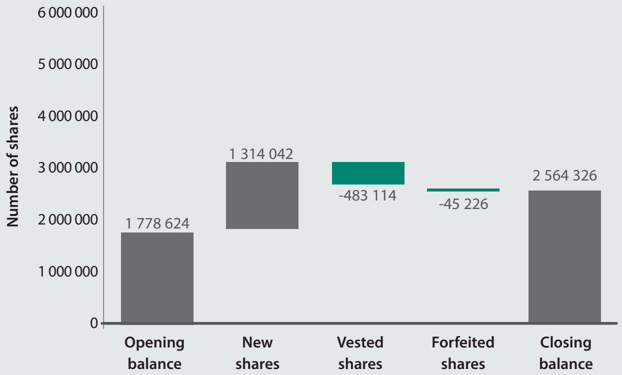
NNN RADEBE (COO)

FORFEITABLE SHARES



SJ MOJALEFA (HCF)

FORFEITABLE SHARES



REMUNERATION REPORT *CONTINUED*

OUR STRATEGIC OBJECTIVES

Convenience retail | Human capital development | Quality logistics focused industrial portfolio | Financial sustainability | Divesting from commercial | Operational optimisation | Best-in-class residential portfolio | Execution discipline

BUSINESS SCORECARD FOR THE 2024 YEAR

The business scorecards are aimed at promoting the achievement of the Company's strategic objectives. The targeted KPIs and the Group's performance against these targets are set out below:

KPI	Weighting	Threshold	Target	Maximum	Actual Performance
Financial measures 75%					
SA Corporate total return against Peer Group	20.0%	Median for Peer Group	63rd percentile	75th percentile	71st percentile
Distribution compared to approved Budget (cps)	15.0%	2% lower than Budget	Budgeted Distribution	2% higher than Budget	1.3% lower than Budget
NPI relative to Budget	4.0%	< = 2% below Budget	Equal Budget	> = 2% above Budget	4% higher than Budget
Divestments fulfilling the investment strategy	7.5%	33% Non-core assets divested	50% Non-core assets divested	65% Non-core assets divested	82% Non-core assets contracted for sale at year end
Quantum of accretion achieved on acquisitions and developments	2.5%	No Dilution below Budget	No Dilution >= Budget	>= 1% accretion	12% accretion
Gearing (LTV) vs Optimal (Net Debt LTV excl. guarantees and MTM)	4.0%	Greater than 40% and all bank LTV covenants met	Equal to 40% and all bank LTV covenants met	Less than 40% and all bank LTV covenants met	42.0% and all covenants in effect met
Hedging pricing and tenor	6.0%	Actual cost of debt is equal to the unhedged cost of debt and tenor equal to 1 year	Actual cost of debt 25bps lower than unhedged cost of debt and tenor equal to 1 year	Actual cost of debt 75bps lower than unhedged cost of debt and tenor greater than 2 years	Actual cost of debt 28bps lower than unhedged cost of debt and tenor = 1.4 years
Lender Interest Cover	3.0%	Bank ICR covenants met after relaxation	Bank ICR covenants met without relaxation	Bank ICR >2.1	Bank ICR covenants met after relaxation
Vacancies by GLA - SA Corporate Traditional portfolio	6.0%	Equal to Peer Group	12.5% lower than Peer Group	25% lower than Peer Group	77% lower than Peer Group average
Vacancies by units & GLA - Afhco portfolio (annual average unit vacancy for the year)	2.0%	10% higher than previous year and equal to Peer Group average	<5% lower than previous year to 5% higher	10% lower than previous year	3.2% lower than previous year
Arrears as a % of 12 months Income (SA Corporate Traditional Portfolio)	4.0%	Arrears % equal to previous year	12.5% lower than previous year	25% lower than previous year	37% lower than previous year
Arrears as a % of 12 months Income (Afhco Portfolio)	1.0%	Arrears % equal to previous year	12.5% lower than previous year	25% lower than previous year	41% lower than previous year
Non financial measures 25%					
A strategy for Group Financial forecasting automation and consolidation	5.0%	Prepared by Q4 2024	Approved by the end of the year	Approved by Q3 2024	Approved by Q3 2024 and process in progress
Unlisted Residential Fund Implementation	10.0%	R1 billion equity raised	R2 billion equity raised and R1 billion pipeline executed	R2.5 billion equity raised and R1 billion pipeline executed	Not met
SA Corporate B-BBEE Level	4.0%	N/A	Level 2	Level 1	Level 1
Roll-out & implement the energy saving project plan approved by SEEC	2.0%	Savings 10% less than target	Targeted savings achieved	Savings 10% greater than target	9.2% less than target
Audit and Compliance Review	4.0%	No material audit qualification	No material audit findings issued and risk mitigation in place	Insignificant audit findings and risk mitigation in place	Insignificant audit findings and risk mitigation in place
Total	**100.0%**				

Peer Group as defined per the glossary of terms on page 92

As a result of the outcome of the scorecard, the overall business multiplier for STI awards for 2024 was 1.10

REMUNERATION REPORT *CONTINUED*

BUSINESS SCORECARD FOR THE 2025 YEAR

KPI	Weighting	Threshold	Target	Maximum
Financial measures 75%				
SA Corporate total return against Peer Group	20.0%	Median for Peer Group	63rd percentile	75th percentile
Distribution compared to approved Budget (cps)	15.0%	2% lower than Budget	Budgeted Distribution	2% higher than Budget
NPI relative to Budget	4.0%	< = 2% below Budget	Equal Budget	> = 2% above Budget
Divestments fulfilling the investment strategy	7.5%	15% Non-core assets contracted for divestment in the financial year assessed	25% Non-core assets divested contracted for divestment	35% Non-core assets divested contracted for divestment
Quantum of accretion achieved on acquisitions and developments	2.5%	No Dilution below Budget	No Dilution >= Budget	>= 1% accretion
Gearing (LTV) vs Optimal (Net Debt LTV excl. guarantees and MTM)	4.0%	All bank LTV covenants met	Equal to 40% and all bank LTV covenants met	< 40% and all bank LTV covenants met
Hedging pricing and tenor	6.0%	Actual cost of debt is > 20bps higher than the unhedged cost of debt and tenor equal to 1 year	Actual cost of debt 20bps higher than unhedged cost of debt and tenor equal to 1 year	Actual cost of debt is < 20bps higher than unhedged cost of debt and tenor greater than 2 years
Corporate Interest Cover	3.0%	Bank ICR covenants met after relaxation	Bank ICR covenant = 1.96 and met without relaxation	Bank ICR =2.0
Vacancies by GLA - SA Corporate Traditional portfolio	5.0%	Equal to Peer Group	12.5% lower than Peer Group	25% lower than Peer Group
Vacancies by units & GLA - Afhco portfolio (annual average unit vacancy for the year)	3.0%	< MSCI SA listed benchmark	< MSCI SA listed benchmark - 1.5%	< MSCI SA listed benchmark - 3%
Arrears as a % of 12 months Income (SA Corporate Traditional Portfolio)	4.0%	Arrears % no more than 5% higher than previous year	Arrears % equal to previous year	10% lower than previous year
Arrears as a % of 12 months Income (Afhco Portfolio)	1.0%	Arrears % no more than 5% higher than previous year	Arrears % equal to previous year	10% lower than previous year
Non financial measures 25%				
Optimised Group Consolidation process	2.5%	Completed by end of Q3 2025	Completed by end of Q2 2025	Completed by end of Q1 2025
Optimised Group Financial forecasting and Budgeting	2.5%	Completed by end of Q4 2025	Completed by end of Q3 2025	Completed by end of Q2 2025
Formulation and execution of deleveraging alternatives	4.0%	31 December 2025: LTV = 41%, ICR = 1.94, Accretion flat	31 December 2025: LTV = 40%, ICR = 1.96, Accretion flat	31 December 2025: LTV < 40, ICR = 2.00, Accretion 0.50%
Unlisted Residential Fund implementation	6.0%	Unlisted Fund structure implemented	Unlisted Fund structure implemented and R400 million equity raised	Unlisted Fund structure implemented and R800 million equity raised
SA Corporate B-BBEE Level	4.0%	Level 2	Level 1	Level 1 + Minimum 17.5 points attained for Skills Development
Roll-out & implement the energy saving project plan approved by SEEC	2.0%	Savings 10% less than target	Targeted savings achieved	Savings 10% greater than target
Audit and Compliance Review	4.0%	No material audit qualification	No material audit findings issued and risk mitigation in place	Insignificant audit findings and risk mitigation in place
Total	**100.0%**			

REMUNERATION REPORT *CONTINUED*

NON-EXECUTIVE DIRECTORS' FEES

Non-executive directors' fees comprise a combination of an annual retainer fee, in recognition of their ongoing fiduciary duties and responsibilities, and an attendance fee per meeting. Directors who serve on Committees were paid attendance fees at approved rates. In addition, for unscheduled meetings, directors were paid at a rate of R3 600 per hour, which payment was capped at one-third of their respective annual fees.

	2024 Actual R'000	2023 Actual R'000
Non-executive directors:		
N Ford-Hoon (Fok)	750	681
EM Hendricks	418	392
GJ Heron	619	558
MA Moloto	988	943
OR Mosetlhi	771	700
SS Mafoyane	532	462
GZN Khumalo*	152	441
Total	4 230	4 177

* Resigned 19 April 2024

PROPOSED NON-EXECUTIVE DIRECTORS' FEES FOR 2025

For the 2025/2026 years' non-executive director fees, an externally facilitated benchmarking was conducted by Willis Towers Watson to ensure that SA Corporate's current and proposed Board- and Committee fees were methodically assessed and compared at a sufficiently granular level. At the Company's AGM, scheduled for 5 June 2025, the Company will seek authority from its shareholders to pay reasonable market-related fees or remuneration to its non-executive directors for their services as directors in accordance with section 66(9) of the Companies Act. The fees proposed represent an average increase of 5.9% (2024/2025: 6.0%) compared to the fees approved at the previous AGM.

	Annual Retainer Fee* 2025 (R)	Fee* per meeting 2025 (R)	Annual Retainer Fee* 2024 (R)	Fee* per meeting 2024 (R)
Board				
Chairman[1]	668 088	–	631 463	–
Lead Independent Director	207 143	35 570	195 787	33 557
Members	168 289	35 570	159 063	33 557
Audit and Risk Committee				
Chairman	102 286	34 128	96 043	32 015
Members	59 699	19 918	56 055	18 685
Investment Committee				
Chairman	101 766	16 993	96 187	16 031
Members	67 818	11 324	64 100	10 683
Nomination Committee				
Chairman	42 213	21 146	39 899	19 949
Members	24 207	12 126	22 880	11 440
Remuneration Committee				
Chairman	51 232	25 688	48 105	24 052
Members	23 390	11 728	21 962	10 981
Social, Ethics and Environmental Committee				
Chairman	42 810	14 310	40 197	13 399
Members	34 058	11 364	31 979	10 659
Conference and strategy sessions flat fee (Board Strategy session and other Board Workshops)	–	12 400	–	11 800
Ad hoc (special/unscheduled) meetings per hour, calculated per 15 min thereof (capped at one-third of the specific meeting fee and an annual cap equal to one-third of the total annual fees for that Committee or the Board, as the case may be)	–	3 800	–	3 600

[1] The Chairman of the Board does not receive a fee per meeting for scheduled Board meetings.

* The proposed fees exclude value added tax ("VAT"). VAT is paid to directors, in addition to their approved directors' fees, but only if they are registered vendors and provide SA Corporate with tax invoices for the output tax.

5

SUPPLEMENTARY INFORMATION

ANALYSIS OF ORDINARY SHAREHOLDERS *AS AT 31 DECEMBER 2024*

	Number of shareholdings	% of total shareholdings	Number of shares	% of issued capital
Non-public shareholders	**4**	**0.07%**	**49 819 021**	**1.98%**
Directors and Associates of the Company				
Direct holding	2	0.03%	9 603 951	0.38%
Indirect holding	1	0.02%	9 649 550	0.38%
Share Schemes				
SA Corporate Real Estate Fund Managers	1	0.02%	30 565 520	1.22%
Public Shareholders	**5 960**	**99.93%**	**2 464 913 074**	**98.02%**
Total	**5 964**	**100.00%**	**2 514 732 095**	**100.00%**

Investment Manager Shareholders (>3%)	Shares Held	% Holding
Public Investment Corporation	466 875 311	18.57%
M & G Investments	202 081 603	8.04%
Catalyst Fund Managers	191 579 794	7.62%
Old Mutual Investment Group	175 666 258	6.99%
Ninety One	157 995 920	6.28%
Meago Asset Management	137 631 093	5.47%
Granate Asset Managers	77 302 485	3.07%
Total	**1 409 132 464**	**56.04%**
Beneficial shareholders with a holding greater than 3% of the issued shares		
Government Employees Pension Fund	541 941 674	21.55%
Absa Group	316 798 966	12.60%
Old Mutual Group	177 112 318	7.04%
Eskom Pension & Provident Fund	144 508 177	5.75%
M & G Investments	114 593 698	4.56%
Ninety One	112 093 596	4.46%
Sanlam Group	84 540 626	3.36%
Total	**1 491 589 055**	**59.32%**

GLOSSARY

Afhco/Afhco Group
Afhco Holdings (Pty) Ltd and its subsidiaries acquired by SA Corporate on 1 July 2014.

Afhco Property Management
Afhco Property Management (Pty) Ltd, the Group's property manager for its Afhco and Indluplace properties.

Antecedent distribution
When shares are issued part-way through a distribution period, those shares are entitled to the full distribution on the payment date. In order not to dilute existing shareholders' distributions, new shares issued during a period are therefore required to contribute a pro-rata amount towards the upcoming distribution, which they effectively receive back on payment of the distribution.

B-BBEE
Broad-Based Black Economic Empowerment Act.

Black people
Means Africans, Coloureds and Indians
(a) who are citizens of the Republic of South Africa by birth or descent; or
(b) who became citizens of the Republic of South Africa by naturalisation-
  (i) before 27 April 1994; or
  (ii) on or after 27 April 1994 and who would have been entitled to acquire citizenship by naturalisation before that date

Bps
Basis points expressed as a hundredth of a percentage.

Broll
Broll Property Group (Pty) Ltd, SA Corporate's property manager for its Traditional Portfolio.

Capital return
Movement in the share price expressed as a percentage of the opening share price.

Capitalisation ("cap") rates
The interest rate or yield at which the annual net income from an investment is capitalised to ascertain its capital value at a given date.

CISP
Collective Investment Scheme in Property.

Corporate REIT
A Real Estate Investment Trust ("REIT") is a company with shares listed on the JSE, and in the case of conversion means the company that acquired the assets and liabilities of the CISP.

Cps/cps
Cents per share.

Discount rates
A rate of return used to convert a monetary sum, payable or receivable in the future, into a present value.

Distributable earnings
Net income that arises from the core business of the Group, i.e. net rental income after expenses, including net interest expenses, but excluding all items of a capital nature.

Distribution
The distributable income of the Group as distributed to shareholders. The Company does not pay any taxes on its distributions and shareholders receive pre-tax rentals, interest and dividends on a conduit principle. Distributions are paid for six months in April and October for the periods ending 31 December and 30 June respectively.

Exit yield
Income for the following 12 months divided by the sale price, expressed as a percentage.

GDP
Gross Domestic Product is the total value of goods and services produced over a specific period.

GLA
Gross lettable area.

H1
The first half of the financial year.

H2
The second half of the financial year.

IFRS
International Financial Reporting Standards.

Income (distribution) yield
Distributions for the previous 12 months divided by the opening share price for the year, expressed as a percentage.

Indluplace/Indluplace Group
Indluplace Properties (Pty) Ltd (formerly, Indluplace Properties Limited) and its subsidiaries, which were acquired by SA Corporate on 1 August 2023.

Initial (forward) yield
Expected income for the following 12 months divided by a current value/price, expressed as a percentage.

Interest cover
Interest cover is calculated as the number of times that distributable earnings, before net interest and taxation, cover interest paid.

Like-for-like portfolio
Properties in the portfolio that have been held for the full current year and the comparable 12 months in the prior year. Acquisitions, developments and disposals in either the current or prior year are excluded from the like-for-like portfolio.

LTV
Loan to value. Loan value expressed as a percentage of direct and indirect property investments (excluding straight-line rental adjustment).

Manco
SA Corporate Real Estate Fund Managers (RF) (Pty) Ltd.

MSCI
An international investment research firm that provides as one of its products the listed SA property index, formerly known as the Investment Property Databank ("IPD"), used for benchmarking fundamental property performance.

Net asset value ("NAV")
The NAV of the Group, expressed in cents per share, is the net assets of the Company divided by the shares in issue at the end of the year.

Net cost-to-income ratio
Net property expense (property expense net of recovery) divided by revenue (excluding recoveries).

Net property expenses
Gross property expenses less recovery of property expenses.

Net property income ("NPI")
Rental income and recoveries less expense attributable to investment properties.

Peer Group
The Peer Group comprises the SAPY index as a base. This is then adjusted to only include REITs of a similar size and that operate similar property portfolios, but with insignificant exposure to foreign operations.

Premium/(discount) to net asset value
The difference between the price at which the shares are trading and the NAV, divided by the NAV. A discount means that the shares are trading at a price below the asset value and a premium that they are trading above the asset value.

GLOSSARY

Property Portfolio
Properties are identified in the property portfolio on pages 98 to 102 of the AFS. The properties are held by the subsidiaries of the Group. The property portfolio comprises:

- Investment property at valuation
- Property under development
- Properties, classified as held for disposal

Property Sector Charter ("PSC")
A transformation charter, published in the Government Gazette in June 2012 in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act, No. 53 of 2003 was replaced by the Amended Property Sector Code, published on 7 June 2017.

Reversion
The increase/decrease in future rental that is negotiated in terms of rental contract renewals.

SAPY/J253
JSE SA Property Index.

Tenant retention (renewal) rate %
The retention rate is calculated as the total square metres renewed expressed as a percentage of the total square metres expired during the same period.

Total returns
Total returns are calculated as the income yield plus the capital return, assuming that the distributions are reinvested into shares.

Vacancy as a percentage of lettable space
Unoccupied space (excluding unoccupied space in development buildings) in square metres divided by total lettable space.

Vacancy as a percentage of total income
Lost rental from unoccupied space (excluding unoccupied space in development buildings) divided by total rentals.

WACC
Weighted average cost of capital.

WALE
Weighted average lease expiry.

DIRECTORATE AND STATUTORY INFORMATION

SA Corporate Real Estate Limited
(Incorporated in the Republic of South Africa)
Registration number: 2015/015578/06
Share Code: SAC ISIN Code: ZAE000203238
Approved as a REIT by the JSE
Share Code: SAC
ISIN Code: ZAE000203238

REGISTERED OFFICE

GreenPark Corner, 16th Floor
Corner Lower Road and West Road South
Morningside, 2196
Suite 95
Private Bag X9976
Sandton City 2146
Tel: +27 10 020 2530
E-mail: info@sacorp.co.za
Website: www.sacorporatefund.co.za

AFHCO HOLDINGS (PTY) LTD

Afhco Corner
1st Floor
64 Siemert Road
New Doornfontein 2094
Tel: +27 11 224 2400
E-mail: info@afhco.co.za
Website: www.afhco.co.za

PROPERTY MANAGERS

Broll Property Group (Pty) Ltd
61 Katherine Street
Sandown Ext. 54
Sandton 2196
PO Box 1455
Saxonwold 2132
Tel: +27 11 441 4000
Fax: +27 11 441 4203
E-mail: info@broll.co.za

Afhco Property Management (Pty) Ltd
Afhco Corner
1st Floor
64 Siemert Road
New Doornfontein 2094
Tel: +27 11 224 2400
E-mail: info@afhco.co.za
Website: www.afhco.co.za

AUDITORS

PricewaterhouseCoopers Inc
5 Silo Square
V&A Waterfront
Cape Town
8002
Tel: +27 21 529 2000

TRANSFER SECRETARIES

Computershare Investor Services (Pty) Ltd
Rosebank Towers
15 Biermann Avenue
Rosebank
2196
PO Box 61051
Marshalltown
2107
Tel: +27 11 370 5000
Fax: +27 11 688 5218

SPONSORS

Nedbank Corporate and Investment Banking, a division of Nedbank Limited
3rd Floor, Corporate Place
Nedbank Sandton
135 Rivonia Road
Sandown
2196
PO Box 1144
Johannesburg
2000

BANKERS

First National Bank, a division of FirstRand Bank Limited
Global Transactional Services – Cape Town
24th Floor Portside
5 Buitengracht Street
Cape Town
8001
PO Box 367
Cape Town
8000
Tel: +27 87 736 5538

GROUP COMPANY SECRETARY

Adv J Grové
Tel: 010 020 2530
Email: jgrove@sacorp.co.za
GreenPark Corner, 16th Floor
Corner Lower Road and West Road South
Morningside
2196

DIRECTORS

MA Moloto (Chairman)
OR Mosetlhi (Lead Independent Director)
TR Mackey (Chief Executive Officer)*
SY Moodley (Chief Financial Officer)*
NNN Radebe (Chief Operating Officer)*
SJ Mojalefa (Head of Corporate Finance)* (appointed 25 April 2024)
JA Finn (appointed 11 February 2025)
N Ford-Hoon(Fok)
EM Hendricks
GJ Heron
SS Mafoyane
GZN Khumalo (resigned 19 April 2024)
* Executive

INTEGRATED ANNUAL REPORT COMPILATION

Compilation of the SA Corporate Integrated Report - Investorsense
Design and typesetting of the SA Corporate Integrated Report - Idea Exchange