

Sustainability Review

For the year ended 29 February 2016





 Awards 2015

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April 2015

Hoanib Skeleton Coast Camp, Namibia, won a Silver Award in the African Responsible Tourism Awards



May 2015

Botswana Rhino Project won the Conserve Africa category at the We Are Africa Innovation Awards



June 2015

Wilderness Safaris won the National Energy Globe Award for Botswana for its innovative solar conservation programme



September 2015

Wilderness Safaris Botswana received Presidential Order of Meritorious Service Award



October 2015

Mombo and Little Mombo received Condé Nast Traveler Readers' Choice Award



November 2015

Wilderness Safaris won the PURE Award for Conservation



November 2015 Wilderness Holdings' Integrated Report won the Corporate Social Responsibility Award in PricewaterhouseCoopers' (PWC) Annual Reporting Awards 2015



November 2015 Wilderness Holdings' Integrated Report received the Merit Award in the Regional Companies category, co-hosted by Chartered Secretaries Southern Africa and the Johannesburg Stock Exchange



December 2015 Linkwasha Camp was listed in the 2016 Tatler Travel Guide as one of the 'World's 101 Best Hotels'



December 2015 Vumbura Plains Camp won best 'Boutique Bush Home' in the Style Junkies Awards 2015





December 2015 Hoanib Skeleton Coast Camp is awarded Five Flowers by Eco Awards Namibia



January 2016 Children in the Wilderness is runner up in the United Nations World Tourism Organisation Awards



 This icon indicates information that appears online

To read the full Integrated Report and the online appendices you can download here:
 www.wilderness-holdings.com/integrated-annual-report/online-appendices-2016.pdf

Who is Wilderness?



Values

Our values provide a moral compass and framework for decision making and day-to-day operations within our organisation.

Leadership

We are accountable for our actions, have the courage to innovate and are purpose-driven in shaping a better Africa.

Respect

We are authentic, honest and ethical.

Fun

We enjoy making a difference, building relationships and changing lives.

Dedication

Our commitment to the environment, our people and our guests is unwavering.

The 4Cs

Commerce



We create life-changing journeys for our guests and clients and work closely with our government partners, conservation and community stakeholders and shareholders to ensure the ongoing financial success and sustainability of our business.

Community



People are at the heart of our business. We hope to provide opportunities and growth to inspire our staff and external communities to learn about nature, love and conserve it, and to realise the importance of ecotourism.

Culture



We respect and promote our unique Wilderness culture, as well as those of our employees and neighbouring rural communities. We hope to positively impact a global culture of respect and care for the environment.

Conservation



We aim to maximise the positive impact of our operations on biodiversity conservation and to build and manage our camps in the most eco-friendly way possible to minimise any negative impacts.



Vision

To conserve and restore Africa's wilderness and wildlife by creating life-changing journeys and inspiring positive action.

Our sustainability objectives

The Wilderness Group is committed to ensuring the sustainability of our operations. This commitment is part of our DNA and reflects a number of aims and objectives, the most important of which are:



ECOSYSTEMS

Firstly, this is enlightened self-interest. Our business depends on the health of the ecosystems and species that are the attractions for our guests. Any negative impacts on the environment resulting from our operations would reduce their attractiveness and thus the competitiveness of our business.

Conversely, improvements to biodiversity and species will increase the attractiveness of our tourism operations and thus the success of the business.



COMMUNITIES

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.



STAFF

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.

We endeavour to create and maintain a culture within our organisation that values and promotes sustainability, not only within our business but in all other aspects of day-to-day life.



GUESTS

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 and this will result in us gaining market share.



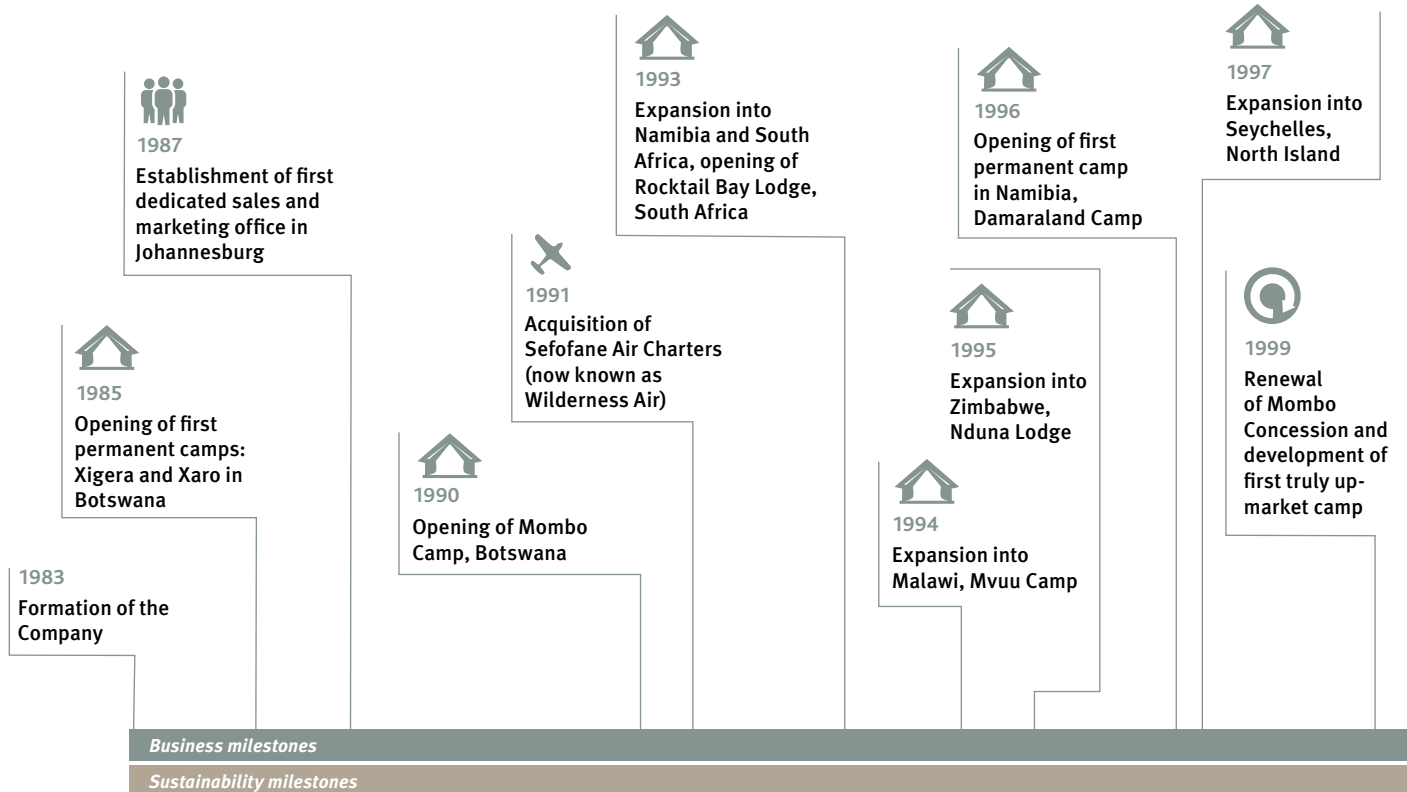
ENERGY

Many of our sustainability initiatives have important efficiency by-products and thus result in improved business performance. For example and as further discussed in this report, our investments in renewable energy supplies result in significant reductions in diesel consumption and therefore in our operating costs.



COMMITMENT

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.



Wilderness timeline

When the Company was formed in 1983, we commenced an exciting journey of discovery and learning. On this journey, we have reached numerous important business and sustainability milestones, the most important being illustrated in the timeline on this page. We are particularly proud of the fact that many of these milestones have become precedents for the industry as a whole, and not just our own organisation.

Over 30 years ago we fell in love with remote and wild places in Africa. We realised that, unless we acted soon, some of Africa's – and the world's – most unique areas would be under threat and lost to future generations. Our dream was to protect these places by enabling people to visit them and to earn a living for ourselves at the same time.



2006

Expansion into Zambia, Shumba and Kapinga camps



2012

Expansion into Republic of Congo (Odzala camps) (exited 2015) and Kenya (Segeera Retreat)



2010

Stock exchange listing



2014

Disposal of Malawi investment



2015

Wilderness Holdings receives Presidential Order of Meritorious Service in "recognition of exceptional service to Botswana"



2016

Expansion into Rwanda (Bisate and Sabyinyo Silverback Lodges) and Kenya (Governors' Camp Collection)

2005

Damaraland Camp wins Tourism for Tomorrow Conservation Award as one of the world's leading examples of best practice in responsible tourism



2009

First 100% solar camp, Kalahari Plains Camp, Botswana



2014

Second round of black rhino reintroductions, Botswana



2011

Establishment of Group Environmental Minimum Standards (GEMS), target of 80% compliance by 2016



Wilderness receives the World Travel & Tourism Council 2016 Tourism for Tomorrow Award in the Environment category for its pioneering Botswana Rhino Conservation Programme

2003

Commencement of North Island Noah's Ark project

First reintroductions of black rhino, Botswana



2010

Phase-out of bottled water use commences in Botswana



2007

First above ground sewerage treatment plant, Vumbura Plains Camp



2015

GEMS 80% target achieved



Third round of black rhino reintroductions completed, Botswana



2001

First reintroductions of white rhino, Botswana



2001

Children in the Wilderness established





Wilderness and Sustainability

Wilderness Safaris had its formal beginnings in Botswana in 1983. Two young overland safari guides, a South African and a New Zealander, had been working in the remote, wilderness reaches of the country since 1977 and, by the early 1980s, had decided to strike out on their own.

They wanted to somehow ensure that the financial benefits of their safaris flowed to Botswana and its people and thus help to contribute to the conservation of the country's wildlife areas. They also wanted to offer authentic safaris with integrity that catered for people as passionate about nature as they were. In retrospect, this approach was logical and today forms the cornerstone and central tenet of ecotourism the world over.

But in the early 1980s, it was a ground-breaking philosophy and set Wilderness Safaris apart. At the time, most professional safari outfitters in the photographic side of the industry were not based in Maun, employed mostly expatriates and sourced their supplies in neighbouring South Africa. The Wilderness founders wanted to change this and accordingly registered a Botswana company and based themselves in Maun, south of the Okavango Delta.

From these humble beginnings in Botswana, the business gradually expanded into the rest of southern Africa and Seychelles. Over time, the business has evolved into a specialist luxury safari operation with 52 different safari camps and lodges, comprising a total of 894 beds, in seven African countries and hosting in excess of 32 000 guests per annum – all based on a strong sustainability platform: the 4Cs.

The 4Cs concept, adopted from The Long Run Initiative (www.thelongrun.com), is predicated on the belief that a business will not be truly sustainable unless it specifically addresses issues arising under the dimensions of Commerce, Conservation, Community and Culture (the 4Cs). We believe that this framework is the most appropriate sustainability model for our industry and accordingly our Vision and Values are all aligned to these Cs. Our strategic plan is based upon this platform and a set of outcomes have been developed for each C. These outcomes have then been extended into the actions that are required to ensure their achievement. Step by step then, we are making a difference to Africa and ultimately, the planet.

*Hot air ballooning in Kafue National Park, Zambia
Guests staying at Shumba or Busanga Bush camp can
experience the Busanga Plains from the air.*



Okavango Delta, Botswana

Mekoro down a channel in the Okavango Delta, now a UNESCO World Heritage Site.

Letter from our Chief Sustainability Officer

I am pleased to present the Group's Sustainability Report for the financial year ended on 29 February 2016. This document is a high-level summary of our annual Integrated Report for the same period. Readers seeking further details can download the full report at www.wilderness-group.com/presentations.

The purpose of this report is to provide readers with a high level overview of the results of the Group's sustainability initiatives for the period concerned. These initiatives are part of our DNA and demonstrate our commitment to ensuring the long term sustainability of our operations. The objectives of our sustainability programme are detailed on page 3 of this document but, in brief, these are to:

- Minimise any negative impacts on the broader environment arising from our operations, and maximise the positive impacts;
- Protect and foster our business and its ability to deliver value to its stakeholders over the long term;

- Ensure the fair and equitable engagements of our community neighbours and partners who will ultimately determine the future of Africa's wildlife and wild places;
- Demonstrate our commitment to sustainability to our guests and other stakeholders and differentiate ourselves from our competitors;
- Achieve business improvements through elimination of waste;
- Enable us to continue to attract and retain the best and the brightest staff for our business.

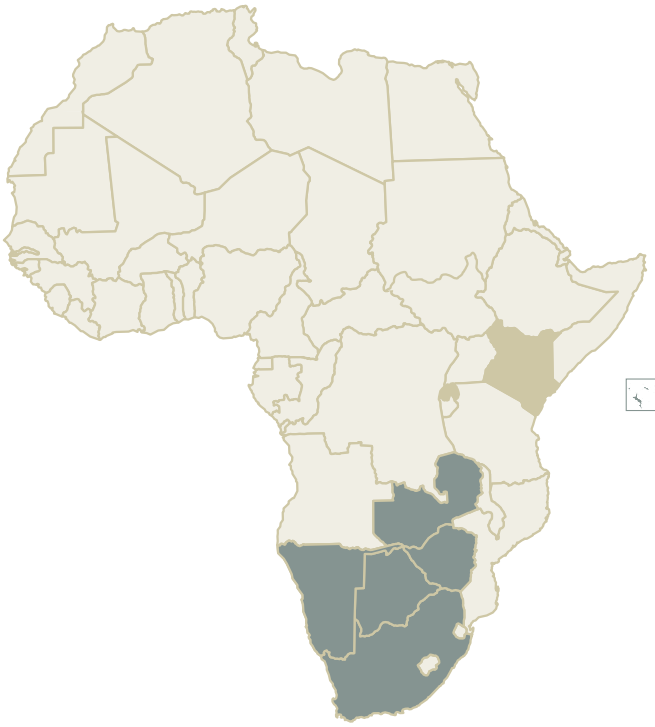
As explained on the opposite page, our sustainability initiatives are based on the 4Cs platform.

The Group's sustainability policies and strategies are directed and overseen by the Sustainability Committee of the Board of Directors. The Chief Sustainability Officer (CSO) is responsible to the Chief Executive Officer (CEO) for development and execution of these policies and strategies. The CSO is a member of the Board. Day-to-day implementation of the Group's sustainability strategies is the







responsibility of the country's Managing Directors and is carried out by the operational staff in the camps and other operational units. These staff are responsible for the ongoing monitoring and measurement of the various sustainability indicators. Their activities are overseen, directed and coordinated by a sustainability officer in each country. At the same time, 'thematic' oversight is given by a 'C Coordinator' at Group level. These coordinators provide advice to the operational level structures and consolidate the activities at Group level.

I trust that you will find this document enlightening.

Derek de la Harpe
Chief Sustainability Officer
Wilderness Holdings Limited



Our African footprint

Countries	Size of area under our protection
 Botswana	Chobe 200 km ²
	Linyanti 1 210 km ²
	Khwai 1 800 km ²
	Abu 1 800 km ²
	Kwedi 600 km ²
	Chitabe 220 km ²
	Santawani 60 km ²
	Mombo 150 km ²
	Xigera 60 km ²
	CKGR 123 km ²
 Namibia	Kulala 320 km ²
	Doro !Nawas 4 073 km ²
	Torra 3 522 km ²
	Ongava 300 km ²
	Palnwag 4 500 km ²
	Marienfluss 3 034 km ²
 Seychelles	North Island 2.1 km ²
 South Africa	Maputaland 80 km ²
 Zambia	Mosi-oa-Tunya 68 km ²
	Busanga Plains 280 km ²
	Lufupa 230 km ²
	Musanza 105 km ²
 Zimbabwe	Hwange 526 km ²
	Ruckomechi 39.3 km ²

New developments or acquisitions coming on line in 2016/17





Kenya











Governors' Camp Collection:
144 beds

IUCN Red List species occurring within our areas of operation

The IUCN Red List species only contain species listed in the Critically Endangered (CE) and Endangered (E), and some of the Vulnerable (V) category, for the Group areas of operation. For more information refer to the full table in the [online appendices: Table D.](#)

● Critically Endangered ● Endangered ● Vulnerable

-  Aircraft
-  Camp operations and explorations

Beds	Facilities	IUCN Red List status	
Wilderness Safaris: 306 beds Wilderness Collection: 12 beds	<ul style="list-style-type: none">  18 Owned 2 Managed  15 Owned 2 Leased Maun Gaborone Travel Shop and reservations office	<ul style="list-style-type: none"> ● Black rhino ● Hooded vulture ● White-headed vulture ● African wild dog ● Lappet-faced vulture ● African elephant ● Black-footed cat ● Cheetah 	<ul style="list-style-type: none"> ● Common hippo ● Lion ● Martial eagle ● Secretarybird ● Slaty egret ● Temminck's ground pangolin ● Wattled crane
Wilderness Safaris: 272 beds	<ul style="list-style-type: none">  9 Owned 4 Managed  13 Owned 3 Leased Windhoek Travel Shop and reservations office	<ul style="list-style-type: none"> ● Black rhino ● Hooded vulture ● Bank cormorant ● Ludwig's bustard ● Lappet-faced vulture ● African elephant ● Black-footed cat 	<ul style="list-style-type: none"> ● Cape gannet ● Cheetah ● Hartmann's mountain zebra ● Lion ● Martial eagle ● Secretarybird ● Temminck's ground pangolin
Wilderness Collection: 22 beds	<ul style="list-style-type: none">  1 Managed Mahé Travel Shop and reservations office	<ul style="list-style-type: none"> ● Hawksbill turtle ● Green turtle ● Humphead wrasse ● Seychelles white-eye 	<ul style="list-style-type: none"> ● Aldabra giant tortoise ● Seychelles swiftlet ● Seychelles kestrel
Wilderness Safaris: 34 beds	<ul style="list-style-type: none">  1 Owned Johannesburg and Cape Town Travel Shops and reservations offices	<ul style="list-style-type: none"> ● Cape gannet ● Common hippo ● Leatherback turtle 	<ul style="list-style-type: none"> ● Loggerhead turtle ● Olive ridley turtle ● Samango monkey
Wilderness Safaris: 88 beds	<ul style="list-style-type: none">  6 Owned  1 Owned Livingstone Travel Shop and reservations office	<ul style="list-style-type: none"> ● Hooded vulture ● White-headed vulture ● African wild dog ● Grey crowned crane ● Lappet-faced vulture ● Steppe eagle ● African elephant ● Common hippo ● Cheetah 	<ul style="list-style-type: none"> ● Martial eagle ● Lion ● Secretarybird ● Southern ground hornbill ● Slaty egret ● Taita falcon ● Temminck's ground pangolin ● Wattled crane ● Zambia barbet
Wilderness Safaris: 116 beds	<ul style="list-style-type: none">  7 Owned  4 Owned Victoria Falls Travel Shop and reservations office	<ul style="list-style-type: none"> ● Hooded vulture ● White-headed vulture ● African wild dog ● Cape vulture ● Grey crowned crane ● Lappet-faced vulture ● African elephant 	<ul style="list-style-type: none"> ● Cheetah ● Common hippo ● Lion ● Martial eagle ● Secretarybird ● Southern ground hornbill ● Temminck's ground pangolin



Rwanda

Wilderness Safaris:
18 beds

Governors' Camp Collection:
16 beds

Serra Cafema Camp, Namibia

Situated in the extreme north-west of Namibia, this is one of the most remote camps in southern Africa.





Commerce

The Commerce C 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.



Commerce

Despite a challenging environment influenced by the hangover from the Ebola outbreak of 2014, the strength of the US Dollar against other hard currencies, and to a lesser extent the South African visa regulations and xenophobia, the Group delivered pleasing results.

Available bednights increased by 3% from 233 108 (restated) to 240 748. This resulted from the opening of the new Linkwasha camp in Zimbabwe, offset by a number of other changes and closure of Moremi Tented Camp.

Demand was weak during the first half because of the Ebola outbreak and the strength of the US Dollar. This was most notable in the Tour Series category and these bednight sales declined by 23%. Excluding this category, bednights sold were up 1%. The favourable exchange rate, coupled with favourable changes in the product mix, cushioned the fall in revenue to P935 million, 1% down on the prior year.

While EBITDA for the first half of the year was up 6% on the prior period, the second half was 22% better than the corresponding period, with the result that EBITDA for the full year was 10% up on the prior year. EBITDA margin improved from 19% to 21% with operating costs well contained at a 2% increase, despite the growth in available bednights. There was a 59% decrease in the annual incentive bonus and share scheme, to P12 million. Excluding this, operating costs would have increased by 6%. The 7% weakening of the Rand and the Namibian Dollar against the Pula resulted in a benefit on conversion of results of the South African and Namibian businesses.

Reversals of impairments amounted to a net of Po.8 million. Net finance costs remained flat at P4.3 million, compared with P4.6 million last year.

The Group's effective tax rate increased from 30% in the prior year to 38% in the

current year. Profits after tax amounted to P74 million, 3% less than in 2015.

Approximately P131 million was invested in capital expenditure. P46 million related to expansion of the business whereas P85 million was for maintaining existing operations. Major items of capital expenditure included the new Linkwasha camp, four new Airvan aircraft and the commencement of the new development in Rwanda, as well as a solar power development at Vumbura Plains.

Net bank balances have decreased by 14% to P202 million as a result of debt reduction of P9 million, increased capital expenditure and the increased dividend payment. New facilities amounting to USD35 million to finance the Group's expansion plans have been negotiated and are expected to be available for drawdown during September 2016.

Overall, the net asset value per share and

Key performance indicators (KPIs)

Down 1%	Up 10%	Up 11%
Revenue: Decreased from P945 million to P935 million.	EBITDA: Increased from P182 million to P199 million.	Profit before tax: Increased to P120 million from P109 million in the prior year.
Down 8%	Up 3%	Down 5%
Occupancy (owned camps): Decreased to 58% from 63% (restated).	Cash generated by operations: Increased from P131 million to P135 million.	HEPS: Decreased from 33 thebe to 31 thebe.



Ultimately, commerce deals with Wilderness' ecotourism offerings and products, and is perhaps the most critical element to sustainability in the modern world. By operating a successful business, we are able to conserve wildlife, empower local communities and protect Africa's wilderness areas for future generations to enjoy.

net tangible value per share increased by 7% and 9%, respectively. A dividend of 15 thebe per share, comparable with that of the prior year, was declared and paid in June.

Leases

The leases for the concessions upon which our Mombo, Little Mombo, Vumbura and Xigera camps are located expired in mid-2014. These have not yet been renewed as the structures and the process by which these concessions are allocated and administered by the Botswana authorities are being changed in order to improve stability and long-term confidence in the industry. A number of our competitors are similarly affected. On the basis of correspondence with senior Government representatives, the Group is confident

that the concessions concerned will be reissued to existing operators in good standing.

Outlook

The Group's strategic intent has been to invest in African tourism markets that offer authentic wildlife and safari experiences. The development of our new Bisate Lodge in Rwanda, due for opening in 2017, is in line with that strategy. In addition, in April 2016 we announced the acquisition of a 51% stake in the Governors' Camp group of companies in Kenya and Rwanda, for approximately USD6.2 million. We expect to integrate these operations into our existing business in terms of systems and processes, while retaining their unique brand and offering, discrete from that of Wilderness Safaris.

The Board has approved P213 million in capital expenditure for FY17. P89 million of this relates to new projects including Bisate Lodge, as well as rebuilds of three camps including Mombo. The remaining expenditure will be for maintenance and refurbishment of existing camps and the ongoing aircraft fleet upgrade.

The existing business is reflecting promising forward occupancies, with a rebuilt Ruckomechi Camp that opened in Zimbabwe's Mana Pools National Park in May 2016, followed by a brand new camp, Little Ruckomechi, in August 2016. We await the renewal of the leases in Botswana to commence the rebuilding of Mombo Camp.

Toka Leya Camp, Zambia

This camp overlooks the Zambezi River in Mosi-oa-Tunya National Park near the Victoria Falls.



Passionate about our people

We hope to inspire our staff and guests to learn about and love nature.





Community

People are at the heart of our business. Our Community C engages with all the people who are related to and part of our business, including guests, staff, community partners, shareholders, NGOs, governments and academic researchers. For management purposes, we divide this C into two groups, namely our internal community which comprises our staff, and our external community made up of our neighbours – the rural communities that either own the land on which we operate or live adjacent to these areas.



Internal community

At the year end, Wilderness employed 2 213 people from various backgrounds. We continuously strive to employ citizens from the countries where we operate, and have successfully kept the numbers of non-citizens constant at 7% for the last two years.

The Company’s approach emphasises delivery through excellence, with a clear focus on continuous improvement, ethical interactions and compliance in all our internal and external dealings. To this end, we are committed to the labour principles provided by the International Labour Organisation, with zero tolerance of any form of discrimination. The Wilderness Group has an anonymous ethics hotline available to all employees, suppliers and guests to report any incidents of misconduct.

Creating a productive, healthy and safe

environment is one of our main priorities, and the Company provides staff with access to preventative healthcare, including voluntary HIV testing. An increased focus has been placed on improving the condition of our staff villages, with the introduction, in 2014, of a Group Minimum Standard. When the first assessment was completed, Wilderness achieved a low result of 30%, but this has since improved to 60%.

Various programmes have been designed to bring the right people into the business, while at the same time investing in the development and retention of our existing people. This ensures the right people are deployed in the right roles throughout the Group, creating greater job satisfaction and value-add. The Company’s performance management system has been improved so as to not only focus on employees’ individual contributions,

but also performance of their respective teams.

Training also plays a critical role in developing our staff, and during the course of the year, 2 103 Wilderness employees were trained across various platforms, including our Lobster Ink virtual training platform. This is an online learning and assessment tool, which provides Wilderness-specific courses, as well as generic hospitality courses.

All of this plays an important role in achieving high levels of guest feedback and we achieved a net promotor score (NPS) of 84% measured against Reicheld’s research of The Ultimate Question of “would you recommend the product to friends/family?” This compares favourably with the 62% average of other high-end tourism products.

Key performance indicators (KPIs)

<h3>People strategy</h3>	<h3>Staff retention</h3>
<p>The Wilderness People Strategy continued to be a key focus area with regard to talent management, people development and empowering HR teams in the regions. HR processes were standardised and, where necessary, tailored for each region’s unique needs.</p>	<p>Staff retention continues to be a concern and is therefore monitored closely. The overall attrition rate has decreased over the past year by 1% to 20%, which still falls within acceptable levels for the tourism industry.</p>
<h3>Employment of citizens</h3>	<h3>Staff training</h3>
<p>There is a continued drive to employ citizens in each area of operation. Our non-citizen representation remained consistent at 7%.</p>	<p>Training and development continues to be a priority for Wilderness and, with the exception of Seychelles, we have seen a year-on-year increase in the number of staff trained as well as in the training hours given to each employee.</p>

Wilderness recognises that our competitive advantage lies in our people; they deliver on our strategy and build and maintain our reputation with stakeholders. Training and development are critical to ensure that staff remain engaged and feel valued. This year, we continued to focus on skills development, with 2 103 staff members receiving training through various platforms.



Guide training

Following the great success and impact of the first Wilderness Group Guide Mentor Workshop held in early 2015, the decision was taken to continue this initiative and a second workshop was conducted in November 2015. The location was the eastern section of the Okavango Delta, in the diverse Khwai area. The aim was to reinforce the learnings from the first workshop and to focus on specific guiding techniques and practices. A total of 16 guides from Botswana, Zimbabwe, Zambia and Namibia attended the week-long, intensive workshop. The guides were selected based on performance, as well as their ability to become mentors for both new and current Wilderness guides.



Johannesburg staff training

Staff competed in a game to learn about the Explorations product offering.



External community

The profitability and sustainability of our business depends upon the health of the wilderness areas in which we operate. This in turn is determined to a large extent by the attitudes of the communities that live in or near these areas, and frequently bear the costs of conservation through human-wildlife conflict. Our activities ensure that neighbouring communities benefit from ecotourism, and therefore value conservation areas and will ensure their long-term sustainability.

In the reporting period, we finalised the Group Community Development Strategy, allowing for a more structured and sustainable approach to community engagements and developments. The strategy aims to:

- Ensure that local communities derive an equitable share of benefits from conservation and tourism;
- Reduce poverty;
- Improve living conditions;
- Empower communities;
- Enhance local education systems; and
- Promote environmental education.

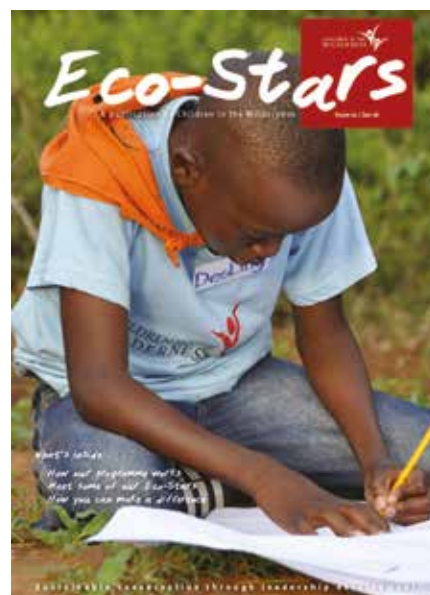
We engage with communities in a number of ways. The most important is Children in the Wilderness (CITW), our environmental education and life skills development programme operating in neighbouring communities. Other engagements include formal partnerships, the preferred employment of local individuals, the development of various community and social welfare projects, and the use of local

suppliers of goods and services.

We are able to measure our progress by recording our investments into projects or communities. This year, we raised, managed and administered funds for community development projects amounting to P3.8 million, an increase of 52% from the prior year.

The more that communities become involved in ecotourism, the more they are encouraged to promote conservation. We can see this for ourselves in the various equity/ownership and community partnerships that we have entered into, all amounting to over P47 million – up from P43 million in the prior year.

Watch the latest CITW video on YouTube here youtu.be/iownN4E63LQ



CITW Eco-Stars Magazine

This annual publication was launched in early 2016 to introduce readers to the programme. <http://www.childreninthewilderness.com/about-us/eco-stars/>.

Key performance indicators (KPIs)

Development projects	Community partnerships
<p>Raised, managed and administered funds for community development projects amounting to P3.8 million, an increase of 52% from the prior year.</p>	<p>Community partnership and staff contributions amounting to over P47 million, up from P43 million in the prior year.</p>
<h3>Children in the Wilderness</h3> <p>CITW supported 2554 children in Eco-Clubs and hosted 536 in 26 annual camps. Total cost of the programme was P4.3 million.</p>	

Our external community includes all external stakeholders, such as community partners and neighbours, governments, NGOs, guests, other private sector businesses and educational institutions.



Vululwazi Primary School library revamp, South Africa.



Children in the Wilderness recognised as a runner-up in the UNWTO Awards

Children in the Wilderness is proud to have been recognised as one of the runners-up in the 'Innovation and Excellence in Non-Governmental Organisations' category at the United Nations World Tourism Organisation (UNWTO) Awards held in Madrid, Spain on 20 January 2016. The UNWTO Awards have been running since 2003 to honour the work being done in the tourism industry to benefit communities. These awards are considered a flagship for the global tourism sector and recognise organisations focusing on knowledge creation, dissemination and innovative applications in tourism. Wilderness received kudos and global recognition for this initiative as well as recognition from the South African government.

Cultural interactions at Toka Leya Camp

Wilderness strives to promote meaningful and enriching cultural encounters.





Culture

Culture is a multifaceted dimension that governs respect for the culture of all our employees, guests, and the remote rural communities surrounding the conservation areas in which we operate. To a large degree, Culture gives context to the other three Cs, as it impacts on and is affected by all the other Cs.

Culture



We understand culture to be a celebration of the diverse histories and traditions, art, beliefs, languages, games, clothing, sport, singing and dancing of various ethnic groups. Encouraging staff to be proud of their culture and to integrate this into guest activities enables both our employees and our guests to learn about Africa's cultural diversity. Cultural diversity gives character and uniqueness to our camps and our guest experiences.

With almost 40 different ethnic groups represented among our staff and host communities, we are in the ideal position to encourage and support an ethic of acceptance, tolerance and respect in all activities and engagements throughout the business.

We believe that tourism can play an important role as one of the foremost drivers of cultural exchange, providing insight into the contemporary life and society of other cultures, while at the same

time also ensuring direct and indirect benefits for local communities.

The increasing number of tourists to Africa, and their desire to engage with local communities in the countries they visit, necessitated the development of an Ethics Charter and Codes of Conduct for Cultural Tourism. This has been distributed amongst staff and guests, and details the kind of community engagement that Wilderness Safaris would like to promote, to ensure there is no exploitation of people and their cultures.

Wilderness incorporates culture through its staff, who are able to educate and inform both colleagues and guests about their traditions and customs through day-to-day interactions. Through cultural tourism activities, we aim to give our guests a high-quality experience which brings satisfaction and enrichment, as well as greater knowledge and appreciation of natural and cultural heritage.



Himba, Namibia

Guests visiting Serra Cafema Camp have the opportunity to visit a semi-nomadic Himba family – should they be in the vicinity.

Key performance indicators (KPIs)

Culture Strategy

Finalisation of the Wilderness Culture Strategy.

Wilderness Ethics Charter

Increased awareness about the Wilderness Ethics Charter and Codes of Conduct for Cultural Tourism, and integration into all cultural tourism activities.

We respect and promote our unique Wilderness culture, as well as those of our employees and neighbouring rural communities. By meaningfully incorporating culture into the organisation as a whole, our operations and guest activities, we hope to positively impact a global culture of respect and care for the environment and all cultures in the areas where we operate.

Some of the ways that culture is integrated into our business include:

- Traditional nights – Guests are able to experience local culture through dance, singing, storytelling and local food;
- Traditional design and décor – Where possible, we use traditional architecture, building methods and materials in camp design and construction;
- Cultural visits – Local village visits and tours are organised in line with the Wilderness Ethics Charter and Codes of Conduct for Cultural Tourism;
- Social soccer – Soccer/football clinics are promoted to recognise the influence the game has in host communities;
- Storytelling – Local cultural stories are often used as bedtime stories for guests;
- Cultural maps – These are provided to raise awareness and increase knowledge about cultures in our areas of operations; and
- Wilderness Heritage Day – An annual celebration when culture is celebrated at all Wilderness camps and offices.



Local community visit, Zimbabwe

Guests can learn more about the lifestyle and livelihood of local people.



Women's groups in Botswana

Purchasing local crafts and goods for our camps from Children in the Wilderness Adult Eco-Clubs in Botswana has been a direct way to include local cultural arts and crafts in the camps. These are also supplied to guests as gifts, and used in camp décor.

Mana Pools UNESCO site, Zimbabwe

Aerial view of the Zambezi River and the Rift Valley escarpment of Zambia.





Conservation

The Conservation C is centred on one reality: without the wilderness, there is no Wilderness. This inspires our business to make investments in maximising the positive impacts arising from our activities, while at the same time implementing measures to reduce any negative impacts. This respect and care for the wilderness makes for a better business, and ultimately a better world. We divide our conservation efforts into two main areas. The first is biodiversity, which focuses on ensuring the sustainable conservation of wilderness areas through the creation of profitable, ethical and responsible ecotourism businesses, while at the same time measuring and understanding our biodiversity footprint, so that we can enhance indigenous species and richness. The second is Environmental Management Systems (EMS), which involves minimising the negative environmental impacts of our operators, while managing our energy usage, carbon emissions, water use and waste production and disposal.

Biodiversity



The biodiversity coverage of the Wilderness Group is the area of land on which we operate. We believe that our presence in these areas makes a contribution towards the conservation of the habitats and wildlife therein.

Our current ecotourism model supports the conservation of a total of 2.3 million hectares. Wilderness supports the conservation of these land units in one or more of the following ways:

- By contributing de facto protection through presence and monitoring;
- By contributing lease or traversing fees which aid the viability of the existing use/s of the area and prevent changes in land-use; and
- Through active conservation activities such as anti-poaching, vegetation rehabilitation, reintroduction of indigenous species or research.

We operate in eight different biomes across the African continent. In addition, Wilderness camps are located in five out of the eight African centres of endemism.

No fewer than 36 species that occur in our operational areas fall into the three most threatened categories of the IUCN Red List. Of these, six are reptiles or amphibians, 10 are mammals and 19 are birds. Although only three of these species' global populations are regarded by IUCN as increasing (the overwhelming majority, 28 species, are regarded as decreasing), most of the populations occurring on land over which Wilderness has influence are either increasing or stable. Naturally, Wilderness cannot alone claim credit for this, as it is due to the work of many different agencies.

All four species regarded as Critically

Endangered are monitored wherever they occur across Wilderness concessions. In some cases, this monitoring extends to specific research or active conservation actions.

During the reporting period we participated in 67 active research and conservation projects across seven countries (the seventh being Rwanda where we do not yet have an active tourism operation). A minimum of P14.9 million was spent directly on biodiversity conservation, with significant additional in-kind support which cannot easily be valued. We have made real progress in the past year with the following:

- Increasing the biodiversity coverage of our areas of operation;
- Continued monitoring and, where feasible, conserving threatened species and ecosystems;

Key performance indicators (KPIs)

The following have been identified as the key performance indicators (KPIs) for the Biodiversity section of the Conservation C:

Up 72% Conservation contribution: Increased from P8.7 million in 2015 to P15 million in 2016.	Down 12% Biodiversity coverage: Decreased from 2.6 million hectares in 2015 to 2.3 million hectares in 2016.	Constant at 8 Biomes: Remained constant at eight.
Down 22% Number of research projects supported: Decreased from 86 in 2015 to 67 in 2016.	Down 15% Number of collaborations with institutions and stakeholders: Decreased from 81 in 2015 to 69 in 2016.	Down 10% IUCN Red List species conserved: Decreased from 40 species in 2015 to 36 species in 2016.

* All of the reductions in impact noted above are due to Congo operations no longer being part of the business.

A large part of the *raison d'être* of the Wilderness Group is the use of our responsible ecotourism model to maximise the conservation (and thus tourism) value of the areas in which we operate; without the wilderness there is no Wilderness.

- Reintroduction of locally extinct populations into their former ranges;
- Introduction of a larger founder population of black rhino to the Okavango Delta; and
- Maintaining bed and vehicle densities at current levels.

In terms of mitigating and managing our impact, the Group's footprint of camp infrastructure is minimised through very low bed and vehicle densities relative to other forms of tourism (the Group operates over a total area of 23 303 km² with only 1.7 km² covered by operational infrastructure, representing only 0.007%). This helps to reduce any potentially negative impact on biodiversity from activities and infrastructure. Any such negative impacts are negligible when compared to the positive impacts of these activities.

During the reporting period, rehabilitation work continued in a number of locations. Most notably, at the site of the proposed Bisate Lodge in Rwanda we have germinated and propagated some 4 500 indigenous trees in the initial on-site nursery.

Rhino Tracking, Namibia

Desert Rhino Camp works in partnership with conservation NGO, Save the Rhino Trust.



Rocktail Camp, South Africa

Hawksbill turtle are listed on the IUCN Red List as Critically Endangered.

Wilderness Safaris' Botswana rhino reintroduction programme

Wilderness Safaris, together with the Botswana Government and with the support of a number of donors, has been the driving force behind a reintroduction programme that spans over 15 years and has seen healthy founder populations of both black and white rhino reintroduced to Botswana's Okavango Delta. The programme is an exciting example of how the private sector can collaborate with Government to ensure a future for highly-threatened species.

History of the rhino decline

At various times over the last 150 years, Africa's rhino have been heavily exploited for their precious horn. Urgent and effective conservation of both the southern white rhino (*Ceratotherium simum*) and south central black rhino (*Diceros bicornis minor*) between 1960 and 2005 increased the populations to 20 000 white and 4 000 black rhino. This was achieved through a combination of hard work and determination by highly organised and well-funded conservation agencies, combined with assistance from the private sector in breeding and range expansion programmes that proved highly effective in increasing rhino numbers.

By the 1970s, Botswana, on the other hand, had suffered a collapse of both black and white rhino populations. A survey in 1992 showed less than 19 white rhino present in the wild, while the black rhino was classified as "Locally Extinct" in Botswana. This led to decisive action by the Botswana Government – combating poachers with a zero-tolerance policy and the relocation of all surviving rhino to fenced sanctuaries elsewhere in the country. A substantial piece of the jigsaw of biodiversity was thus absent from areas which were otherwise incredibly rich in wildlife. Wilderness Safaris approached the Government with a proposal to reintroduce black and white rhino into the Okavango Delta, and the Botswana Rhino Reintroduction Project was born.

White rhino relocation: 2001 – 2004

The first four white rhino – two bulls and

two cows – were released in November 2001, a historic occasion that saw the return of this species to freedom in Botswana.

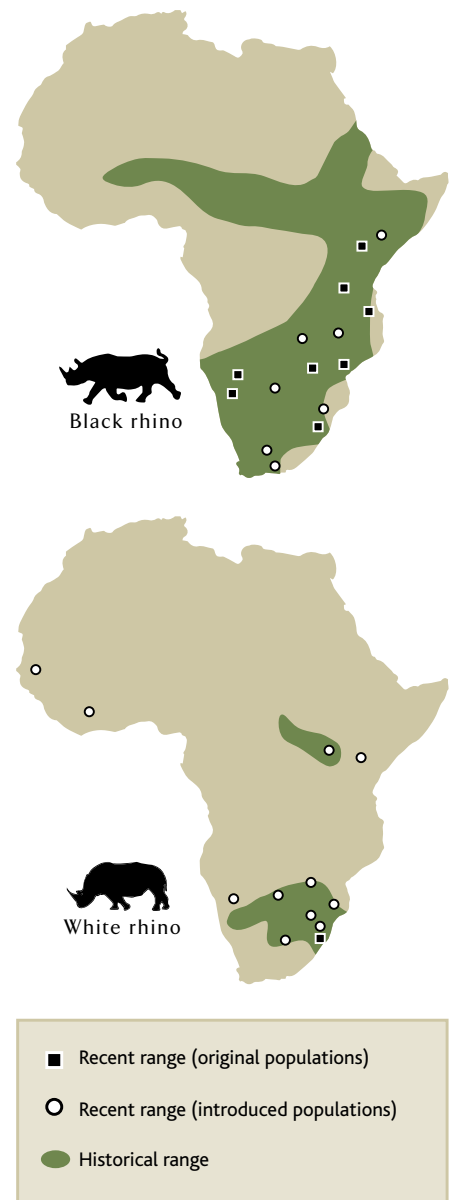
Once the rhino had been released, the monitoring programme began. Using state-of-the-art tracking devices, much was learnt about their movements, diet, and social behaviour. At the same time, Wilderness Safaris Rhino Monitoring Officers worked together with the Department of Wildlife and National Parks Anti-Poaching Unit and the Botswana Defence Force, to ensure their constant protection. Several further translocations of white rhino followed and, in 2004, the first rhino was born in the wild in Botswana in at least 15 years.

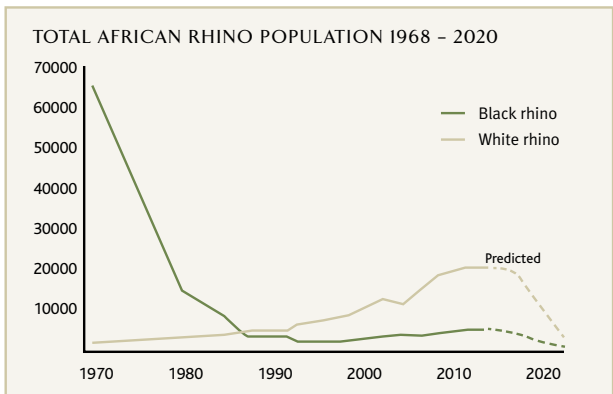
Black rhino relocation: 2003 – 2014

In late 2003, the second phase of the project was launched – the reintroduction of Critically Endangered black rhino. Just two years after the white rhino release, in 2003, the first black rhinos were released back into the wild. Despite at least one birth, the number of animals involved in this release was too small to form a viable breeding population, and the programme spent the next few years attempting to add to the original few in order to create an increasing national wild herd.

In 2014, after years of complex negotiations, a significant number of black rhino were captured in South Africa and released into the wilds of Botswana. This extremely delicate operation involved the staff of South Africa's North West Parks and Tourism Board, SANParks, the Botswana Defence Force, Botswana Department of Wildlife and National Parks, International Rhino Foundation and Wilderness Safaris. Thanks to this project, a successful founder population of black rhino has now also been re-established in the Okavango Delta, adding substantial value to world rhino numbers and population distributions. Indeed, the first birth in this supplementary black rhino population was recorded in late 2014, with several further births to date.

Historic and current rhino distribution





Black rhino bull capture in South Africa
Wilderness Safaris Group Conservation Manager, Kai Collins, assists with the capture of black rhino for translocation.



Black rhino release
After spending some time in the boma adjusting to local conditions, this black rhino is released into the wilds of the Okavango Delta.

2015 and onwards

The 2015 financial year saw the completion of the largest ever cross-border translocation of Critically Endangered black rhino, in a partnership between Wilderness Safaris, the Botswana, South African and Zimbabwean Governments, the Malilangwe Trust, individuals and organisations. This collaborative programme has now grown to become one of the most important international rhino translocations undertaken in the history of conservation, helping bring these two species back into parts of their native range.

To view more on this programme please go to <https://youtu.be/oQoWrloUzrs>



Arrival in Botswana
Black rhino being offloaded from the aircraft into their new home in Botswana.

<p>Wilderness Safaris wins WTTC Tourism for Tomorrow – Environment Award April 2016 – Wilderness Safaris won the World Travel & Tourism Council (WTTC) 2016 Tourism for Tomorrow Award in the Environment category for its pioneering Botswana Rhino Conservation Project.</p>	<p>Wilderness Safaris Botswana Rhino Project wins the Conserve Africa category at the We Are Africa Innovation Awards 2015 May 2016 – Following a vote by all attendees, Wilderness Safaris won the best conservation project for its Botswana Rhino Relocation Project.</p>
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Environmental Management Systems (EMS)



Toka Leya Camp, Zambia

Toka Leya has a number of initiatives in place to rehabilitate indigenous flora in the area.

Maintaining the integrity of the pristine wilderness areas in which we operate means ensuring that we minimise any negative impacts our operations might have on the environment.

At Wilderness, we established Group Environmental Management Systems (GEMS) that specify how we manage and operate our camps' energy usage and related carbon emissions, water consumption, waste production and disposal, and the usage of materials and products. Overall, the Group was 85% compliant with our GEMS, exceeding our target of 80% compliance set in 2012 and up from 79% the previous year.

Botswana remains the highest performing region, with both South Africa and Namibia showing significant progress as a result of improved fire and waste management systems and practices.

There are now 10 Wilderness Safaris camps operating 100% on solar power, producing 2 970 kWh of usable energy. A further 36 camps have solar-inverter hybrid systems, reducing generator usage by about 50%. A number of camps use smaller individual solar arrays for each

Key performance indicators (KPIs)

Down 13%	Down to 0.7ℓ	Up to 85%
Carbon emissions: down by 13% from 0.097 to 0.084 tonnes CO ₂ e per bednight since 2012.	Bottled water per bednight: down to 0.7 litres from 2.06 litres in 2012.	Group Environmental Management Systems (GEMS) performance: up to 85% compliance from 79% in 2015.

The purpose of our environmental management systems (EMS) is to minimise any negative impacts on the environment that might arise from our operations, since these would undermine the quality of our products and ultimately harm the business.

guest unit, or one single larger array to run the front of house only, totalling an additional 277 kWh per day of power production. Added to this, Wilderness has 729 solar geysers or solar thermodynamic geysers in place, saving a total of 2 916 kWh per day.

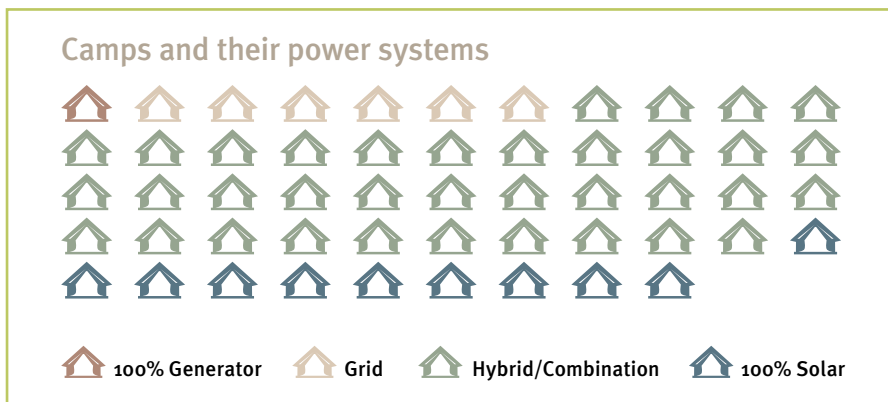
In 2016, we consumed 201 297 GJ of energy, an 18% decrease from the 244 614 GJ consumed in 2012. As a result, over the same period, our carbon emissions have reduced by 18% from 17 412 tonnes CO₂e to 14 285 tonnes CO₂e. Over the financial year, our Group emissions have reduced by 7.2%.

We also carefully manage water consumption through a number of mechanisms, from water-saving shower heads to tap aerators and dual flush toilets. Bottled water consumption is carefully monitored to avoid large amounts of plastic waste, and the associated carbon emissions. We have installed on-site water purification systems at our camps and this continues to result in significant reductions in the consumption of bottled water, down 53% since 2012. Our goal is to reduce this to 0.5 litres per bednight, which has already been achieved in all countries except Namibia and Seychelles.

Waste management is also a critical area of importance. In the last two years, both our Botswana and Namibian operations have begun recycling inorganic waste, seeing the total number of camps recycling

tin, plastic, paper and glass increase from just 7% in 2012 to 47% in 2016. While there are limited recycling opportunities in many of the areas in which we operate,

all of our camps already separate their waste to allow for an effortless transition to recycling when this becomes possible.



Vumbura Plains solar installation

In the 2015 financial year, Vumbura Plains was the second largest consumer of generator diesel in the Group, accounting for 13.7% of the diesel used for generation of power in all of our camps. The camp generators consumed a total of 187 384 litres of diesel. This equates to 492.8 tonnes CO₂e for the camp over the year and 0.15 tonnes CO₂e per bednight. In July 2015, Vumbura Plains camp was converted to 100% solar power, with the system being switched over from generator in August. The installation cost a total of P9 million and consists of 460 x 245 W solar panels and 192 battery banks, producing a combined total of 105 kW. This equates to a total of 630 kWh per day of power production and will result in a saving in generator fuel of approximately P1.8 million (excluding the transport cost to camp) per annum.



Wilderness Wildlife Trust

The Wilderness Wildlife Trust, an independent entity supported by 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 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 and the Trust is therefore symbiotic. In many projects supported financially through 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 effectiveness 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; and
- Anti-poaching and management – including aerial surveys.

HOW CAN YOU HELP?

To make a donation to the Wilderness Wildlife Trust or Children in the Wilderness please go to www.wildernesstrust.com/donations.

You can either donate funds for a specific project or the relevant organisation will direct them to a project that is in most need of support at the time of donation.



Hwange Elephant Research Project

The overall aim of the Hwange Elephant Research Project is to gain a better understanding of elephant movements and habitat use in Zimbabwe's Hwange National Park, where elephant density is particularly high. This is being achieved by studying the relative contribution of resources (water and food), social interactions (dominance hierarchies) and predation risk (by lions) to this key aspect of elephant ecology.

Satellite data collected to date has been analysed and used to show some key components of movement in elephants, including timing of movement and movement patterns. The data collected indicates that elephants show different patterns of movement, with some covering long distances and leaving the boundaries of the park during the wet season and only moving back during the dry season. During the dry season, the elephants have more localised movements associated with permanent waterholes within the park.



CHILDREN IN THE WILDERNESS

www.childreninthewilderness.com

Children in the Wilderness

Children in the Wilderness (CITW), a life skills educational and environmental programme for children who live in the villages around conservation areas, is an independent non-profit organisation established and supported by Wilderness. The programme began in Botswana in 2001 and currently operates in six countries: Botswana, Malawi, Namibia, South Africa, Zambia and Zimbabwe.

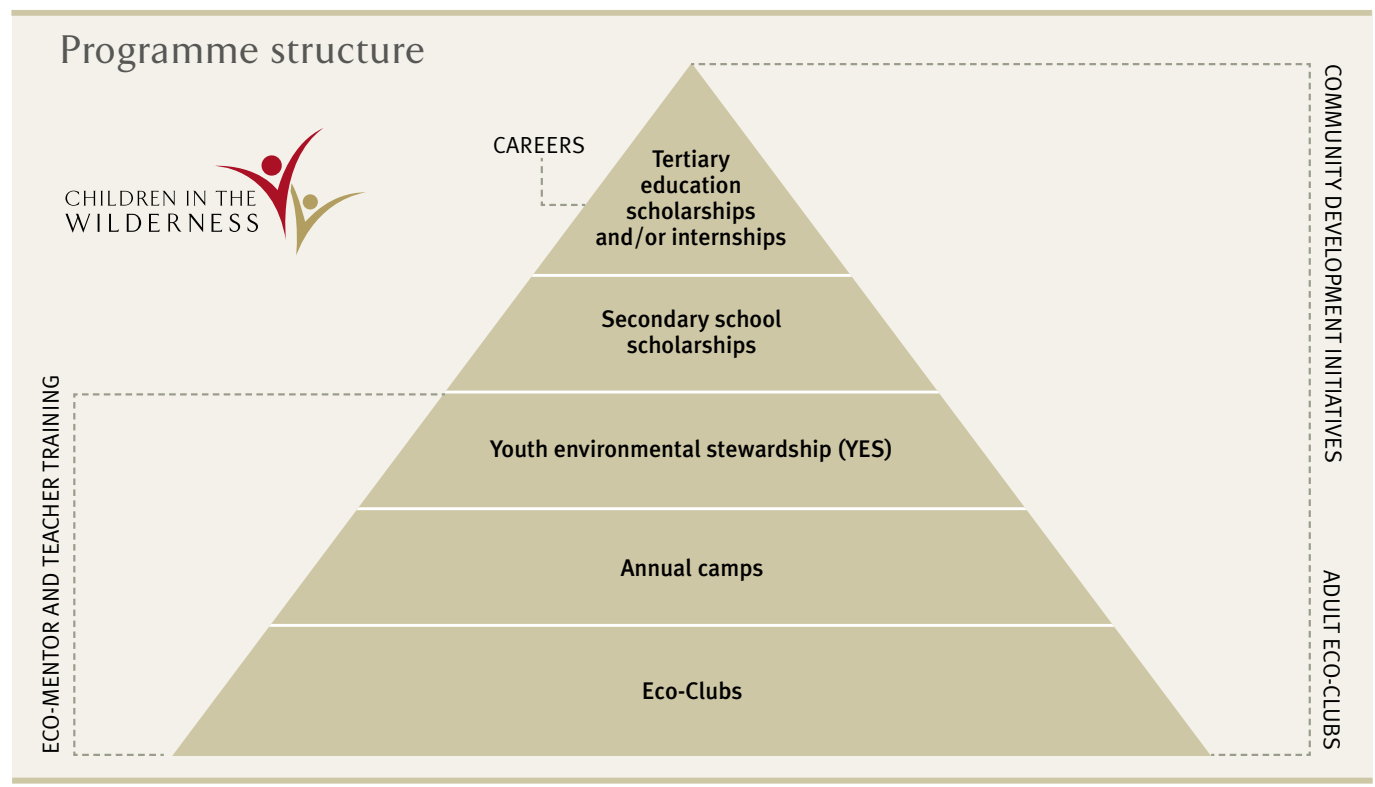
CITW focuses on the next generation of decision-makers, inspiring them to care for their natural heritage and to become custodians of these areas in the future. This is achieved in a number of ways:

- **Eco-Clubs:** These take place at rural schools and follow a set curriculum, meeting either weekly or monthly. Eco-Clubs give all learners who are interested in the environment a chance

to meet, learn, discuss and expand their knowledge of environmental issues. Children participating on the annual camps are usually selected from Eco-Clubs.

- **Eco-Mentor Training:** This project assists in addressing the critical teaching skills shortage in environmental education in southern Africa. It involves developing local community members and Wilderness Safaris camp staff by upgrading skills, increasing environmental awareness and enabling them to better implement projects and initiatives for Eco-Clubs in their villages.
- **Annual Eco-Club Camps:** A Wilderness or partner camp is closed for a few days each year, and 16 to 30 children between 10 and 17 years old are hosted in the camp for an educational and fun-filled programme.

- **Youth Environmental Stewardship (YES) Programme:** Children who show commitment and potential on annual camps are invited on smaller camps where the curriculum focuses more on career guidance, leadership and further environmental education. This also enables Eco-Mentors to spend more time with the children and identify candidates for the scholarship and internship programme.
- **Scholarship Programme:** Through Eco-Clubs and camp programmes, we are able to identify children who are doing well academically but whose parents are unable to send them on to secondary school. We aim to provide these children with the opportunity to complete their schooling by providing funding for school fees, and where possible, also assist with uniforms, stationery and other schooling needs.



Thank you

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.

www.wilderness-holdings.com



Cover image: "Where's my Forest?"

A silverback mountain gorilla stands outside the Volcanoes National Park seemingly contemplating the loss of natural vegetation and the impact on its species. Copyright Ian Johnson.