



**Mustek**  
L I M I T E D

**King IV™ Application Register**

**2025**

## King IV™ Application Register

Good Corporate Governance provides the framework within which we strive to create superior levels of performance to the benefit of all our Stakeholders. The Board of Directors of Mustek Limited ("the Board") believes that achieving the highest standards of Corporate Governance is key to achieving the Group's vision and strategy as well as creating and sustaining value for the Group's Stakeholders.

Transparency, accountability, integrity, and openness in reporting and disclosure of information, both operational and financial, are internationally accepted as vital to the practice of good Corporate Governance. Achieving this objective demonstrates Mustek's public accountability and its commitment to conducting its business within ethical standards and outcomes-based strategic objectives.

The Board are pleased to present the King IV™ application report for the year ended 30 June 2025.

### Principle 1

**The Board should lead ethically and effectively.**

The Group is committed to achieving its goals with integrity, upholding ethical standards and compliance with all applicable laws, while being a responsible corporate citizen. The Board has adopted a Code of Ethics and Business Conduct, which is continuously reviewed and sets the tone for an ethical culture within the Group. The directors are fully committed to these principles, ensuring that the business is managed according to the highest ethical standards, even beyond mere legal compliance, within its operating environment and the social, political and physical environment within which the Group operates.

Directors attend and participate in meetings, and are allowed the opportunity to engage meaningfully in board deliberations and address concerns when they arise.

### Principle 2

**The Board oversees the Group's ethics in a way that supports establishing an ethical culture.**

The Code of Ethics and Business Conduct is included in new employees' induction and other regular training programmes and is available on the Company's website at [www.mustek.co.za](http://www.mustek.co.za). Ethics are also part of our recruitment process, performance evaluation, employee rewards, and supplier sourcing.

The Company and its The Board and its employees are committed to acting in good faith and in the best interest of the Company at all times. The Company formally confirm their interests annually. Declaration of interests is a standard agenda item, and specific conflicts of interest are captured in the minutes.

### Principle 3

**The Board ensures that the organisation is and is seen to be a responsible corporate citizen.**

The Board's financial performance and the impact of the Group's operations on society and the environment. The Board enhances and invests in the well-being of the economy, society and the environment.

The Social and Ethics Committee are responsible for monitoring and overseeing corporate citizenship and reporting to the Board on identified areas. No material ethical leadership and corporate citizenship deficiencies were noted. The Audit and Risk Committee and the Social and Ethics Committee monitor compliance with Mustek's Code of Ethics and Business Conduct through various reporting channels, including its Group Risk and Governance and internal audit function and the whistle-blower hotline. Quarterly feedback is provided to the relevant Committees and the Board, while sanctions and remedies are implemented when ethical standards are breached.

## King IV™ Application Register (CONTINUED)

### Principle 4

**The Board appreciates that the organisation's core purpose, risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.**

The Board believes that sound Governance practices are fundamental to earning the trust of Stakeholders and that this is critical to sustaining performance and preserving Shareholder value.

The Board is a decision-making body in the Group. It approves the Group's strategy and ensures that it is aligned with the Group's values. The Board collectively bears responsibility for steering and monitoring the implementation of strategy, performance targets, and any risks associated with implementing the plan. It is collectively responsible for the Group's long-term success.

The Board strives to balance the interests of the Group and those of its various material Stakeholders. All directors continuously take steps to ensure that they have a sufficient working knowledge of the Group and the industry in which it operates. Directors are required to provide the continued development of their competencies to lead effectively, act with due care, skill and diligence and take reasonable diligent steps to become informed about matters for decision-making.

Through the Risk Management Plan, material strategic business and sustainability risks are identified and outlined in the risk register and mitigating controls are implemented to manage the identified risks.

The Audit and Risk Committee reviews documented assessments by management regarding the going concern on a six-monthly basis.

### Principle 5

**The Board ensures that the organisation's reports enable Stakeholders to make informed assessments of its performance and its short, medium, and long-term prospects.**

The Board is responsible for overseeing reports to Stakeholders that comply with the necessary legal requirements and include true, accurate and reasonable information. This function is delegated to the Audit and Risk Committee and recommended to the Board for approval. Materiality issues are formally determined and reported accordingly.

The Integrated Annual Report and Annual Financial Statements are prepared in consultation with internal and external advisers to ensure compliance with the relevant legislation and regulations and to ensure that Shareholders and Stakeholders alike can ascertain whether the Group's affairs are managed competently.

Through the Audit and Risk Committee and the Social and Ethics Committee, the Board assesses its performance to enable Stakeholders to make informed assessments of the Group's performance and value prospects in the short, medium, and long-term.

External reports, including the Integrated Annual Report, are published on the Group's website.

### Principle 6

**The Board serves as the focal point and custodian of Corporate Governance in the organisation.**

The Board is the focal point and custodian of the Group's corporate governance. A clear division of responsibilities between the directors is maintained to ensure that no single Director has unfettered decision-making powers. A Delegation of Authority framework is in place and reviewed regularly to ensure that management has the necessary authority to implement and execute the strategy.

The directors have access to the advice and services of the Company Secretary. They are entitled, at the Company's discretion, to seek independent professional advice about the affairs of the Company or the execution of their duties as directors. Board Committees are also entitled to obtain independent professional advice on any issue within their scope, subject to following a board-approved process.

A Board Work Plan and committee Terms of Reference are in place to ensure that all relevant Governance matters are addressed during the year. Feedback on the delegated task is provided at the next meeting and recorded in the meeting minutes.

# King IV™ Application Register (CONTINUED)

## Principle 7

**The Board comprises the appropriate balance of knowledge, skills, experience, diversity, and independence for it to discharge its Governance role and responsibilities objectively and effectively.**

At year-end, the Board consisted of four independent non-executive directors and three executive directors. The Board's position is in line with the principles of King IV™, as most directors are non-executive and all non-executive directors are independent.

The Chairman of the Board is an independent non-executive director whose role is separate from that of the Group's Chief Executive Officer. The Chairman is supported by the lead independent, Ralph Patmore. The Group Chief Executive Officer, Mustek Operations: Managing Director and Group Financial Director are members of the Board. The composition of the board is reviewed annually to ensure that it complies with the relevant legislation, regulations and policies.

The non-executive directors have the necessary skills and experience to provide judgment that is independent of management on matters relating to strategy, performance, resources, transformation, diversity, equity, employment, standards of conduct and performance evaluation. The Board stated that its composition reflects the appropriate mix of knowledge, skills, experience, diversity, and independence.

### **Board appointment and re-election process**

The Board has a transparent policy regarding appointing directors to the Board. The nomination of directors and the interview process has been delegated to the Remuneration and Nominations Committee. At least one-third of directors rotate every year. Currently, all directors are required to rotate every year; however, shareholders will be asked to update the memorandum of incorporation to stipulate that one-third of the non-executive directors rotate annually.

Apart from a candidate's experience, knowledge, skills, availability and likely fit, the Committee also considers a candidate's integrity and other directorships and commitments to ensure that the candidate will have sufficient time to discharge his/her role properly. The Remuneration and Nominations Committee also consider race and gender diversity in its assessment in line with its Gender and Race Diversity Policy, which was reviewed during the reporting period.

Managing the Board's succession process is crucial to its sustainability. The Remuneration and Nominations Committee ensures that, as directors retire, candidates with the necessary experience are identified to maintain and enhance the Board's composition and balance, taking into account the Group's current and future needs.

The role of the Board in prioritising the Group's strategy remains a focus area, as does the mix of financial and operational information used to support the measurement of the strategy. Formal succession planning for the Group and subsidiary executive teams were assessed by the Remuneration and Nominations Committee during the year.

The non-executive directors derive no benefit from the Company. Their fees and emoluments, as proposed by the Remuneration and Nominations Committee, are approved by Shareholders at the Group's Annual General Meeting.

### **Independence and conflicts**

During the year ended 30 June 2025, none of the directors had a significant interest in any contract or arrangement entered into by the Company or subsidiaries other than as disclosed in note 31 to the Annual Financial Statements. The executive directors declared their interest in an entity that is associated with Novus Holdings, a company that has made a mandatory offer to Mustek shareholders through an offer circular published on 30 May 2025.

Directors are required to inform the Board of conflicts or potential conflicts of interest that they may have in relation to business items. Directors are obliged to excuse themselves from discussions or decisions on matters in which they have a conflict of interest per the Declaration and Conflict of Interest Policy in place. A standard agenda item is included for members to declare whether they have any conflict of interest with respect to a matter on the agenda. This is minuted accordingly.

The interests, position, association, or relationship were considered when categorising the non-executive directors as independent. Independent non-executive directors serving for over nine years are subjected to a rigorous review of their independence and performance by the Board. Disclosure is also made regarding individuals serving for more than nine years, enabling shareholders to make their own assessment of the directors.

This, together with the test of being judged from the perspective of a reasonable and informed third party and other indicators on a substance-over-form basis, found all non-executive directors to be independent. The categorisation of directors can be found on pages 78 and 79 of the Integrated Annual Report.

### **The Chairman**

The Chairman's role is to set the ethical tone for the Board so that it remains efficient and focused and operates as a unit. Isaac Mophatlane serves as Chairman of the Board. The Chairman's role is separate from that of the Group's Chief Executive Officer, Hein Engelbrecht. He provides overall leadership to the Board and the Group Chief Executive Officer without limiting the principle of collective responsibility for Board decisions.

Isaac Mophatlane is a member of the Remuneration and Nominations Committee and serves as Chairman for only the Nominations part of the Committee meeting agenda.

The Board charter documents the roles of the Chairman, Group Chief Executive Officer, and lead independent director.





# King IV™ Application Register (CONTINUED)

## Principle 8

**The Board ensures that its arrangements for delegation within its own structures promote independent judgment, assist with the balance of power, and effectively discharge its duties.**

The Group seeks to maintain strong Corporate Governance structures and processes by working within a clearly defined Governance framework, thus enabling the delivery of a sustainable business to all our Stakeholders. The Governance framework promotes the establishment of a Board Committee structure with the intention of supporting the Board in the execution of its duties. The Board has specific authority over each Committee while still enabling elective control and preserving its accountability. Roles and responsibilities for each Committee are defined, and the Board has board-approved terms of reference for the various Committees.

During the reporting period, the Independent Board was appointed, consisting of the four independent non-executive directors, to oversee the mandatory offer in terms of section 123 of the Companies Act (read with section 117 of the Companies Act) from Novus Holdings as per the Joint Circular that was issued on 30 May 2025.

## Principle 9

**The Board ensures that its own performance, that of its committees, its Chairman, and that of its individual members are evaluated to support continued improvement in its performance and effectiveness.**

The Board's responsibility is for evaluating its own performance and that of its Committees, its Chairman, and its individual members. The analysis of an internal evaluation of the Board and its Committee were conducted using a questionnaire based on the principles and practice recommendations in the King IV™ report. The questionnaires were completed by members and invitees of the Board and its Committees.

Based on the analysis, the Board believes that the Board and its Committees are appropriately and effectively fulfilling their roles and responsibilities. Weak areas were identified, and they will be addressed during the current financial year.

## Principle 10

**The Board ensures that appointing and delegating to management contribute to role clarity and the effective exercise of authority and responsibilities.**

The Delegation of Authority policy sets out matters strictly reserved for Board approvals and prescribes authority thresholds for different Board Committees. The policy is reviewed regularly. The Board authorises the Group Chief Executive Officer to run the Company's affairs.

The Board ensures that the Delegation of Authority policy contributes to role clarity and the effective exercise of authority and responsibilities.

## Principle 11

**The governing body should govern risk to support the organisation in setting and achieving strategic objectives.**

The focus of risk management in Mustek Limited is on identifying, assessing, mitigating, managing and monitoring all known forms of risk across the Group. Management is involved in a continuous process of developing and enhancing its comprehensive systems for risk identification and management. The Board has overall responsibility for governance of risk by setting direction on how risk should be approached and addressed. The top risks are presented and discussed quarterly and are considered when making decisions.

Management throughout the Group is responsible for implementing and executing effective risk management.

The risks to the business encompass areas such as cybersecurity, macro-economic factors, exchange rates, local and international competition, legislation and national regulations, interest rates, people skills, and general operational and financial risks. The significant risks are the subject of the Board's attention and are given particular consideration in the annual strategic plan, which the Board approves. Operational risk is a line function conducted in compliance with a comprehensive set of Group policies and standards to cover all aspects of operational risk control. Performance is measured regularly by means of both self-assessments and audits by independent consultants and a combined assurance model. In addition, the Group promotes ongoing commitment to risk management and control by participating in externally organised risk management and safety systems.

Currently, only the Annual Financial Statements are independently assured by BDO South Africa Incorporated. The Broad-based Black Economic Empowerment ("B-BBEE") contributor levels for Mustek were verified by mPower Ratings, a SANAS-approved external verification agency.

## King IV™ Application Register (CONTINUED)

### Principle 12

**The Board governs technology and information to support the Group's settings and achieve its strategic objectives.**

The Board's responsibility is for the governance of technology and information by setting the direction in which technology and information should be approached. The Board highlights its importance as it is interrelated to the Group's strategy, performance, and sustainability.

This is achieved through the work of the Group IT Steering Committee, which reports to the Audit and Risk Committee. The Group IT function ensures the integration of people, technology, information, and processes across the Group. Technology and information risks are integrated into one IT risk register and reported quarterly. The external auditors audited the material IT systems within the Group, and the findings were addressed during the reporting period.

A Group IT strategic framework was developed and implemented during the year. Group companies follow the framework in setting their short, medium and long term IT strategic objectives.

### Principle 13

**The Board governs compliance with applicable laws and adopts non-binding rules, codes, and standards that support the Group's ethical behavior and good corporate citizenship.**

The Board's responsibility for ensuring compliance with applicable laws and adopted, non-binding rules and a code of standards. This function is delegated to the Social and Ethics Committee, and the Audit and Risk Committee oversee financial compliance. The Group has started its journey of developing and maintaining a compliance universe for all major subsidiaries within the Group.

The Protection of Personal Information Act (POPIA) was implemented, and the Company received ISO 27001: *Information Technology Management* certification.

The Board's assurance of the effectiveness of the controls around compliance with laws, rules, codes, and standards from procedures performed by the internal auditors. No penalties were paid for non-compliance with any statutory obligation during the reporting period.

During the reporting period, Mustek was requested access to records by a Shareholder in terms of the Promotion of Access to Information Act (PAIA). The information was provided.

### Principle 14

**The Board ensures that the organisation remunerates fairly, responsibly, and transparently to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.**

The Remuneration and Nominations Committee ensures that the Group's Remuneration policy is aligned with its strategy. It also reviews and approves the remuneration of executive directors and senior management.

Mustek received a 99.9% and 96.1% non-binding advisory vote in favour of its Remuneration Policy and Implementation Report, respectively, at the Annual General Meeting held on 21 November 2024.

The Remuneration Policy (as set out in part II) and our Implementation Report (as set out in part III) will again be put to Shareholders as two separate non-binding advisory votes at the Annual General Meeting to be held on 20 November 2025.

Executive remuneration comprises a combination of guaranteed remuneration and variable remuneration (short-term remuneration and long-term incentives). The directors, executives and employees are remunerated responsibly in line with the Remuneration policy. The Board confirmed that the Remuneration Policy achieves its objectives.

Refer to the remuneration report on pages 84 to 91 in the Integrated Annual Report for more information.



## King IV™ Application Register (CONTINUED)

### Principle 15

The Board ensures that assurance services and functions enable an effective control environment and that these support the integrity of information for internal decision-making and of the organisation's external reports.

The Board has delegated to the Audit and Risk Committee the responsibility of overseeing the effectiveness of assurance arrangements within the Group. The Committee ensures that internal controls are adequate and adequately reported on for arrangements within the Group. Internal controls have been established not only over financial matters, but also operational, compliance and sustainability issues.

The combined assurance framework was reviewed during the reporting period and aligned with the risks identified by the Group to consider whether additional assurance in relevant risk areas was required. Assurances are currently obtained through audits performed by internal and external auditors, as well as regular tests conducted by management.

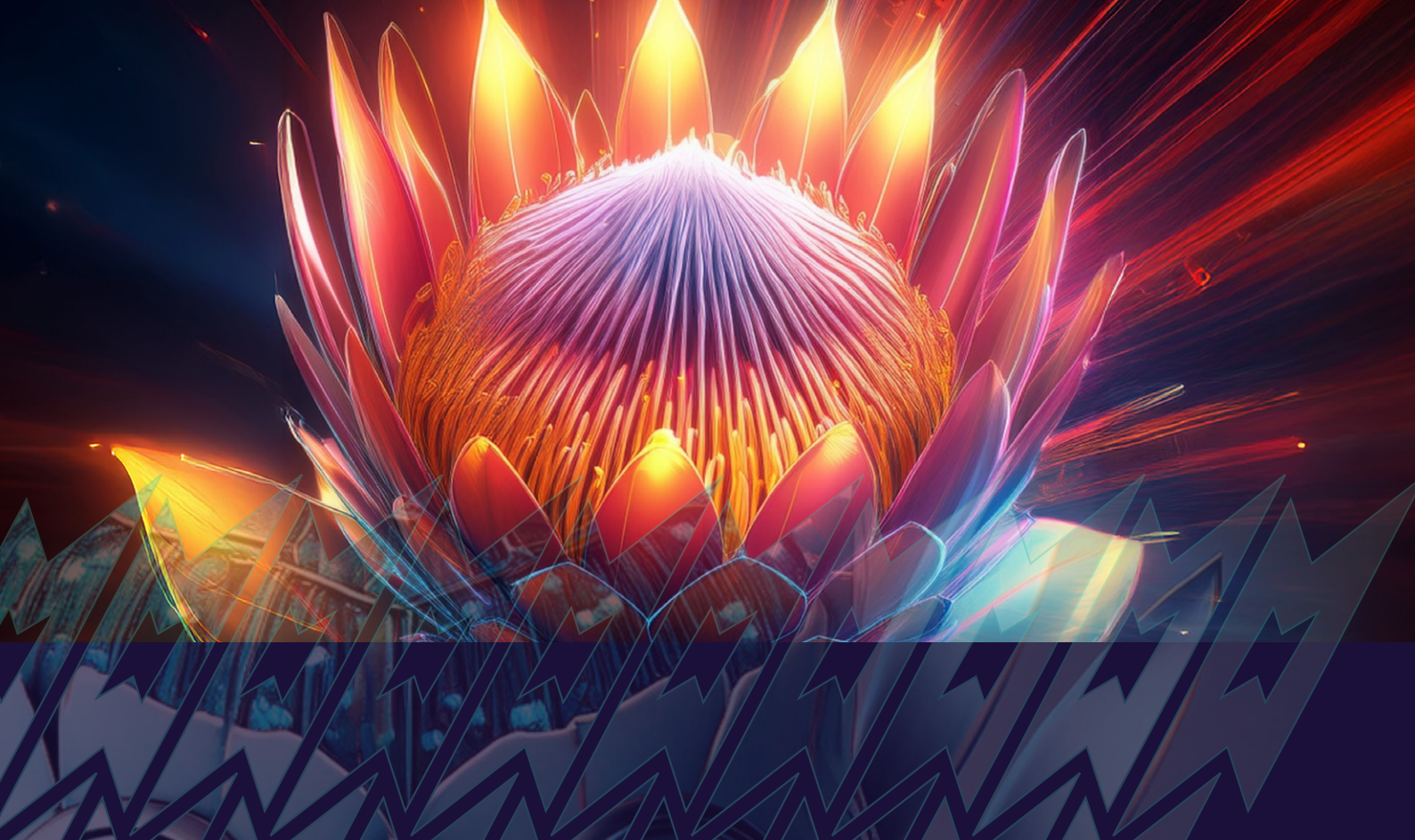
The Board's responsibility for the integrity of the external reports presented by the Group via the Audit and Risk Committee sets out the direction on how assurance in this regard should be approached and addressed.

### Principle 16

In the execution of its Governance role and responsibilities, the governing body should adopt a Stakeholder-inclusive approach that balances the needs, interests and expectations of material Stakeholders in the best interest of the organisation over time.

The Board is responsible for governing stakeholder relations within the Group. Transparent communication and engagement with Stakeholders are vital to ensure that the principles of Stakeholder management are adopted in line with King IV™. The Board ensures that Shareholders are equitably treated and that the interests of minority Shareholders are adequately protected. The Board encourages Shareholders to attend the Annual General Meeting to engage with the Board.

Mustek's investor relations programme includes communications with Shareholders through interim and annual reports, meetings and presentations.



[www.mustek.co.za](http://www.mustek.co.za)