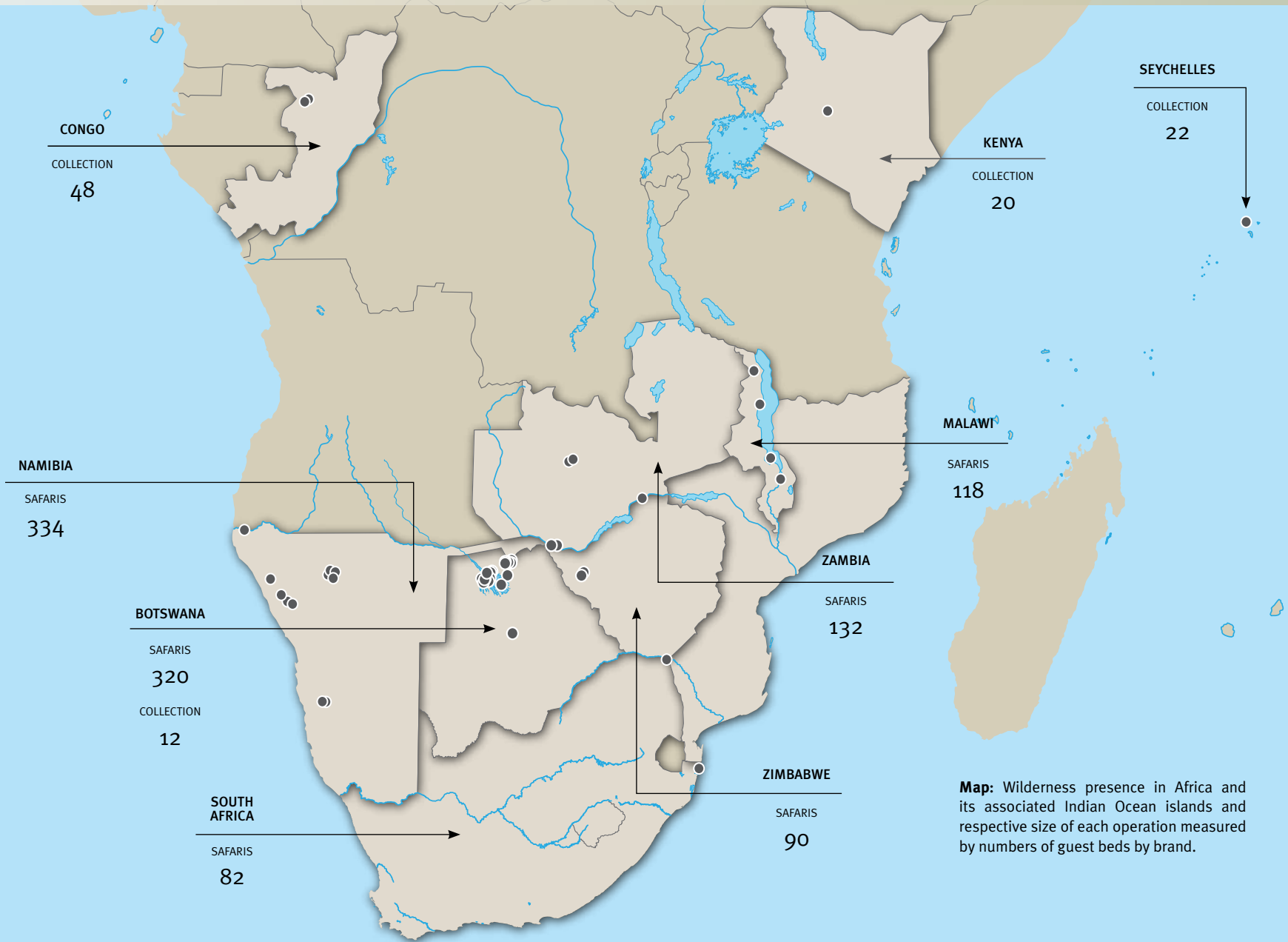


SUSTAINABILITY REVIEW 2013



Wilderness is a group of companies dedicated to responsible tourism in Africa. Our travel divisions – Wilderness Safaris, Wilderness Collection and Wilderness Air – operate a portfolio of some 70 lodges, camps and safaris in nine countries: Botswana, Congo (Brazzaville), Kenya, Namibia, Malawi, South Africa, Zambia, Zimbabwe and the Seychelles. We believe in using responsible tourism to build sustainable conservation economies by creating journeys for our guests through the most remote and beautiful wild areas of Africa, while at the same time sharing the benefits of tourism with local communities.



Map: Wilderness presence in Africa and its associated Indian Ocean islands and respective size of each operation measured by numbers of guest beds by brand.

OUR SUSTAINABILITY PLATFORM



CONSERVATION

- Without the wilderness there is no Wilderness.
- Investments to maximise our positive impacts, and measures to minimise our negative impacts, frame our behaviour.
- Respecting and caring for the wilderness makes for a better business and a better world.



COMMUNITY

- People are at the heart of our business.
- While our external communities contribute tenure, support and revenue, our internal community connects our guests to the wilderness.
- We are committed to the development and maintenance of positive and empowering relationships with all Wilderness communities.



CULTURE

- Our world is culturally diverse.
- Respecting and embracing cultural differences is fundamental to our business.
- Our ultimate goal is to make the wilderness relevant to our cultural collection.



COMMERCE

- Making money is fundamental to what we do.
- Sustained financial prosperity will create genuine long-term value for Wilderness and this wealth creation provides us with the ultimate mandate to lead and innovate in the world of responsible tourism.
- We clearly understand that in order to be inspirational, we must be successful.

CONTENTS

Wilderness Safaris and Sustainability	2
Letter from our CSO	3
Our Performance in 2013	4
4Cs hero 2013	5
Conservation	6
Community	12
Culture	18
Commerce	20
Children in the Wilderness	22
Wilderness Wildlife Trust	23
Your journey only starts when you leave us	24
Our Journeys Change Lives.....	25



WILDERNESS SAFARIS AND SUSTAINABILITY

Thirty years ago the founders of Wilderness Safaris fell in love with Africa's remote, wild places. They realised that many of these places were not getting the attention they deserved. Some had too many visitors, while others had none at all. Some areas were being hunted excessively or had alternative forms of land use on the agenda, like cattle farming, timber harvesting, irrigation schemes and mining. The human impact on these areas was indicative of a lack of care and understanding.

It was evident that communities and governments were getting little or nothing out of the natural areas that had been in their care since time immemorial.

Wilderness Safaris' goal therefore was to conserve these places by enabling people to visit them and earn a return for the business and its employees at the same time. This was not a complex idea but an important one. Wilderness Safaris thus offers journeys and experiences to discerning globally caring travellers, and is in the business of building sustainable conservation economies, achieved through the employment of a responsible tourism model.

We began operating in Botswana and then spread out into the rest of southern Africa and Seychelles, recently into west-central and east Africa. Wilderness currently operates 70 different safari camps and lodges, comprising some 1 008 beds, in nine African countries and hosting in excess of 30 000 guests per year – all based on a strong sustainability platform: the 4Cs.

The 4Cs concept, adopted from the Zeitz Foundation (www.zeitzfoundation.com), is predicated on the belief that a business cannot be truly sustainable unless it commits to the four dimensions of Commerce, Conservation, Community and Culture. We believe that this framework is an appropriate sustainability model for our industry and accordingly our Vision, Mission and Values are all aligned with these Cs. Our strategic plan is also based on this platform and a set of outcomes have been developed for each C. These outcomes have then been extended into specific actions that are required to ensure their achievement. Step by step then, we are making a difference to Africa and ultimately the planet.



LETTER FROM OUR CSO

Dear Guest,

We are committed to ensuring the sustainability of our business. This commitment is part of our DNA and reflects a number of aims and objectives, the most important of which are outlined below:

- Firstly, this is enlightened self-interest. We depend on the health of the ecosystems and species that are the attractions for our guests. Any negative impacts on the environment resulting from our business would reduce their attractiveness and thus the competitiveness of our products. On the other hand, improvements to biodiversity and species will increase the attractiveness of our tourism operations and therefore the success of our business;*
- The health of ecosystems in modern Africa is to a large extent dependent on the goodwill of surrounding rural communities and to this end, our fair and equitable engagement of these partners is a critical component of the sustainability of both protected areas and our business;*
- In this day of discerning and responsible travellers, it is important to demonstrate the sincerity of our sustainability commitments, and the actions arising therefrom. If this can be achieved, we will differentiate ourselves from our competitors and enhance our reputation in the world of ecotourism;*
- Many of our sustainability initiatives have important efficiency by-products and thus result in improved business performance. For example, our investments in renewable energy supplies result in significant reductions in diesel consumption and therefore in our operating costs;*
- As a responsible corporate citizen, it is our duty to ensure that any negative impacts resulting from our operations are minimised, and any positive impacts are maximised;*
- Many of our staff are themselves personally committed to biodiversity and responsible living and our equivalent value systems enable us to attract and retain the brightest and the best people; and*
- Aligned to the previous point is the creation of a culture within our organisation that values and promotes sustainability, not only within our business but in all other aspects of each of our own day-to-day lives.*

This review is a high-level summary of our Integrated Report for 2013. Readers seeking further details can download the full report at www.wilderness-holdings.com/sustainability.



Derek de la Harpe
Chief Sustainability Officer, Wilderness Holdings Limited

OUR PERFORMANCE IN 2013

Conservation	Information	Trend
Conservation footprint	Down to 3.1 million ha	↓
Biodiversity footprint	Operate in nine biomes	↔
	Operate in five Centres of Endemism	↔
IUCN Red List species in our conservation footprint	Five Critically Endangered	↔
	Nine Endangered	↔
	26 Vulnerable	↔
Spend on conservation	Up to BWP6.7 million	↑
Camps 100% solar powered	Nine camps	↑
CO ₂ emissions per bednight	Down to 0.09 tonnes	↓
Carbon emissions	Down to 16 005 tonnes CO ₂	↓
Bottled water consumption	Down 35% to 1.85L per bednight	↓
Camps recycling inorganic waste	7% of camps	↔
Group compliance with GEMS	72% average Group compliance score	↔

Community	Information	Trend
Payments to community partners and joint ventures	BWP8.5 million	↔
Children through CITW camps	572 children	↑
Donations raised and administered to communities	BWP2 million	↓
Persons employed	2 594 employees	↓
Staff receiving formal training	1 556 employees	↑
Employees tested for HIV/AIDS	515 employees	↓
Workplace injuries	12 injuries	↓
Service culture and guest experience	81% exceeded expectations	↑
	99% recommend to friends and family	↑
Employee service culture	89% of employees received performance reviews	↑

Culture	Information	Trend
Ethnic groups employed	27 groups	↔
Cultural camp activities	34 activities	↔

Commerce	Information	Trend
Bednight sales	Down 3.7%	↓
Selling prices	Up 6%	↑
Source currency turnovers	USD up 6.4%	↑
	Euro up 1.1%	↑
	BWP up 10%	↑
	ZAR up 3.8%	↑
	NAD down 0.4%	↓
Reporting currency turnover	Up 13%	↑
Gross profit	Down 0.6%	↓
EBITDA	Up 40% to BWP109 million	↑
Effective tax rate	Down from 49% to 15%	↓
Profit after tax	Up 238% to BWP28 million	↑
Cash generated from operations	Up 35% to BWP107 million	↑
Cash reserves	Down by BWP18 million to BWP140 million	↓
Dividend declared	BWP9.2 million	↓
Capital expenditures during the year	BWP65 million	↔
Capital expenditures authorised for FY 2014	BWP54 million	↓

KEY

- ↑↓ – A positive impact showing a positive trend against the prior year OR a negative impact decreasing.
- ↓↑ – A negative impact showing a negative trend against the prior year OR a positive impact decreasing.
- ↔ – Stable or else trend information is inconsistent. Green indicates an inherently positive impact, red an inherently negative impact.

WILDERNESS 4Cs HERO 2013 – SYMON CHIBAKA

The 4Cs approach is only as good as the people in the company make it. The 4Cs Hero Award thus recognises the achievements of the unsung heroes of the Wilderness Group. Nominees come from all over the Wilderness family, from back of house to the offices, each one involved in the day-to-day implementation of our 4Cs philosophies.

The Wilderness 4Cs Hero of 2013 was Symon Chibaka of Malawi. As Children in the Wilderness (CITW; see page 22) Programme Director, Symon has achieved great results – to such an extent that the changes he has made to the programme within Malawi are now being adopted in other countries as standard operating practices for CITW, for instance the concept of Eco-Clubs. He is an excellent example to others across the company.

Symon worked for Wilderness Safaris Malawi initially as a guide, then as a CITW programme coordinator, and from 2009 as its Programme Director. He has been instrumental in driving CITW Malawi to extend well beyond its initial brief of running successful camp programmes.

Through CITW Malawi, Symon has run a scholarship programme for disadvantaged children, with sponsorship from supporters. So far, the programme has helped 144 needy children to access higher education, which they would have not been able to do without a scholarship. Currently, 81

children are being sponsored in secondary schools. Of those who have finished secondary schooling, four have found jobs, while two others are studying at Teacher Training Colleges.

Via the Eco-Clubs, CITW and Symon have been involved in fence patrols around Liwonde National Park to assist in mitigating human-wildlife conflict. He has partnered with H.E.L.P. Malawi, an NGO based at Mvuu Camp, in supporting numerous projects in the villages adjacent to Liwonde, such as the building of Nanthomba School and Nandumbo Clinic.

Through his constant energy, commitment to the principles of the 4Cs – particularly with regards to the next generation – and his ability to see beyond the present, Symon has materially changed the lives of hundreds of children for the good, and through them, their communities and their impact on Malawi's natural heritage. It is for all this that he is deservedly this year's 4Cs Hero.





The Conservation C is based on one simple mindset: without the wilderness there is no Wilderness. This inspires our business to invest in maximising the positive impacts arising from our activities, while at the same time implementing measures to reduce the negative impacts. This respect and care for the wilderness makes for a better business and ultimately a better world.



Our efforts in conservation are divided into two main areas:

BIODIVERSITY

We define our role in biodiversity as:

- Ensuring the long-term conservation of wilderness areas through the creation of sustainable ecotourism businesses and ensuring ecotourism remains the preferred economic alternative to less sustainable industries;
- Creating a profitable, ethical and responsible business based on conservation that others can mimic in areas in which we are not present;
- Measuring and understanding our biodiversity footprint and enhancing indigenous species richness.

ENVIRONMENTAL MANAGEMENT SYSTEMS (EMS)

- The intention of our EMS efforts is to minimise or mitigate any negative impacts that our camps and other operations may have on the environment in which they are situated;
- This includes how we manage our energy and carbon emissions, water and waste as well as the products used in our camps;
- We believe that our high EMS standards are a competitive advantage and enhance our guests' experiences.



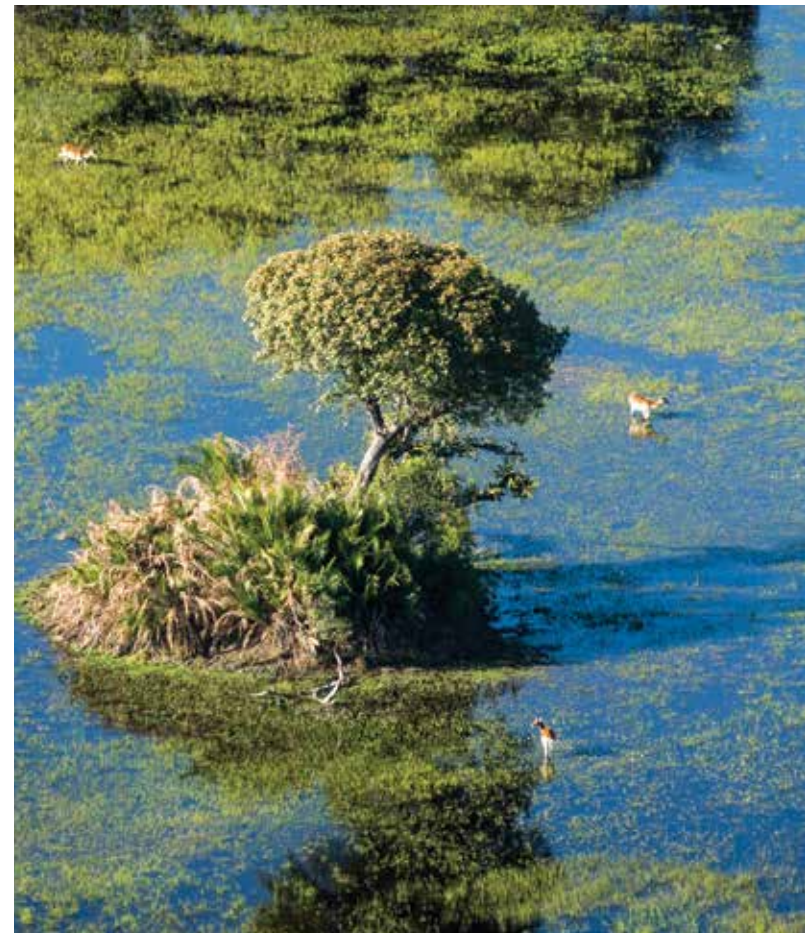
HIGHLIGHTS IN 2013

BIODIVERSITY

- We increased our spend on biodiversity conservation projects by 30% to BWP6.7 million.
- We introduced an intensive security and monitoring programme for black rhino in Liwonde National Park, Malawi.
- In the world's largest Ramsar site, the Okavango Delta in Botswana, we carried out 12 research and conservation projects.
- Our biodiversity footprint covered 3.1 million hectares (7.6 million acres).

ENVIRONMENTAL MANAGEMENT SYSTEMS (EMS)

- On average our camps are 72% compliant with our own internally-set Group Environmental Minimum Standards (GEMS).
- We reduced our carbon emissions by 8% when compared to 2012.
- We reduced our bottled water consumption by 34%.
- We invested in new waste management technology, known as a bio-digester.
- In Namibia, we have started a process of investigating sustainability in our supply chain.
- We received an award for excellence from Namibia's Eco-Awards for the high standard achieved in the decommissioning and rehabilitation of Skeleton Coast Camp.



BIODIVERSITY

We help conserve 3.1 million hectares (7.6 million acres) across Africa – what we call our biodiversity footprint. Nine of Africa's 11 biomes (*communities comprising plant and animal species best adapted to that environment*) are located within this enormous area which includes conservation bridges or corridors for animals and plants to move across. In 2013, we expanded our footprint into our ninth biome: the Tropical Rainforest of the Republic of Congo. This also allowed us to expand into our sixth African centre of endemism: the Guineo-Congolese (*centres of endemism are areas containing ranges of species with restricted distributions, making them high conservation priorities*).

There are some 1 100 bird species, 280 mammals, 190 reptiles and no less than 50 amphibians within our biodiversity footprint. Of this enormous diversity, no fewer than 40 species fall within the top three threatened categories of the IUCN Red List, with five species in the Critically Endangered category. Where these species occur in our footprint, we have monitoring programmes in place.

Our aim is to continually increase our biodiversity footprint. In 2013, this included participating in 94 active research and conservation projects with over 70 independent institutions involved in African conservation. This meant that BWP6.7 million was spent directly on biodiversity conservation.

Some of these projects include:

- Reintroduction of threatened species in areas of former range (e.g., black rhino and wild dog);
- Growth of threatened species populations – in some cases resulting in favourable changes in IUCN Red Listing (e.g., loggerhead turtle and green turtle);
- Improved understanding of the conservation ecology of threatened species that has resulted in better management of these (e.g., roan antelope and lion);
- Confirmation of existing conservation corridors linking sub-populations (e.g., elephant, zebra, wildebeest and wild dog movement studies);
- Mitigation of human-wildlife conflict (e.g., Seronga Human-Elephant Conflict study);
- Establishment of biodiversity (e.g., aquatic biodiversity surveys) and population baselines (e.g., wildlife monitoring indices and aerial surveys);
- Removal of artificial and human-related causes of wildlife mortality and rehabilitation of ecosystems (e.g., South Luangwa Conservation Society and North Island vegetation rehabilitation); and
- Understanding of the potential impacts of ecotourism-related activities (e.g., off-road driving study).





CASE STUDY: BLACK RHINO CONSERVATION, MALAWI

Malawi's 600 km² Liwonde National Park, at the southern end of Lake Malawi, is home to a great diversity of species – including a small population of the Critically Endangered black rhino (*Diceros bicornis*). Wilderness' Mvuu Lodge and Mvuu Camp comprise the only accommodation in the northern part of the park.

The black rhino was historically widespread throughout southern Africa, but in the late 19th century, all species of rhino worldwide came under threat from range loss and horn trade, with many populations collapsing to the point of near extinction. For most of the 20th century, the black rhino was the most numerous rhino species – numbering around 850 000 at one stage. But conversion of land for human settlement and agriculture, as well as hunting, reduced numbers drastically. By 1960, only an estimated 100 000 remained and the population bottomed out at 2 410 in 1995. Enormous conservation efforts saw numbers increase steadily to 4 880 by the end of 2010, but in spite of this, the species is at risk of extinction due to ongoing poaching.

In November 2012, in conjunction with the Malawi Department of National Parks and Wildlife, we launched an operation to fit tracking devices to a significant portion of Liwonde's black rhino population to enable increased monitoring and security by the Park's anti-poaching teams. A PhD study was begun to provide insight into important elements such as local ecology and also to assist in proactive management. A Nissan 4x4 was donated to the project to allow access to all areas of the Park.

Active conservation efforts of this nature therefore help in enhancing our biodiversity footprint by giving threatened species like the black rhino a greater chance of survival.





ENVIRONMENTAL MANAGEMENT SYSTEMS (EMS)

How do we ensure that we minimise our negative impacts on the environment – and indeed, maintain the integrity of the pristine wild areas in which we operate? At Wilderness, we have established Group Environmental Minimum Standards (GEMS) that specify how we develop and operate our camps. We perform biannual environmental audits on the camps to ensure they maintain these high standards and to identify where we can improve.

Our GEMS include:

Monitoring and reducing our carbon emissions – Our camps are situated in remote areas where we are required to generate our own electricity, mostly through generators that account for 52% of our carbon emissions. When building new or refurbishing existing camps, we are converting to solar power as the primary energy source, thus reducing emissions substantially. In 2013, we had nine fully solar powered camps, and a further ten camps on smaller solar systems that power each guest unit independently. Finally, 30 camps use battery-inverter systems to reduce generator running time from 24 to about 9 hours a day. Our emission of carbon dioxide dropped by 8% to 16 005 tonnes in 2013, compared with 17 412 tonnes in 2012.

Efficient water usage – By installing our own purified water systems at our camps, and thanks to strong support from both guests and staff, we reduced our bottled water consumption by 34% in 2013. By doing so, we also cut down on vast amounts of plastic waste going into landfills, with less than one 500ml plastic water bottle used per guest per night in most camps. In water-stressed areas like Namibia and the Central Kalahari Game Reserve in Botswana, we manage our water consumption carefully.

Waste water – Across Wilderness, 35% of our camps are situated in areas with high water tables or near rivers. In these situations, we have installed above-ground sewage treatment plants (STPs) that treat the water naturally with bacteria to ensure that there is no contamination of either ground or surface water.

CASE STUDY: THE REBUILDING OF DUMATAU CAMP, BOTSWANA

By 2012, DumaTau Camp, in the Linyanti region of Botswana, was in need of refurbishment. We used the opportunity to move the camp to an improved site and to rebuild it to enhanced EMS standards. We also documented a new Environmental Management Plan (EMP) for the camp, which was based on the lessons learned at the previous site.

The camp was built using Forest Stewardship Council (FSC) approved wood and positioned off the ground to minimise direct impact, also allowing for easy and effective decommissioning of the camp if required.



Other significant improvements made to various camp operational systems include:

- **Solar power:** The new DumaTau now operates off a 30kW solar power system. A diesel generator is present for backup purposes only.
- **Solar geysers:** Both staff units and guest tents receive hot water from solar geysers.
- **Solar jars:** The number of paraffin lamps used was reduced thanks to the introduction of Console™ solar jars, simple systems that have a small solar panel that charges a battery through the day and provides light using an efficient LED lamp at night.
- **Energy saving lights:** The vast majority of the lighting uses efficient LED technology.
- **Sewage treatment plant (STP):** The old DumaTau used septic tanks and simple soakaways for the treatment of waste water. The new camp uses a sophisticated above-ground STP that treats the water naturally and breaks down solids using bacteria, before allowing the treated effluent to flow back into the environment.
- **Preventing fuel spills:** Improvements were made to the design of the various bunding areas to ensure no spillage of fuels enters the environment.



People are the heart of our business. The Community C engages with all the people related to and part of our business, including guests, staff, community partners, shareholders, NGOs, governments and academic researchers.



Because the Community C includes such a diverse group of people involved in and affected by our business, we distinguish between two groups, namely our internal community and our external community.

INTERNAL COMMUNITY

- This largely comprises our staff who are the primary interface between Wilderness Safaris and our guests and other stakeholders.
- Staff are therefore fundamental in our operations and we endeavour to be an employer of choice.
- We strive to ensure our staff are fulfilled, rewarded and act as valued ambassadors of the company.

EXTERNAL COMMUNITY

- This is a diverse group that includes our neighbours, host governments, and the rural communities that either own the land we operate on, or work or live adjacent to it. Many of our staff come from these communities.
- Honest, mutually beneficial and dignified relationships with these community partners forms the backbone of our relationships with them, creating meaningful and life-changing opportunities from the proceeds of responsible ecotourism.
- Community-centric employment, joint ventures, education and training, social and health benefits, capacity building and infrastructure development form the bulk of our engagements with communities.



HIGHLIGHTS IN 2013

INTERNAL COMMUNITY

- 29 of our employees completed our Wilderness Business School, specially designed to develop our middle and senior management.
- Wilderness Safaris employs 2 594 people across nine African countries.
- 1 556 staff members received vocational training.
- We conducted our first Employee Engagement Survey in November 2012.

EXTERNAL COMMUNITY

- BWP8.48 million was paid to community partners through various contractual arrangements.
- BWP2 million was contributed towards various community development projects.
- 572 children attended Children in the Wilderness camps.
- A further 1 264 children participated in Children in the Wilderness Eco-Clubs.



INTERNAL COMMUNITY

In 2013, Wilderness Safaris employed 2 594 people from many different backgrounds. We continue to localise as many positions as possible in order to demographically represent the countries we operate in, resulting in only 8% of our employees being non-citizens of the country in which they are employed.

We pride ourselves on our commitment to our Human Resources policies, based on the International Human Rights Charter as well as local labour standards, ensuring a safe, respectful and fair workplace. No form of discrimination or corruption is tolerated at Wilderness Safaris, with an anonymous Ethics Hotline implemented to ensure this is maintained.

The health and safety of our staff is one of our top priorities, with health risks most associated with our operations being those of a chronic nature, e.g., malaria, TB, asthma, HIV and hypertension. First Aid training is also of vital importance, and all guides and managers have valid First Aid certificates.

Performance reviews are critical for our staff development, with 89% of staff receiving a biannual performance review in 2013. Our training and development of staff focuses on building capacity and confidence to ensure we all have the resources to deliver high-quality service. Currently we have three platforms that support continued staff development: full time training departments in each country, the Lobster Ink virtual training platform, and the Wilderness Business School.

All of this plays a critical part in achieving the following guest feedback in 2013:

- 81% of our guests believe their stay exceeded their expectations;
- 99% of our guests would recommend Wilderness Safaris to their friends and family; and
- 95% Trip Advisor guest satisfaction rating in January 2013 across Wilderness Safaris.



CASE STUDY: SERVICE STRATEGY AND INITIATIVES

Since 2011, a Service Strategy has been in place, aimed at developing a service culture within Wilderness. Part of this has been a platform for capturing guest feedback so that we can accurately measure our service, critically examine and continually improve our offering to our guests.

“We recognise that our greatest marketing tool is word of mouth and this has been used as a powerful tool in consistently driving a service culture and a ‘can do’ attitude through Wilderness Safaris.” (Keith Vincent, CEO)

In 2012, we investigated our offering and identified what we do well and what needed improvement. Consequently, we worked on our food concept and skills development in compiling menus, placing the right employees in the right positions and offering more comprehensive training in our kitchens.

We work closely with hospitality education system Lobster Ink, using its virtual training platform on which a Wilderness Safaris course has been

designed and developed. This comprises 150 lessons tailored around our standards, departments, history, geographic locations, projects and people. Over 30 camps and 150 employees were filmed in the development of this course and training manuals were written to create a dynamic, visual learning experience, resulting in a unique Wilderness Safaris qualification. This course represents the true cultural, procedural and practical understanding of the Wilderness Way – an open invitation to everyone involved with Wilderness to showcase their abilities, dedication and ambition.

This year, greater emphasis has been placed on the practical assessment of our staff. Management has been engaged to help them drive, motivate and constantly encourage employees to use the learning platform.

We aim to empower, inform and inspire our people in the pursuit of the highest levels of guest service by continuing with this focus on service initiatives.





EXTERNAL COMMUNITY

The profitability and sustainability of Wilderness Safaris depends on the health of the wilderness areas in which we operate. This is determined to a large extent by the attitudes of the communities that live in or near these areas who frequently bear the costs of conservation, largely through human-wildlife conflict (HWC). Our activities aim to ensure that neighbouring communities value conservation through the receipt of meaningful, real and visible socio-economic benefits.

We engage with our local communities in a number of ways:

- Our Children in the Wilderness programme (see page 22)
- Various formal community partnerships
- Preferred employment of local community members
- Preferred use of local suppliers of goods and services
- Development of various community and social welfare projects

We are able to measure our progress by recording our investments into projects or communities, this year amounting to just over BWP2 million and positively impacting over 17 801 people.

Research has shown that, when communities are involved in the ecotourism operation, they are generally more positive about ecotourism and conservation. We can see this for ourselves in the various equity/ownership and community partnerships that we have entered into, all amounting to a total of over BWP30.8 million in value generated for these communities in 2013:

- **Formal joint ventures (JVs)**
e.g., Damaraland and Doro Nawas camps in Namibia
- **Public-private-community partnerships**
e.g., Pafuri Camp in South Africa and Desert Rhino Camp in Namibia
- **Public-private-community partnerships, including a joint venture with the community**
e.g., Rocktail Beach Camp in South Africa
- **Private sector-community partnership**
e.g., Banoka and Khwai Discoverer camps in Botswana and Serra Cafema in Namibia
- **Private sector-NGO-community partnership**
e.g., Ngaga and Lango camps in Republic of Congo

CASE STUDY: ROCKTAIL JOINT VENTURE (JV)

Rocktail Beach Camp is situated in the iSimangaliso Wetland Park, which was listed as a World Heritage Site in 1999. The camp is located in the vicinity of two international Ramsar Wetland sites and behind coastal dunes that date back 25 000 years. KwaMpukane is a local settlement adjacent to the Park, where a number of Rocktail's staff come from. The settlement was established by people displaced through forced removals and by homesteads that moved further inland owing to a lack of fresh water in areas now incorporated into the Park. Aside from the rich biodiversity created by eight interlocking ecosystems that make up the Park, iSimangaliso also has a rich cultural heritage including a tradition of fishing systems in the ocean and lakes that goes back 700 years.

Rocktail Beach Camp is a joint venture with the KwaMpukane Community Trust and a local Black Economic Empowerment (BEE) partner, with these partners holding 17.5% and 10% of the equity respectively. The majority of the staff employed here are from KwaMpukane and have received tourism skills training and development. Rocktail pays a monthly lease fee to iSimangaliso Wetland Authority totalling 8.5% of revenue earned. In addition, we pay for 'turtle permits,' which enable guests to accompany the turtle research team when they track and monitor leatherback and loggerhead turtles that come onto the beach to lay their eggs during the nesting season (October-April).





To a large degree, Culture gives context to the other three Cs, as it impacts on and is affected by all the other Cs. Encouraging staff to be proud of their culture and integrate it into guest activities allows us all to learn about Africa's diversity.

HIGHLIGHTS IN 2013

- An annual Wilderness Heritage Day was celebrated across all our camps and offices in all the countries where we operate.
- Culture was incorporated more effectively into more guest activities and camp information.
- Raising awareness, increasing knowledge and enriching all involved are important elements of all our cultural activities.

To integrate culture into our camps and allow our guests to experience it, we must have an understanding of what culture means and of the different ethnic groups within Wilderness. Socio-economic surveys conducted from 2009 to 2010 provided this and other important information on staff and the communities with whom we work.

We offer a holistic experience, part of which involves learning about the different cultures and their unique traditions. First and foremost, employing staff from different ethnic groups brings the Culture C directly into the business. From here, staff celebrate their culture through day-to-day interactions, allowing them to educate and inform guests and other staff about their traditions and customs.

Culture is further incorporated into Wilderness Safaris and the guest experience in a number of different ways, such as:

- **Traditional dancing**
e.g., Local traditional dancers from villages adjacent to Mvuu Camp and Mvuu Lodge, Malawi
- **Traditional story-telling, talks or bedtime stories**
e.g., Traditional story-telling at Davison's and Ruckomechi camps, Zimbabwe
- **Local village visits and tours**
e.g., Himba village visit at Serra Cafema, Namibia
- **Local choirs/dance groups**
e.g., Mbira musical evenings at Little Makalolo, Zimbabwe
- **Traditional food**
e.g., Traditional Créole food and use of local produce at North Island, Seychelles
- **Local crafts/curios**
e.g., Local craft market in Ngamo village bordering Hwange National Park, Zimbabwe
- **Cultural events**
e.g., Bushman walk experience at Kalahari Plains Camp, Botswana
- **Community and culture newsletters**
e.g., All our camps contribute to a newsletter with updates on ethnic groups and cultural activities when applicable



WILDERNESS ETHICS CHARTER AND CODE OF CONDUCT FOR CULTURAL TOURISM

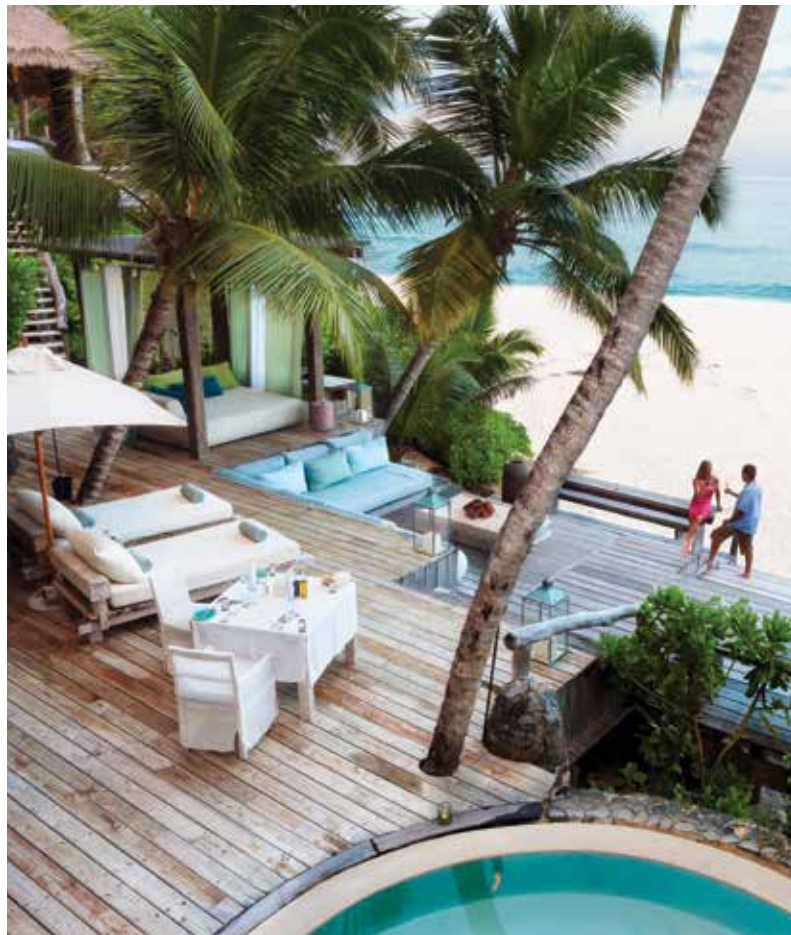
The Wilderness Cultural Tourism Ethics Charter and Code of Conduct guide our engagement in cultural tourism, covering the main areas of operation and reinforcing its aims and principles, which include:

- Ensuring a high-quality experience that brings satisfaction and enrichment to guests, as well as greater knowledge and appreciation of our natural and cultural heritage;
- Guests and all stakeholders in tourism development should observe social and cultural traditions and practices of all people and recognise their worth;
- Developing products that provide authentic experiences while respecting the values and wishes of the people whose culture and history form part of the tourism experience;
- Respecting the values and aspirations of local host communities and striving towards providing services and facilities in a way that contributes to community identity, pride, aesthetics and the quality of life of residents.

Along with the basic tenets of common courtesy and respect for one's fellow human being, this Charter is based on our collective experience, numerous academic references and ingrained respect for indigenous communities – many of whom are also shareholders, our partners and colleagues.



The Commerce C is what gives us the resources to make the interventions under the other three Cs. Without a viable business model, we cannot justify investing in the areas in which we operate. By the same token, even if there is a viable business model we cannot justify an investment that does not address the other three Cs.



HIGHLIGHTS IN 2013

- Our bednight sales (normalised) increased by 1% on the prior year.
- Turnover increased by 13% to BWP1 205 million.
- EBITDA increased to BWP109 million, up 40% on the result for FY 2012.
- Profit after tax increased by 238% to BWP27.7 million.
- HEPS increased by 196%.
- Strong balance sheet and cash reserves.
- Cash dividend of 4 thebe per share declared.
- Our 2012 Integrated Report received a number of local and international awards, including 5th best Integrated Report in the worldwide Corporate Register Reporting Awards.





COMMERCE

Wilderness Holdings listed in 2010, a difficult time coinciding with the global financial crisis and a period of unprecedented strength of local currencies. The company therefore embarked on a strategic plan designed to address changes in the market, improve guest service, increase efficiencies and resize certain businesses for lower demand levels. The results are evident: guest feedback is consistently better than ever before, loss-making businesses have been closed or restructured, and the results of efficiency measures are seen in our operational costs.

Demand out of our main source market, the United States, has improved as the economy recovers, but to an extent this has been offset in Europe as the result of economic uncertainty in the Eurozone.

Improved trading conditions, together with various marketing and sales initiatives, have resulted in bed capacity utilisation increasing from 45% in 2012 to nearly 49% in 2013. Price increases were also passed to the market at rates that vary by country and product. These two improvements combined with favourable exchange rate movements to increase turnover by 13% to P1 205 million.

Operating expenses have been maintained at levels in line with inflation. EBITDA has increased by 40% to P109 million and profits before tax were P33 million, more than double the prior year outturn. Our effective rate of tax has decreased significantly and, as the result, our after-tax profits were up 238% to P28 million.

Wilderness Holdings has a sound balance sheet and, at the year-end (which is the lowest point in our cash cycle), we had net cash balances amounting to P140 million. This is in spite of ongoing capital expenditure and the payment of a dividend for the prior year of P20 million. We have committed to capital expenditure amounting to P54 million in the current financial year and in June paid a dividend of 4 thebe per share.

We expect to see a slow but steady strengthening in demand. Many of the benefits of strategic actions taken over the past year will see continued improvement in the business's overall performance.



Children in the Wilderness (CITW) is an independent non-profit organisation established and supported by Wilderness. CITW's overall goal is to facilitate sustainable conservation through leadership development of rural children in Africa. This is achieved in a variety of ways, from running three- to five-day programmes at Wilderness camps, to running Eco-Clubs and Follow-up Programmes at schools within the rural communities that live on the edges of the wild areas of Africa.

The education programme run at Wilderness camps combines leadership skills, environmental education and recreation – all in a unique and safe wilderness environment, where nature is both teacher and healer. The programme aims to increase the children's understanding and appreciation of the diversity of natural environments, as well as to encourage them by demonstrating the opportunities that exist for them. Finally, the programme is designed to increase self-esteem, teach new skills and impart knowledge to our children.

Via these programmes, CITW also aims to develop leadership values amongst the participants, so as to create leaders who are inspired to care for their legacy and can show others the way.

To achieve these goals, CITW has also begun a number of other initiatives to assist children and their teachers and parents within their own milieu, such as school nutrition schemes, village upliftment and scholarships.

The Children in the Wilderness programme:

- Practises and teaches sustainable environmental education;
- Fosters leadership qualities in Africa's children;
- Exposes the children to new experiences and new friends;
- Helps to build self-esteem and teach life skills;
- Inspires the children to continue with their education;
- Focuses on everyday issues pertaining to their particular situation, such as HIV/AIDS, nutrition, and poaching; and
- Provides the children with a sense of hope and opportunity.





The Wilderness Wildlife Trust, an independent non-profit entity associated with the Wilderness Group, was formed in the late 1980s when it was understood that Wilderness Safaris could only do so much for conservation in the course of its day-to-day activities and needed a dedicated vehicle to take matters further. More funds and a greater reach were needed in order for overall conservation activities to be more effective. Accordingly, it was decided that an independent entity that facilitated fundraising and the disbursement of the monies to deserving projects would mean that, both directly and indirectly, Wilderness could reach more people, wildlife and places.



The relationship between Wilderness Safaris and the Trust is therefore symbiotic. In many projects supported financially by the Trust, Wilderness also contributes through logistics and in-kind support (e.g., equipment, manpower, fuel, vehicle servicing, access and accommodation) to ensure the enhanced viability of the work. On the other hand, the fact that the Trust is independent also means that it is able to engage with projects beyond the geographic scope of Wilderness' camps and concessions and ensure that conservation is the driving force.



The Trust focuses its work in three key areas:

- Research and Conservation – including species studies and human-animal conflicts
- Community Empowerment and Education – such as community upliftment and CITW
- Anti-poaching and Management – including aerial surveys

YOUR JOURNEY ONLY BEGINS WHEN YOU LEAVE US...

We believe that our journeys change peoples' lives and, through our guests' support by travelling with us, we create sustainable conservation economies. For this we thank the tens of thousands of guests that have become part of our family and help us to create value in remote rural communities while also helping to conserve Africa's remaining wilderness areas.

We do hope that, when your visit comes to an end, the impact of your stay with us has only just begun. If our 4Cs approach to business can also translate into your everyday lives, then we have succeeded in delivering an experience that creates a better world. We invite you, our departing guests, to leave with the following thoughts to consider once arriving back home:

- **Conservation**
What can I do in my home or country to reduce my environmental footprint and help conserve the wilderness?
- **Community**
Is there a way that I can get more involved in my local community or identify communities that need support to conserve wilderness areas in my country?
- **Culture**
Do I accept cultures other than my own and do my best to respect them, while embracing my own heritage?
- **Commerce**
How can I create more value out of my business and financial circumstances that will help me have a positive impact on the other 3Cs?



OUR JOURNEYS CHANGE LIVES



On our first trip with Wilderness Safaris in 2002, we fell in love with the warm hospitality we received from the people in Botswana and life in the African bush. When returning to Botswana on another trip, from the literature Wilderness sent us, my husband and I noticed that we could visit a school as part of our safari. We knew that we had a huge luggage allowance when going over the Atlantic, but not once we landed in Africa and began our safari. Not believing in waste, we decided we could fill our luggage allowance with school supplies.

Our first step was to contact Wilderness to see what supplies the school needed. Their generous response was to contact the school and provide us with the list as well as committing to deliver the supplies from Johannesburg to our final destination outside Kasane, Botswana.

Armed with the accurate needs list, we set about gathering supplies, hitting all of the back-to-school sales, and asking our friends to donate materials. The response was outstanding, and we were able to bring 64 kg of supplies. Visiting the school and delivering the supplies was an amazing and affirming experience.

The experience clearly fixed in my mind both the need and the possibilities. On our next two trips with Wilderness Safaris, we continued to bring supplies for more schools and an orphanage. Our experiences here led me to ask our travel agent why everyone did not do this during their travels. He said, "Because they don't think about it."

That was my 'Aha' moment. I decided that I would find a way to enable people to easily find the information they needed to "pack for a purpose." Our all-volunteer non-profit organisation, Pack for a Purpose (www.packforapurpose.org), was started in December 2009. Since then we have grown from 29 lodges and tour companies to over 300 in over 45 countries across the globe. Pack for a Purpose travellers have brought over 9 000 kg of needed supplies so far. I am thrilled that I have been able, with a small team of talented and dedicated volunteers, to create a website for travellers that positively impacts community-based projects around the world.

As a traveller, I realised that I was part of the community I was visiting for the duration of my stay and beyond my stay because of the memories and experiences that became forever a part of me. Pack for a Purpose has introduced me to inspiring, accomplished people and provided me with joy and a new purpose. Whatever I give to Pack for a Purpose, I receive back in quantities beyond measure.

Rebecca Rothney
Pack for a Purpose

We would like to thank the many people and organisations who supported us during the year and made our operations possible. We have received enthusiastic support from a wide range of trade and other partners, host governments and their respective agencies, local communities and non-government organisations. And of course the business would not begin to function without the guests who visit our operations from all over the world. Finally, and perhaps most importantly, our staff are at the heart of the business and we would like to acknowledge and thank them for the pivotal role that they have played. We are proud of what we have achieved during the year and the contributions that we have made to conservation and to the societies and economies in which we operate. This has been a joint effort and we thank everyone who has joined us on this journey.

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