

COMPANY LETTERHEAD

DATE

To whom it may concern

Management Control Structure of (MEASURED ENTITY NAME)

This letter serves to confirm the Names and Roles & Responsibilities of the Board and Other Executive Management of (MEASURED ENTITY NAME) in the context of the definitions contained in the BBBEE Codes of Good Practice.

Board of Directors as at (DATE) is as follows:

Name & Surname	Role	Race	Gender	¹ Executive / ² Non-Executive Director	Voting Rights

I confirm that we have differentiated between Executive and Non-Executive Directors on the basis of the below definitions:

¹ Executive Director

An individual involved in the day-to-day management and/or in the full-time salaried employment of the company and/or any of its subsidiaries and serves on the Board of Directors.

² Non-executive Director

An individual not involved in the day to day management and not a full-time salaried employee of the company or any of its subsidiaries. An individual in the full-time employment of the holding company or of its subsidiaries, other than the company concerned, would also be considered to be a non-executive director unless such individual by his/her conduct or executive authority could be construed to be directing the day-to-day management of the company and its subsidiaries.

Other Executive Management as at (DATE) is as follows:

Name & Surname	Role	Race	Gender

Other Executive Management positions include all executive management that do not serve on the board. These managers are not Directors, but they do have executive decision making powers

Yours Faithfully,

NAME
DESIGNATION