

| | |
|------------------------|---------------------------------|
| DOCUMENT NAME | Debtor Management Policy |
| DOCUMENT NUMBER | CURC09PO |
| POLICY AREA | FINANCE |
| Approval Number | Policy - 0117 - 2016 |

REVISION SCHEDULE

| Date | Developed by | 1st revision | 2nd revision | 3rd revision | Approval |
|-------------|---------------------|--------------------------------|---------------------|---------------------|----------------------|
| 2015/11/30 | Finance Manager | - | - | - | CFO (BvdL); EXCO |
| 2017/09/29 | Finance Manager | Finance (RL, MS, ML, BS, BvdL) | - | - | CFO (BvdL); CEO (AG) |
| | | | | | |

DEBTOR MANAGEMENT POLICY

1 POLICY STATEMENT

As a business enterprise selling services and charging fees for those services, Curro Holdings Ltd (“Curro”) needs to engage with debtors and debtors who fall into arrears on their payments. This policy describes the principles that Curro applies in the engagement of such debtors.

The procedures followed in such engagements are described in the Debtor’s Management Procedures (CURC09PR).

2 LEGAL COMPLIANCE

As Curro debtors are mostly parents of learners enrolled at a school managed by Curro, the Curro principles and procedures followed in the engagement of debtors will always be in line with relevant legislation and regulations, including but not restricted to the National Schools Act and Provincial Regulations relevant to the registration of independent schools.

Curro reserves the right to perform credit scoring on parents/guardians/accontholders.

3 CONTRACTUAL OBLIGATION

When enrolling learners at Curro, parents/guardians/accontholders sign a contract as part of their application and agree to pay the relevant school fees and, amongst other things, to:

- 3.1 Be jointly and severally responsible for the payment of all fees.
- 3.2 Punctually pay all fees and amounts owed to Curro.
- 3.3 Accept the Curro Financial Terms and Conditions, which protects Curro’s right to implement legal proceedings against them should all amounts due not be paid in accordance with the terms and which may result in the cancellation of the contract.

4 DEBT COLLECTION

When collecting outstanding debts, Curro will escalate the process as follows:

- 4.1 Communicate the outstanding debt to the parents/guardians/accontholders to effect payment of amounts in arrears.
- 4.2 Attempt to make payment arrangements with parents/guardians/accontholders that would ensure the payment of amounts in arrear and prevent the necessity for Curro to take further legal action.
- 4.3 Default listing of parents/guardians/accontholders for amounts in arrears.
- 4.4 Hand over the accounts in arrears to attorneys for further legal action.
- 4.5 Take the necessary steps to terminate the relationship and contract.

When escalating the debt collection process as described above, Curro will do so in accordance with its Debtor’s Management Procedures (CURC09PR).

During the process of debt collection, Curro will respect the rights of learners as determined by the relevant acts and related provincial regulations.

5 ANNUAL ROLL OVER DEBT

It is the policy of Curro that admissions of learners are done annually as described in its various admissions policies (CURH06PO, CURH07PO, CURH08PO and CURH09PO).

Curro therefore reserves the right to not enrol a learner in an academic year should any fees from a previous academic year be unpaid.

Should a parent/guardian/account holder make full payment of the outstanding fees from a previous academic year, Curro may, in its sole discretion decide to enrol the learner and reserves the right to make specific payment arrangements with the parent/guardian/account holder for the new academic year. Such specific payment arrangements need not be in line with Curro's normal payment terms and will need to be agreed to by both Curro and the parents/guardians/account holders.

6 AMENDMENTS

This policy can only be amended and reviewed in line with the Policy on Policies and Procedures (CURA01PO) and the Curro Delegation of Authority Matrix (CURA07PO).

The individuals responsible for amendment and review of this policy is displayed on page 1 of this policy.

This policy must be reviewed biennially and in particular, within 24 months of the Current Approval Date displayed on page 1 of this policy.