

TO WHOM IT MAY CONCERN

3 December 2019

Recommendation for Mr Sandile Tshabalala

Huruma Bantfu (Pty) Ltd

Registration Number: 2016/183640/07

This recommendation letter serves to confirm that Mr Sandile Tshabalala through Huruma Bantfu (Pty) Ltd provided a Board Induction of ten [10] Board of Directors of the Public Servants Association of South Africa at the Bay Hotel in Cape Town.

The Board Induction covered the following content:

- The role of a director
- The role and legal responsibilities of a director as well as his or her statutory duties and responsibilities of other key role players
- Board committees that the new director may need to serve on
- Conflict of interests' provisions
- The new director's personal development process
- Board procedures, including minutes, governance framework, code of ethics, board committees, board evaluations and board workplan
- Board and board committee composition
- Board training and development
- Board effectiveness and reviews and action plans

We recommend Mr Sandile Tshabalala for any opportunities related to Board Inductions.

Yours sincerely,



IP Fredericks

GENERAL MANAGER