

SAPREF Business Management System		SITE	Procedure	Level 1
<b>Originator:</b>	V. Bester	<b>Document ID:</b>	SITE.PM.0003	
<b>Document Controller:</b>	R. Sewraj	<b>Effective date:</b>	12 Sep 2007	
		<b>Revision:</b>	3	
<b>STATEMENT OF GENERAL BUSINESS PRINCIPLES</b>				

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## MANAGING DIRECTOR'S MESSAGE

Although jointly owned by SHELL and BP, SAPREF operates as an independent entity with wide freedom of action. However, we are judged by how we act and our reputation directly affects our shareholders. Upholding SAPREF's and our shareholders' reputations is paramount.

Our reputation will be upheld if we act with honesty and integrity in all our dealings and if we do what we think is right at all times within the legitimate role of business. SAPREF's core values are honesty, integrity and pride. We also firmly believe in integrity and respect for people in all that we do. Our underlying corporate values determine our principles. These principles apply to all transactions, large or small, and describe the behavior expected of every employee at SAPREF.

In turn, the application of these principles is underpinned by aligning Team SAPREF to our common purpose and to the procedures within SAPREF which are designed to make sure that our people understand the principles and that they act in accordance with them. We recognise that it is vital that our behavior matches our intentions. Therefore all the elements of this structure - purpose, values, vision and the accompanying procedures - are necessary.

SAPREF recognises that maintaining the trust, confidence and respect of shareholders, employees, customers, authorities, suppliers and communities is crucial to the company's continued growth and success.

We intend to merit this trust by conducting ourselves according to the standards set out in our General Principles. It is the responsibility of management to ensure that all employees are aware of these principles. It is the responsibility of all SAPREF people to behave in accordance with the spirit of these General Business Principles.



**VICTOR BESTER**  
**MANAGING DIRECTOR**  
**2019**

# SAPREF GENERAL BUSINESS PRINCIPLES

## Introduction

Underpinning SAPREF's commitment to responsible corporate citizenship and the pursuit of a sustainable future – economic, social and environmental – the General Business Principles set out guiding principles on integrity and ethics in business conduct. They govern SAPREF's business decisions and actions throughout the world and apply equally to corporate actions and to the behavior of individual employees in conducting SAPREF's business. They are subject to applicable laws. Acting in accordance with our General Business Principles is crucial to maintain the trust and confidence of our shareholders and employees, our customers and suppliers, and of the nation, and to enable the continued growth and success of SAPREF.

### 1. Objectives

SAPREF's objectives are to engage efficiently, responsibly and profitably in crude oil refining and other selected businesses. We maximise the return to our shareholders while respecting SAPREF's people, the community and the environment. SAPREF seeks a high standard of performance and aims to maintain a long-term position in its competitive environment.

### 2. SAPREF Values

SAPREF employees share a set of core values - honesty, integrity and respect for people and the environment. We also firmly believe in the fundamental importance of trust, openness, teamwork and professionalism, and pride in what we do. We believe that incorporating these values as basic elements of our business dealings will result in professional high quality services to our clients and build the trust of our shareholders. The General Business Principles apply to all transactions, large or small, and drive the behavior expected of every employee at SAPREF in the conduct of its business at all times.

### 3. Sustainable Development

As part of the Business Principles, we commit to contribute to sustainable development. This requires balancing short- and long-term interests and integrating economic, environmental and social considerations into business decision making.

### 4. Responsibilities

SAPREF recognises five areas of responsibility:

#### 4.1. To Employees

To respect the human rights of our people, to provide them with good and safe conditions of work, and good and competitive terms and conditions of service, to promote the development and best use of human talent and equal opportunity employment, and to encourage the involvement of employees in the planning and direction of their work, and in the application of these principles within SAPREF. It is recognised that our success depends on the full commitment of all employees.

#### 4.2. To Customers

To offer customers products and services which offer value in terms of price, quality, safety and environmental impact, which are supported by the requisite technological, environmental and commercial expertise

#### **4.3. To Shareholders**

To protect shareholders' investment, and provide an acceptable return

#### **4.4. To Society** (in other words to the authorities and to the communities around us)

To conduct business as responsible corporate members of society, to observe the laws of the country in which we operate, to express support for fundamental human rights in line with the legitimate role of business and to give proper regard to health, safety and the environment consistent with our commitment to contribute to sustainable development.

#### **4.5. To those with whom we do business**

To seek mutually beneficial relationships with contractors, suppliers and in joint ventures and to promote the application of these principles in so doing. The ability to promote these principles effectively will be an important factor in the decision to enter into or remain in such relationships.

These five areas of responsibility are seen as inseparable. Therefore it is the duty of management continuously to assess the priorities and discharge its responsibilities as best it can on the basis of that assessment.

### **5. Business principles**

#### **5.1 Economic Principles**

Profitability is essential to discharging these responsibilities and staying in business. It is a measure both of efficiency and of the value that customers and shareholders place on SAPREF. It is essential to the allocation of the necessary corporate resources and to support the continuing investment required to develop and produce future energy supplies to meet consumer needs. Without profits and a strong financial foundation it would not be possible to fulfill the responsibilities outlined above.

Criteria for investment decisions are not exclusively economic in nature but also take into account social and environmental considerations and an appraisal of the security of the investment.

#### **5.2 Business Integrity**

SAPREF insists on honesty, integrity and fairness in all aspects of our business and expects the same in our relationships with all those with whom we do business. The direct or indirect offer, payment, soliciting and acceptance of bribes in any form are unacceptable practices. Employees must avoid conflicts of interest between their private financial activities and their part in the conduct of company business. All business transactions on behalf of SAPREF must be reflected accurately and fairly in the accounts of the company in accordance with established procedures and be subject to audit.

## **5.3 Political Activities**

### **5.3.1 of the Company**

SAPREF acts in a socially responsible manner within the laws of the country in pursuit of our legitimate commercial objectives.

SAPREF does not make payments to political parties, organisations or their representatives or take any part in party politics. However, when dealing with government SAPREF has the right and the responsibility to make our position known on any matter which affects us, our people, our customers, or our shareholders. We also have the right to make our position known on matters affecting the community, where we have a contribution to make.

### **5.3.2 of Employees**

Where individuals wish to engage in activities in the community, including standing for election to public office, they will be given the opportunity to do so where this is appropriate.

## **5.4. Health, Safety and the Environment**

Consistent with our commitment to contribute to sustainable development, SAPREF has a systematic approach to health, safety and environmental management in order to achieve continuous performance improvement.

To this end SAPREF manages these matters as any other critical business activity, sets targets for improvement, and measures, appraises and reports performance.

## **5.5. The Community**

The most important contribution that a company can make to the social and material progress of the country in which it operates is in performing its basic activities as effectively as possible. In addition SAPREF takes a constructive interest in societal matters which may not be directly related to the business.

Opportunities for involvement - for example through the community, educational or donations programmes –vary depending upon the nature of the initiative concerned.

## **5.6. Competition**

SAPREF supports free enterprise. We seek to compete fairly and ethically and within the framework of applicable competition laws. We will not prevent others from competing freely with us.

## **5.7. Communication**

SAPREF recognises that in view of the importance of our activities and their impact on the national economy and individuals, open communication is essential. To this end, SAPREF has comprehensive corporate information programmes and provides full relevant information about our activities to legitimately interested parties, subject to any overriding considerations of business confidentiality and cost.

## **References (Records, Internal/External References)**

Record/Doc. ID	Title
SITE.PM.0004	SAPREF CODE OF CONDUCT