



**THE SOUTH AFRICAN NATIONAL PARKS (“SANParks”)**

**BIDDER QUESTIONS & REPONSES FOR THE PUBLIC PRIVATE PARTNERSHIP  
TENDER FOR THE FINANCE, REFURBISHMENT, OPERATION AND MAINTENANCE OF  
SIX CONCESSION AREAS IN THE KRUGER NATIONAL PARK:**

**Opportunity Nr 1:** To operate the lodge accommodation of the Jock of the Bushveld Concession in the Kruger National Park.

**Opportunity Nr 2:** To operate the lodge accommodation of the Mluwati Concession in the Kruger National Park.

**Opportunity Nr 3:** To operate the lodge accommodation of the Lwakahle Concession in the Kruger National Park.

**Opportunity Nr 4:** To operate the lodge accommodation of the Jakkalsbessie Concession in the Kruger National Park.

**Opportunity Nr 5:** To operate the lodge accommodation of the Mpanamana Concession in the Kruger National Park.

**Opportunity Nr 6:** To operate the lodge accommodation of the Mutlumuvi Concession in the Kruger National Park.

**27 August 2026**

**Please note that this is not the full list of questions received. If your question is not reflected here, SANParks is obtaining responses internally and will revert with further responses in the next round of Q&A.**

|    | Bidder Question                                                                                                                                                     | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| 1. | Requests for sensitive information such as staffing and plans/drawings.                                                                                             | <p>NOTICE ON OBTAINING SENSITIVE INFORMATION IN RESPECT OF PPP OPPORTUNITIES ADVERTISED ON 7 JULY 2026</p> <p>Please note that given the confidentiality of the information, bidders should request the information by email from Jabulile Galane, <a href="mailto:jabulile.galane@sanparks.org">jabulile.galane@sanparks.org</a>. The information will be emailed directly, it will not be uploaded on the Website.</p> <p>The information pertains to:</p> <ul style="list-style-type: none"> <li>• staff information (number of Staff that will form part of a Section 197 and the Cost to Company Value)</li> <li>• Available site and building plans</li> </ul> |
| 2. | <p>Requests for information such as:</p> <ol style="list-style-type: none"> <li>1. The KNP Concession Operations Manual</li> <li>2. The KNP Roads Manual</li> </ol> | <p>Please note that these items will be uploaded to the SANParks Website. Bidders are reminded to monitor the SANParks Website continuously during this bid preparation period for additional information uploads or more recent versions of information uploads that may be in the process of being finalised.</p>                                                                                                                                                                                                                                                                                                                                                  |
| 3. | <p>Request for information:</p> <ul style="list-style-type: none"> <li>- SANParks Job Grading Schedule</li> </ul>                                                   | <p>Please note that SANParks uses a Paterson Grading System. Bidders are to research the Paterson Job Grading System and align their bids accordingly.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|    | Bidder Question                                                                                                            | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 4. | The minimum PPP rental fee differs for Mpanamana and Mutlumuvi Concessions between the RFP and the Information Memorandum? | <p>Clause 17.2.1.2 of the Mutlumuvi RFP should read:</p> <p><i>“Please note: SANParks will not consider a minimum fixed rental PPP fee of less than R210 000 per month in the first full year of operations and R250 000 per month in the second full year of operations. The Private Party should take this into consideration in developing its PPP fee offer.”</i></p> <p>Clause 7.2.1.3 of the Mpanamana Information memorandum should read:</p> <p><i>“Please note: SANParks will not consider a minimum fixed rental PPP fee of less than R410 000 per month in the first full year of operations and R510 000 per month in the second full year of operations. The Private Party should take this into consideration in developing its PPP fee offer.”</i></p> |
| 5. | The Bidders Conference conflicts with an industry association conference.                                                  | <p>Please note that the date for the Bidder Conference is 20 August 2026 and will remain at that date and time as specified in the RFPs. Bidders may attend either physically at the venue to be confirmed or remotely on the meeting link which will be confirmed.</p> <p><b>Please note that the Bidder Conference has been postponed as per the notice provided.</b></p>                                                                                                                                                                                                                                                                                                                                                                                           |

|    | Bidder Question                                                                                         | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| 6. | May bidders attend all six site visits and decide thereafter as to which concessions they will bid for? | <p>Yes, bidders may attend all site visits. SANParks encourages bidders to attend site visits.</p> <p>However, the specification of the RFPs should be noted:</p> <ul style="list-style-type: none"> <li>• <i>“A Bidder may submit a Bid response to a maximum of four (4) out of the six (6) Concessions Subject to this Retender.”</i></li> <li>• <i>“SANParks reserves the right to award or select the same Preferred Bidder for a maximum of two (2) Bids out of six (6) Concessions Subject to this Retender.”</i></li> </ul> <p>Bidders are reminded that they must register their intention to attend site visits with Jabulile Galane, <a href="mailto:jabulile.galane@sanparks.org">jabulile.galane@sanparks.org</a>.</p> |
| 7. | Generic Note on Monitoring the SANParks Website.                                                        | SANParks would like to take this opportunity to remind Bidders to monitor the SANParks Website continuously during this bid preparation period for additional information uploads and responses to Bidder Questions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 8. | Generic Note on Bidder Site Visit Logistics.                                                            | Please note the logistics for each bidder site visit.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|  | Bidder Question | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|  |                 | <p>General rules:</p> <ul style="list-style-type: none"> <li>• Please strictly follow these logistics instructions.</li> <li>• At no time should bidders wander by themselves on the properties either by vehicle or by foot.</li> <li>• Please keep questions to when we halt at intervals or for the start or end of the site visit. This ensures all bidders have the same information.</li> <li>• Please be cognizant of guests when taking photographs and keep voice levels to low as you move between rooms and buildings – all of the concessions are operating and many are fully occupied and we want to keep the impact on guests as limited as possible.</li> <li>• Please ensure you leave sufficient time to arrive at the site visit on time. There will be no separate visits if a bidder is late.</li> </ul> <p>Site Logistics:</p> <ul style="list-style-type: none"> <li>• Tuesday 4 August 2026, Mpanamana Concession: <ul style="list-style-type: none"> <li>○ Site Visit Timing - 9h00 to 13h00</li> </ul> </li> </ul> |

|  | Bidder Question | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|  |                 | <ul style="list-style-type: none"> <li>○ Cell Number to Contact in case of issues: Jabulile – 072 359 9179.</li> <li>○ Logistics – Convene at Shishangeni Lodge – a staff member will indicate where bidders are to park inside the staff camp. We will advise at the lodge on transport to satellite camps.</li> <li>• Wednesday 5 August 2026, Lwakahle Concession: <ul style="list-style-type: none"> <li>○ Site Visit Timing - 9h00 to 13h00</li> <li>○ Cell Number to Contact in case of issues: Jabulile– 072 359 9179.</li> <li>○ Logistics – Convene at Lukimbi Lodge – a staff member will indicate where bidders are to park inside the staff camp and where to convene for opening discussions.</li> </ul> </li> <li>• Thursday 6 August 2026, Jock of the Bushveld Concession: <ul style="list-style-type: none"> <li>○ Site Visit Timing - 9h00 to 13h00</li> </ul> </li> </ul> |

|  | Bidder Question | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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|  |                 | <ul style="list-style-type: none"> <li>○ Cell Number to Contact in case of issues: Jabulile – 072 359 9179.</li> <li>○ Logistics – a staff member will indicate where bidders should park and where to convene for opening discussions. The bidders will be transported with concession vehicles to the lodges.</li> <li>• Tuesday 11 August 2026, Mluwati Concession: <ul style="list-style-type: none"> <li>○ Site Visit Timing - 9h00 to 13h00</li> <li>○ Cell Number to Contact in case of issues: Jabulile – 072 359 9179.</li> <li>○ Please take note that reaching the meeting place for this concession will take significant time as it requires significant driving on tar and dirt roads. Please obtain input from SANParks KNP staff on the driving time – if you are leaving from the Skukuza Rest Camp it is recommended to leave at 6am. Bidder can also enter from Orpen Gate to Talamati.</li> <li>○ Please also note that connectivity is poor in this area and thus it may be likely you will not be able to reach another cell phone.</li> </ul> </li> </ul> |

|  | Bidder Question | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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|  |                 | <ul style="list-style-type: none"> <li>○ Logistics – Convene at SANParks Talamati Bush Camp. Vehicles will be parked here and the bidders will be transported with concession vehicles to the three lodges.</li> <li>• Wednesday 12 August 2026, Mutlumuvi Concession: <ul style="list-style-type: none"> <li>○ Site Visit Timing - 9h00 to 13h00</li> <li>○ Cell Number to Contact in case of issues: Jabulile – 072 359 9179.</li> <li>○ Please take note that the plains camp is some distance from the main lodge and due to recent floods it is unlikely that this camp will be included in the site visit. We will ensure that recent photos and video information of the camp and roads status is provided to bidders.</li> <li>○ Logistics – Convene at the Skukuza Camp Conference Centre parking. Vehicles will be provided from there to the staff area and lodge.</li> </ul> </li> <li>• Thursday 13 August 2026, Jakkalsbessie Concession:</li> </ul> |



|     | Bidder Question                                   | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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|     |                                                   | <ul style="list-style-type: none"> <li>○ Site Visit Timing - 9h00 to 13h00</li> <li>○ Cell Number to Contact in case of issues: Jabulile – 072 359 9179.</li> <li>○ Logistics – Convene at Skukuza Conference Centre Parking area. Vehicles will be parked here and the bidders will be transported with concession vehicles to the concession lodges.</li> </ul>                                                                                                |
| 9.  | Generic Note on Bidders Conference                | <p>Please note that bidders should register with Jabulile Galane, <a href="mailto:jabulile.galane@sanparks.org">jabulile.galane@sanparks.org</a>, for attendance of the Bidders Conference. Please indicate the number of persons that will attend and if you will attend online or physically.</p> <p>Please monitor the SANParks Website continuously information uploads on the venue and online link.</p> <p><b>Please refer to Question 5 response.</b></p> |
| 10. | Generic Note on Residual Value Payment Obligation | <p>In terms of the RFP, SANParks will contract with a new SPV for all Successful Bidders, even if a Successful Bidders happens to be an existing concessionaire. The requirement for payment of the Residual Value, will therefore apply to all Successful Bidders, irrespective of whether they are a current concessionaire</p>                                                                                                                                |

|     | Bidder Question                                                                                                                                                                                                                        | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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|     |                                                                                                                                                                                                                                        | or a new contracted Successful Bidder. Bidders must all apply an initial residual value in their financial plan.                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 11. | Is it likely that the Residual Value will change and by how much?                                                                                                                                                                      | As indicated in the RFP there is a likelihood that the Residual Value could change during the bid preparation period. Bidders are advised to closely monitor the SANParks Website for uploads on changes to the Residual Value. The reasons for changes are the timing of Concession year end and availability of audited information on immovable assets as well as impact of the January floods and emergency projects to allow upkeep of the product to a standard aligned with customer expectations in order to fulfil bookings. |
| 12. | Please could you elaborate on the pricing calculation for Clause 17.3.1 of the RFP.                                                                                                                                                    | SANParks will provide further elaboration with examples of the calculation at the Bidders Conference.                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 13. | Who owns the IP with respect to the trading names and lodge/camp names? Will these names be transferred as part of the concession, for the incoming concessionaire to trade under the existing lodge name should they choose to do so? | As specified in the draft PPP agreement IP of trading names are owned by the SPV unless the name is already owned by SANParks as it is an animal, place name, historic name already in existence in the KNP or elsewhere in SANParks. The transference of an existing name where IP exists is a discussion to take place between an incoming and exiting concessionaire or with SANParks depending on ownership of the IP.                                                                                                            |

|     | Bidder Question                                                                                                                                                                                                                                                                                                      | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 14. | <p>Please can you assist with a point of clarification on paragraph 25.2 in the RFP relating to registration on the CSD.</p> <p>If a new company (SPV) is formed to submit the bid and be the bidder, is this the entity that must register on the CSD, i.e. it will not be one of the shareholders of this SPV.</p> | <p>Clause 25.2 of the RFP specifies “A Bidder must be registered on the government’s Central Supplier Database and must provide its CSD registration number. Failure to do so will result in the Bid being disqualified.”</p> <p>If the entity used for bidding purposes has no business track record it is recommended that the shareholders that have the track record (all shareholders) be registered on the CSD.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 15. | <p>If we submitted a % of revenue for pricing that was layered i.e at 50m revenue its 12%, at 60m its 15%, at 100m its 25%. Would you consider something like that? Of would you only like one number?</p>                                                                                                           | <p>SANParks requires each Bidder to submit one flat Variable PPP Fee, expressed as a percentage of aggregate Gross Revenue, which will apply throughout the full 25-year contract period. A layered or sliding percentage based on different revenue levels will not be accepted. Bidders must also submit the projected annual Gross Revenue and resulting PPP fees in the table contained in Annexure 4. For standardisation and comparison purposes, Bidders must use an inflation rate of 5% per annum when completing their financial projections.</p> <p>The actual PPP Fee payable in each project year will be the higher of: · the applicable Minimum PPP Fee, increased annually by CPIX from year 3 onwards; or · the flat Variable PPP Fee percentage applied to the actual Gross Revenue achieved. This aligns with clauses 17.2.1.1 and Annexure 4.</p> |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 16. | <p>We request clarification regarding Annexure 2, Functionality Evaluation Criterion 1.2.2, which requires: “Confirmation of funding available for 150 days from the date of Bid closure.”</p> <p>We note that Criterion 1.2.1 separately requires the Bidder to provide a capital plan identifying:</p> <ul style="list-style-type: none"> <li>• the amount of capital required;</li> <li>• the proposed sources of funding;</li> <li>• the expected terms of proposed loans;</li> <li>• whether the necessary financing has been secured; and</li> <li>• appropriate proof thereof.</li> </ul> <p>In order to ensure that our submission complies fully with Criterion 1.2.2, kindly clarify the nature and level of funding confirmation that SANParks requires from a prospective lender or funder.</p> | <p>Yes, SANParks would regard a written confirmation from a recognised financial institution or funder as satisfying Annexure 2, Functionality Evaluation Criterion 1.2.2 where the institution confirms that it has considered the proposed transaction and is prepared to provide or make available funding up to a specified amount for the project, with such confirmation remaining valid for at least 150 days from the Bid closing date, but subject to customary finance conditions.</p> <p>SANParks understands that the final funding approvals and contracts will only be realized after a Bidder is announced as the Preferred bidder and negotiations take place up to financial close.</p> <p>SANParks confirms that the required funding evidence may comprise more than one type and source of funding.</p> <p>The funding must be confirmed in the Bid Submission – no earlier date is required.</p> |

|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | SANParks Response |
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|  | <p>Specifically, would SANParks regard a written confirmation from a recognised financial institution or funder as satisfying Criterion 1.2.2 where the institution confirms that it has considered the proposed transaction and is prepared to provide or make available funding up to a specified amount for the project, with such confirmation remaining valid for at least 150 days from the Bid closing date, but subject to customary project-finance conditions such as:</p> <ul style="list-style-type: none"> <li>• successful award of the concession to the Bidder;</li> <li>• final credit approval;</li> <li>• satisfactory due diligence;</li> <li>• agreement of final financing terms and security;</li> </ul> |                   |

|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | SANParks Response |
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|  | <ul style="list-style-type: none"> <li>• execution of satisfactory finance and project documentation; and</li> <li>• satisfaction of customary conditions precedent?</li> </ul> <p>Alternatively, does SANParks require Criterion 1.2.2 to be supported by a fully credit-approved and legally committed funding facility that is unconditional, other than normal drawdown conditions, for the entire 150-day period?</p> <p>We would also appreciate confirmation as to whether the required funding evidence may comprise more than one source of funding, for example a combination of:</p> <ul style="list-style-type: none"> <li>• senior bank debt;</li> <li>• committed shareholder / equity funding;</li> <li>• subordinated or investor funding; and/or</li> <li>• committed working-capital facilities,</li> </ul> |                   |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | SANParks Response                                                                                                                                                                                                                                                                       |
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|     | <p>provided that the combined evidence demonstrates availability of the funding required under the Bidder's submitted Financial and Capital Plan.</p> <p>This clarification will assist us in ensuring that the form of confirmation requested from prospective financiers is fully aligned with SANParks' requirements and avoids any ambiguity regarding compliance with Criterion 1.2.2.</p> <p>Please could you advise as to whether there is a specific deadline for the above to take place or is it assumed that provided it is confirmed in the Bid submission as required, there is no earlier deadline.</p> |                                                                                                                                                                                                                                                                                         |
| 17. | When will SANParks provide the revised schedule to Bid Submission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | SANParks understands that this is a concern for Bidders. SANParks is confirming internal requirement deadlines before advertising the updated schedule but Bidders can be assured that sufficient time will be provided for Bidders to fulfil its bidding requirements and obligations. |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| 18. | <p><b>Paragraphs 5.1, 5.6, section 7 of Paragraph 7.3, 9.1.2, 24.1 and 25.1</b></p> <p>Paragraphs 5.1 provides that a Bidder may be “a single company, an unincorporated joint venture, consortium or trust”. Paragraph 24.1 also expressly contemplates that the Bidder may be an unincorporated joint venture and section 7 of paragraph 7.3 and paragraph 9.1.2 state that “if the Bidder is a consortium or joint venture ...”</p> <p>However, paragraph 25.1 requires that “a Bidder must form a specific company or special purpose vehicle (SPV) for the purposes of Bidding for this PPP opportunity. Failure to do so may result in the Bid being disqualified.”</p> <p>Must the Bidder be an incorporated company or can the Bidder be an unincorporated joint venture, with an undertaking to incorporate a new special purpose</p> | <p>The conclusion of the PPP Agreement by SANParks will be with an incorporated entity, whose operations must be ring fenced only for execution Project Deliverables.</p> <p>Where the Bidders have not established the SPV for purposes of RFP bid submission, bidders are required to submit the proposed Private Party SPV shareholding structure and undertake to incorporate on selection as preferred bidder and successful conclusion of the PPP Agreement.</p> |



|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                       | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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|     | vehicle if they are appointed as the Preferred Bidder, as contemplated by paragraph 5.6?                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 19. | <p><b>Paragraph 5.9</b></p> <p>The Bidder is required to provide “information” on ownership of the entities of which the Bidder are comprised? What “information” is required to be provided?</p>                                                                                                                                                                                                     | <p>Please note that the wording for Paragraph 5.9 states that:</p> <p>“Bidders <b>will</b> also be required to provide information on ownership of the entities of which the Bidder are comprised, together with organograms reflecting the ownership proportions.”</p> <p>Paragraph 5.9 does not set a requirement. The requirements are in relation to ownership and the Bidder must read the RFP and where information is requested from the Bidder as well as the Members, the Bidder must provide such information for the Bidder and the Members.</p> |
| 20. | <p><b>Paragraph 7.3 (Mandatory Returnable Documents)</b></p> <p><b>1. Section 1 (Bid Bond) (and paragraph 20.4)</b></p> <p>i. Annexure 7 is bond that is valid “until the expiry of the PPP Agreement”. No commercial bank is willing to provide a bid bond for a fixed term of 25 years, irrespective of whether the Bidder is not awarded the bid or not. Commercial banks will not issue a bid</p> | <p><u>Please note:</u> the Bid Bond will at the election of the Preferred Bidder be replaced by a Performance Bond once operation commences to the amount equal to R500,000 (VAT excl.) and will be increased annually on 1 April with CPI. Where the Preferred Bidder elects not to replace the Bid Bond with a Performance Bond, the Preferred Bidder will be required to provide SANParks with a Performance Bond prior to the signature and effective date of the PPP Agreement in the form attached in Annexure 7.</p>                                 |

|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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|  | <p>bond in the form of Annexure 7 at bid stage as banks do not issue open dated bid bonds.</p> <p>ii. Can a Bidder provide a bid bond for a period of 180 days, on the basis that if the Bidder is appointed as the Preferred Bidder, a performance bond for R500,000 be provided until the expiry of the term of the PPP Agreement, as contemplated in paragraph 20.8 (which envisages that a performance bond will be provided by the Preferred Bidder, to replace the bid bond or, "if the Preferred Bidder elects not to replace the Bid Bond with a Performance Bond, the Preferred Bidder will be required to provide SANParks with a Performance Bond ..... in the form attached as Annexure 7").</p> <p>iii. In other words, it appears that the form of bond that SANParks requires from the Private Party, for the duration of the PPP Opportunity, is the bond in the form of Annexure 7, and that the form of bid bond</p> | <p>Section 3 Answer: Yes the resolution must state that the Lead Member or Project Company resolves to bid for the PPP Opportunity on the terms and conditions of the RFP</p> <p>Section 4 Answer: Yes, the resolution must state that the Member resolves to bid for the PPP Opportunity on the terms and conditions of the RFP.</p> <p>Section 6 Answer: this relates to the AFS of the members to the bidder.</p> <p>Section 7 Answer: See response to question 21.</p> <p>Section 9 Answer: Please see answer in 14 above</p> |

|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | SANParks Response |
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|  | <p>required simply to bid for the PPP Opportunity is different to Annexure 7.</p> <p><b>2. Section 3 (Lead Member or Project Company Resolution)</b></p> <p>What must this resolution provide? That the Lead Member or Project Company resolves to bid for the PPP Opportunity on the terms and conditions of the RFP?</p> <p><b>3. Section 4 (Resolution of each member other than the Lead Member)</b></p> <p>What must this resolution provide? That the Member resolves to bid for the PPP Opportunity on the terms and conditions of the RFP? Presumably this requirement is only applicable to members of the Bidder that are juristic persons, and not natural persons?</p> <p><b>4. Section 6 (AFS for 3 years) (and paragraph 9.1.4)</b></p> |                   |

|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | SANParks Response |
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|  | <p>To whom is this requirement applicable? To each member of the Bidder if they are juristic entities that produce audited financial statements? A newly formed SPV, or an unincorporated joint venture, will not have any financials as it is newly formed.</p> <p><b>5. Section 7 (Financial Strength of Shareholders) (and paragraph 9.1.2)</b></p> <p>The requirement is that “if the Bidder is a consortium or joint venture, it must demonstrate financial strength with reference to the asset value of its partners/shareholder in proportion to their shareholding”. Is the requirement here to show what percentage of at least R10m each partner/shareholder has in the Bidder?</p> <p><b>6. Section 9 (CSD registration)</b></p> <p>If the Bidder is a joint venture, can the Lead Member register on the database?</p> |                   |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| 21. | <p><b>Paragraph 9.1.4</b></p> <p>This requires a letter “confirming that the asset value exceeds the stipulated amount”. Is this the asset of the Bidder? What is “the stipulated amount” referred to here - R10m?</p>                                                                                                                                                                                                                                                                                                                                                                  | <p>Yes, this is the existing asset value of the Bidder (if there is more than one shareholder then it is the combined asset value).</p> <p>Yes, as per Paragraph 9.1.1 of the RFP the value refers to R10 million.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 22. | <p><b>Paragraph 13 (Form and content of Bid Submission) - Envelope 1, Part B, Technical Proposal</b></p> <p>i. We note that the “original” of all the information is required to be provided. What “originals” are required, as there are no “originals” of these documents?</p> <p>ii. Part B.1 requires “the original of the Bidder Information in the format given in Annexure 1A” (this comprises Financial Requirements and Tourism Track Record). Part 1 of Annexure 2 (the Functionality Scorecard), the Financial and Capital Plan, appears to be the same as the Financial</p> | <p>ii. The submission must consist of [one] original physical document and [one] electronic copy of the Bid document / [one] electronic copy (link details to be provided at Bidder’s Conference). The Bidder’s Envelope 2 (Financial Proposal and B-BBEE Proposal) must consist of [one] original physical document and [one] physical copy.</p> <p>iii. Yes, you can request twice.</p> <p>iv. Yes, you can request twice.</p> <p>v. Note that specific information is required that are compulsory documents, the same is then also used for scoring purposes as part of the Functionality. The compulsory tick list is provided to guide the Bidder to ensure the information is provided.</p> |

|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | SANParks Response |
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|  | <p>Requirements of Annexure 1A. Should the information required under “Financial Requirements” in Annexure 1A be provided twice – once for B.1 and again for B.4?</p> <p>iii. Similarly, Part 2.1 of Annexure 2 is the same as Annexure 1B. Is the requirement to provide the same information twice (to satisfy the requirements in B.2 and B.3)?</p> <p>iv. For Part B.3, please clarify if the requirement here is to submit the information set out in Section 2.2 of Annexure 2 (the Functionality Scorecard) or are other sections of the Functionality Scorecard relevant and must be included here?</p> <p>v. For Part B.4, please can you clarify if the requirement here is to submit the information set out in Section 1 of Annexure 2 (the Functionality Scorecard) or are other sections of the Functionality Scorecard relevant and must be included here?</p> |                   |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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|     | vi. For Part B.5, please clarify if the requirement here is to submit the information set out in Section 3 of Annexure 2 (the Functionality Scorecard) or are other sections of the Functionality Scorecard relevant and must be included here?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 23. | <p><b>Paragraph 17.2 and Annexure 4 (PPP Fee Offer)</b></p> <p>i. SANParks has advised that the Minimum PPP Fee Offer provided by the Bidder must be increased annually by CPIX from year 3 onwards. How will SANParks fairly compare different bids which have varying inflation assumptions? Presumably SANParks will apply the same forecasted CPIX to all bids in order to fairly compare the different bids and to ensure that all bidders are treated on the same basis? Obviously using different rates of CPIX significantly affects the forecasted figures. Surely, in order for the tender process to be 'equitable', the applicable inflation assumption should be provided by SANParks/the transaction advisor or inflation should be excluded from the PPP Fee offer</p> | <p>Please refer to the response to Question 15 in respect of CPIX.</p> <p>Please note that no NPV is calculated for scoring the price. Please refer again to the response to Question 15. The table indicating detail is for the purposes of ensuring the same methodology is followed to determine gross revenue.</p> <p>A Bidders must make a firm price offer based on its estimations of performance. SANParks assume bidders have the knowledge and experience to prepare informed and realistic projections of performance and bid a realistic % of gross revenue fee offer at a realistic average nominal gross revenue value per annum over the contract period.</p> <p>Yes, the bidder is committed to its % of gross revenue fee offer at a realistic average nominal gross revenue value per annum over the contract period. <b><i>Note the following as per the RFP 28.2: Please note: The actual PPP Fees to be paid to SANParks will be the higher of the Minimum Committed</i></b></p> |

|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | SANParks Response                                                                                              |
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|  | <p>computation or the same forecasted inflation rates used for the calculation of “Pt” must be applied, so that all bidders are treated on the same basis?</p> <p>ii. Will a net present value formula/discount be applied to the forecasted turnover over the 25 year period of the concession, in order to derive a value at the time of bidding?</p> <p>iii. We note that the Bidder must project the fees payable to SANParks based on its projected budgets and forecasts. Again, how will SANParks fairly evaluate the fee offer, given that the projected budgets and forecasts – which are merely assumptions, and may not be accurate or realistic - may be very different? How will SANParks factor in the fact that the projected turnover is dependent on the success of the operating entity, and the turnover projections are only assumptions?</p> <p>iv. Is the Bidder committed to its Variable PPP Fee Offer, whether or not the Bidder achieves the</p> | <p><b><i>Concession Fee and the Flat Variable Percentage Offered of Actual Gross Revenue achieved.</i></b></p> |



|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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|     | forecasted gross revenue? What happens if the forecasted revenue is much lower than assumed?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 24. | <p><b>Below are possible scenarios</b></p> <ol style="list-style-type: none"> <li>1. Scenarios in respect of inflation. <ol style="list-style-type: none"> <li>vi. Scenario 1 – has no inflation</li> <li>vii. Scenario 2 – has inflation at 5% per year for 25 years</li> <li>viii. Scenario 3 – has inflation at 6.5% per year for 25 years</li> </ol> </li> <li>2. Scenarios that include a PPP offer with two parts: <ol style="list-style-type: none"> <li>i. Minimum PPP Fee offer (with &amp; without inflation)</li> <li>ii. Variable Fee Offer with forecasts (with &amp; without inflation).</li> </ol> </li> </ol> | <p>No NPV calculation will be used for scoring the PPP Fee Offer. Bidders must submit: 1. the Minimum PPP Fee for years 1 and 2, subject to the minimum amounts specified in the RFP; 2. one flat Variable PPP Fee percentage applicable throughout the 25-year contract period; and 3. the projected annual Gross Revenue and resulting PPP fees for the full contract period, using an inflation assumption of 5% per annum for standardisation purposes.</p> <p>The PPP Fee Offer used for price evaluation will be determined from the projected annual PPP fees reflected in Annexure 4. For each year, the applicable projected PPP fee will be the higher of: · the Minimum PPP Fee; or · the flat Variable PPP Fee percentage applied to the projected Gross Revenue.</p> |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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|     | Which of these numbers will be used to evaluate the bid ?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 25. | <p><b>Paragraph 17.3.2.2 (BBEE specific goals)</b></p> <p>i. Please confirm that if the Bidder has a consolidated B-BBEE Contributor status of Level 4 they will be awarded the 2 points, irrespective of the consolidated B-BBEE Contributor status of the other bidders? (i.e. even if the other bidders have a Level 1, 2 or 3 status)?</p> <p>ii. How are the 8 points allocated as between the Year 1 target and the Year 3 target on the B-BBEE Project Scorecard? Please can it be clarified whether the 8 points will be allocated based on year 1, year 1 and 2 together, or year 3?</p> | <p>i. Yes. The B-BBEE Contributor Status is assessed on a bidder-by-bidder basis, with the status being determined on a consolidated scorecard in respect of the bidder's shareholders. Accordingly, a bidder that meets the stated Level 4 threshold will be awarded the applicable 2 points, irrespective of the B-BBEE Contributor Status of the other bidders.</p> <p>ii. The 8 points is allocated for the BEE Commitment Plan and will be scored during the adjudication phase.</p> |
| 26. | <b>Paragraph 20.8 (Performance Bond)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Please note that the performance bond is not subject to VAT.                                                                                                                                                                                                                                                                                                                                                                                                                              |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                 | SANParks Response                                                                                                                                                                                                                             |
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|     | We note that the performance bond is for an amount of “R500,000 (VAT excl)”. Is VAT payable on the performance bond?                                                                                                                                                                                                            |                                                                                                                                                                                                                                               |
| 27. | <p><b>Paragraph 24.2.1 (Annexure 1A – Qualification Submissions)</b></p> <p>There is a requirement here to “refer also to the Annexure 2 Functionality Evaluation Schedule relevant sections”. Please can you clarify exactly what must be submitted under paragraph 24.2 to demonstrate the Bidder’s Tourism Track Record.</p> | Functionality Criteria 2.1.1, 2.1.2 and 2.13 of the RFP applies.                                                                                                                                                                              |
| 28. | <p><b>Section 2.1.1(a) of Annexure 2 (Functionality Scorecard)</b></p> <p>What minimum period is being referred to here?</p>                                                                                                                                                                                                    | Please refer to paragraph 9.2.1.1 of the RFP - “Lodge operation experience of an upmarket to luxury nature with a minimum of 5 years’ experience”.                                                                                            |
| 29. | <p><b>Concessionaire Risk Matrix -Annexure 2 (Functionality Scorecard)</b></p>                                                                                                                                                                                                                                                  | Please refer to 17.1.1.1 of the RFP – “The functionality aspects of a Bid will be scored out of 100 points. A Bidder must achieve 80% of the total functionality points in order to pass. <b>The minimum threshold to pass any Functional</b> |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                    | SANParks Response                                                                                                                           |
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|     | Is there a minimum acceptable risk allocation or percentage per category in the Concessionaire Risk Matrix?                                                                                                                                                                                                                        | <b>Criteria sub-category (i.e. Financial and Capital Plan, Business and Operational Plan, Environmental Plan, Risk Matrix and) is 50%."</b> |
| 30. | <b>Annexure 3 (B-BBEE Obligations)</b><br><br>i. Is a Bidder entitled to use the YES programme to satisfy its BBEE obligations in Annexure 3?<br><br>ii. Can the modified flow-through principle be applied for the purposes of Annexure 3.                                                                                        | i. A bidder may use the YES programme<br><br>ii. The RFP does not make provision for such.                                                  |
| 31. | <b>PPP Agreement - Procurement Recognition</b><br><br>Please see our interpretation of the SANParks Procurement Recognition in the PPP Agreement is as per the table below marked "SANParks Procurement Recognition":<br><br>The SANParks Project Scorecard appears to give less recognition for Levels 1 & 2 than the BEE Tourism | The SANParks Procurement Recognition levels take into account the nature of the project/concessions, operations and duration.               |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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|     | Scorecard, and more recognition for levels 5, 6 & 7.<br>Why would SANParks deviate from the national norm?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 32. | <p><b>PPP Agreement - Calculation of Gross Revenue</b></p> <p>i. We see that the Gross Revenue is calculated not only on the Gross Revenue of the Private Party, but also its Subcontractors.</p> <p>These would include the revenue of any businesses, unrelated to the Private Party, which are contracted to refurbish/improve/develop the Concession Area.</p> <p>The term “Subcontractors” is very widely defined, and includes “any subcontractor who has contracted directly with the Private Party in respect of any of the Project Deliverables”. “Subcontractors” would therefore include all third parties who, for example, are sub-contracted to refurbish the lodge, supply wood, transport guests, transport staff, provide laundry services, implement pest management</p> | <p>i &amp; ii - Yes SANParks confirms it is not the intention that the gross income of the businesses of each of these sub-contractors, that provide services to the Private Party, to also be included in the definition of “Gross Revenue” for the purposes of calculating the PPP Fees.</p> <p>For the purposes of the PPP Fee Offer the intention of including subcontractors is in respect of calculating any revenue generating “activities” or “deliverables” where the bidder may subcontract the delivery to another party. As SANParks cannot foresee the basis of such arrangements (for example rental fee or other), the requirement is to ensure all potential revenues are included in calculation of the PPP Fee Offer.</p> |

|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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|  | <p>services and the like. This is because the definition of “Project Deliverables” is very widely drafted, and includes the refurbishment and financing he Facilities, the provision of tourism accommodation and all its ancillary services, the achievement of the B-BBEE Obligations and the exercise and performance of all other rights of the Private Party.</p> <p>Please confirm that it is not the intention of SANParks that the gross income of the businesses of each of these sub-contractors, that provide services to the Private Party, to also be included in the definition of “Gross Revenue” for the purposes of calculating the PPP Fees?</p> <p>ii. How is it intended that “Gross Revenue” be calculated before deducting commissions and trade discounts? Trade discounts, particularly for the international trade of which 90% of the concession market is made up of, are from 20-30% trade discount. Nett rates are negotiated with the operators. Trade discounts and commissions are</p> | <p>iii. Correct Clause 17.2.1.5 “trade discounts granted in circumstances that are at arm’s length” should read “trade discounts granted in circumstances that are at not at arm’s length”.</p> <p>ii, iv, v, vi, viii - As SANParks cannot foresee the basis of all arrangements the examples indicated as revenue treatment is to ensure all potential revenues are included in the calculation of the PPP Fee Offer. This refers to the revenue actually received and “kept” as its income at the end of any transaction by the Private Party and accordance to standard accounting principles.</p> <p>vii - Please note the discount or special rates to the domestic market is encouraged. It is not an element that will be evaluated separately. It is the bidder decision on how to apply this practice and accordingly the impact it will have on rates and gross revenue and its eventual PPP price offer.</p> |

|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | SANParks Response |
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|  | <p>real deductions incurred against revenue. GAAP &amp; IFRS require that revenue be disclosed net of trade discounts and only recognise the amount you expect to receive.</p> <p>iii. Is clause 17.2.1.5 of the PPP Agreement not intended to read: "Trade discounts granted in circumstance that are NOT at arm's length"</p> <p>iv. Why are bad debts added back and bad debts recovered excluded? Surely, bad debts should be deductible, provisions can be added back?</p> <p>v. Why would commission actually paid, for example to booking.com, which is a deduction against revenue actually incurred, not be deductible?</p> <p>vi. It is normal market practice in the travel industry to offer incentives to travel agents and guests, for example, pay for 2 nights, Stay for 3. Is it intended that variable fees are paid based on a special offer rate are "added back" to the Gross Revenue?</p> |                   |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | SANParks Response                                                                                                                                                                                                                                                                                                     |
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|     | <p>vii. It is also normal practice for different rates to be offered to for SADC residents vs non SADC residents (in fact, as the Private Party is encouraged to give discounted rates to domestic visitors – see clause 17.6). Is it intended that the PPP fee payment is calculated before the discount for domestic visitors and yet the Private Party is encouraged to offer discounted rates?</p> <p>viii. What is envisaged by Gross Revenue including “commissions received or receivable” in cluse 17.2.2.1? What is intended to be included here?</p> |                                                                                                                                                                                                                                                                                                                       |
| 33. | Can you please provide a standard rate for inflation and interest for the purposes of the NPV. These values can not be known and have a big impact over 25 years. An NPV comparison without a standard interest rate is meaningless.                                                                                                                                                                                                                                                                                                                           | <p>Please refer to the response to Question 15 in respect of CPIX.</p> <p>Please note that no NPV is calculated for scoring the price. Please refer again to the response to Question 16. The table indicating detail is for the purposes of ensuring the same methodology is followed to determine gross revenue</p> |
| 34. | We note you need more time to consult for the environmental information requested and we do                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | SANParks will not provide Water Licenses until the preferred bidder stage.                                                                                                                                                                                                                                            |



|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | SANParks Response                                                                                                                                                                                     |
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|  | <p>understand this and we thank you for looking into this on our behalf.</p> <p>We note SANParks' decision not to release copies of the existing water licenses until the preferred bidder stage. We understand that SANParks must manage the flow of information to all bidders and that the successful bidder will eventually be responsible for obtaining all necessary environmental approvals during the two-week clarification period for the successful bidder. However, for the purpose of our due diligence, we believe this creates a material information gap. Per Section 10.1.1 of the RFP, the due diligence process is specifically intended to allow bidders to 'ascertain all information they need to present informed and competitive Bids'. Without viewing the specific conditions of the licenses, we are unable to fully assess the risk of a material breach. This is particularly concerning given that Clauses 23.2 and 23.3 of the draft PPP Agreement require the Private Party to hold the Water License and indemnify SANParks against any losses arising from its contravention. It is difficult to</p> | <p>Please note that SANParks has confirmed that all licenses for the six concessions are valid and compliant.</p> <p>Bidder can request the Water License Act documentation from Jabulile Galane.</p> |

|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | SANParks Response |
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|  | <p>accept a full indemnity for a regulatory document that remains undisclosed during the proposal stage. While we are aware of the water allocation formula provided in the individual Information Memoranda by SANParks, those figures are based on bed-count estimates for modelling purposes and do not reflect the actual technical or legal constraints of the formal water license set by Department of Water and Sanitation.</p> <p>In respecting the decision to not disclose the actual document in full, we would appreciate if SANParks could give us a summary of conditions so we can see if there are any unusual conditions or monitoring requirements, as well as the authorized extraction volumes and the expiry date of the current licence for the four concessions mentioned below to ensure our modelling is based on valid regulatory assumptions.</p> <p>Thanks for the clarity on the impact of the flood on Jakkalsbessie. As no other site is mentioned in your</p> |                   |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                     | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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|     | <p>response to the flood damage question, can we assume none of the others has been affected?</p> <p>I omitted to request a copy of the KNP Management Plan – while this is not specifically sensitive information, please may we request a copy of this document for our review.</p>                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 35. | <p>A few questions on the BBBEE submission</p> <p>i. When the SPV starts, there won't be any revenue figures as it wouldn't have traded. Would we then be classified as an EME ? and then that changes in y2 and y3?</p> <p>ii. Is the 40% black woman ownership a requirement from day 1 that results in us being removed from the tender? Or is level 4 the target for day 1? We have considerable black ownership, it is male owned however.</p> | <p>No. A recently formed or incorporated entity that has been in operation for less than one year is classified as a Start-up Enterprise. A start-up enterprise does not include any newly constituted enterprise which is merely a continuation of a pre-existing enterprise. Thereafter, if SPV generates an annual turnover of R0 and less than R10 million, it will be classified as an Exempted Micro Enterprise ("<b>EME</b>").</p> <p>The 40% black woman ownership is a requirement from day one. In terms of the B-BBEE Project Scorecard the percentage share of exercisable voting rights as reflected by direct shareholding of Black Women in the Private Party, to which Black Women are entitled is 40%.</p> <p>This will be known once the Bidder is informed on the identity of such community or Dispossessed Land Owner</p> |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                  | SANParks Response                                                                                                                                                                                                                                                                                                                                                                            |
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|     | iii. What is the male and female ownership of the community 10% in the SPV?                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                              |
| 36. | Please can you share with us the updated Quarterly Tourism Demographics and Stats for 2024 & 2025.                                                                                                                                                                                                                                                                                                                               | The updated Quarterly Tourism Demographics and Stats for 2024 & 2025 was provided in the Information Memoranda. The updated Quarterly Tourism Demographics and Stats for 2025 & 2026 will be uploaded to the SANParks Website.                                                                                                                                                               |
| 37. | General Note on the Pricing Formula                                                                                                                                                                                                                                                                                                                                                                                              | <p>Please note that the pricing formula of in paragraph 17.3.1 of the RFP should read:</p> $Ps = 90 (1 + (PT - P \text{ max} / P \text{ max}))$                                                                                                                                                                                                                                              |
| 38. | <p>Protecting the architectural envelope with minimal footprint interventions.</p> <p><b>Question:</b> Where an operator explores alternative roofing solutions — including like-for-like natural material renewal as well as other compliant alternatives — that differ from the current specification, if an inherited roof requires significant renewal (rather than routine patching) within the first 18 months to meet</p> | <p>Changing 'existing' roof under current EMP approved footprint shouldn't impact or create an environmental concern.</p> <p>However any improvements need Sector Ranger approval and pending the extent or interference envisaged that may impede SANParks regulation will be reviewed by SANParks technical on a case by case basis.</p> <p>Such cannot be determined at Bidder stage.</p> |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                   | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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|     | structural safety codes, is this classified as a deferred statutory compliance upgrade creditable against minimum development obligations, or does it require separate approval as a new development?                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 39. | <p>Sustainable on-site circularity during structural works.</p> <p><b>Question:</b> Where damaged stone walls or gabions require reconstruction, will SANParks confirm that sorting and reusing existing demolition rock/masonry salvaged from the authorized site footprint is fully permitted without requiring a separate river-sand/gravel quarry permit?</p> | <p>Process is covered and contained within the Concession manual.</p> <p>Reference to clause:</p> <p>1.3.9 46 (3) No person may remove sand, rocks, or firewood from the veld without permission from the SANParks.</p> <p>2.1.4 No person may, without permission from the Director: KNP or an official from the Nature Conservation Department, remove tree trunks, sand, soil or rocks from the veld. These items may only be removed from places indicated by an official from the Nature Conservation Department.</p> <p>6.4.2 Guidelines</p> <p>Rocks - The collection of rocks and stones will only be allowed under specific conditions and circumstances, i.e., rocks that had to be removed during the construction of roads, can be used for erosion control (packing gabions, etc.)</p> |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>The Sector Ranger will make the final decision on the collection and use of rocks in a Concession Area.</p> <p>In terms of on-site crushing of material for grade material, this will need to be taken up post appointment not during bidding as there isn't specific mention of such within the current guideline.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 40. | <p>Testing regulatory thresholds regarding non-combustion utility upgrades and diesel elimination.</p> <p><b>Question:</b> If an SPV deploys a containerised, utility-scale non-combustion baseload generation technology sized to site energy demand — effectively eliminating routine diesel combustion and relegating existing diesel sets solely to emergency standby — what are the specific NEMA EIA thresholds for decommissioning the legacy bulk diesel storage, and does SANParks offer acoustic or emission baseline exemptions for this class of technology?</p> | <p>Extract from tender:</p> <p>SANParks is bound by a number of statutes with relevance to environmental management of Parks, including (without limitation) the National Environmental Management: Protected Areas Act, 2003 (Act No. 57 of 2003) (NEM:PAA); the National Water Act, 1998 (Act No. 36 of 1998); the Water Services Act, 1997 (Act No. 108 of 1997); the National Environmental Management Act, 1998 (Act No. 107 of 1998) (NEMA); the National Environmental Management: Air Quality Act, 2004 (Act No 39 of 2004); the Hazardous Substances Act, 1973 (Act No 15 of 1973); and the National Heritage Resources Act, 1999 (Act No 25 of 1999).</p> <p>Bidders are encouraged to engage a service provider expert in these standards to include into their plan in respect to compliance with the regulations stated.</p> |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                          | SANParks Response                                                                                                                                                                                 |
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|     |                                                                                                                                                                                                                                                                                                                                                                                                                          | SANParks technical still to advise on Exemptions on acoustic. Nothing noted in manual in respect to this specifically                                                                             |
| 41. | <p>Smoothing institutional CapEx over 20–25 year cycles via reserve provisioning.</p> <p><b>Question:</b> Will SANParks confirm that establishing a formal, contractually ring-fenced Revenue Reserve (a fixed percentage of gross revenue dedicated to cyclical soft and hard asset refreshes) fully satisfies the long-term capital maintenance submission criteria?</p>                                               | SANParks will accept the use of reserve provisioning.                                                                                                                                             |
| 42. | <p>Bidders cannot perform invasive structural or subterranean testing during the tender site visits.</p> <p><b>Question:</b> Considering the limitations on invasive due diligence during the tender phase, is SANParks willing to cap or share the SPV's liability for pre-existing, concealed environmental contamination or subterranean structural failures discovered during the first 12 months of operations?</p> | <p>SANParks appreciates that bidders wish to manage the risk of what they will be taking over.</p> <p>According to 13.3.2. on the PPP Agreement, it is the full responsibility of the bidder.</p> |

|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                      | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| 43. | <p>Protecting the SPV from hostile termination during severe macro-economic downturns or unseen operational delays.</p> <p><b>Question:</b> Does SANParks offer any formalized payment holiday or standstill grace period on the Minimum PPP Fee before triggering the 3 month termination clause under 17.5.2, specifically in cases where external infrastructure failures (e.g., prolonged regional power or water grid collapse) halt commercial operations?</p> | <p>No. SANParks will not offer any formalized payment holiday or standstill grace period on the Minimum PPP Fee before triggering the 3-month termination clause under 17.5.2, where external infrastructure failures, as reasons for such failures does not constitute force majeure.</p>                                                                                                                                                     |
| 44. | <p>Clarifying seasonal luxury trails and pop-up camp allocations omitted from site briefs.</p> <p><b>Question:</b> Where a concession includes rights to operate seasonal fly camps, can SANParks provide the approved geographic coordinates and bed allocations for these sites, and confirm the procedure for seasonally rotating fly camp locations under the EMP?</p>                                                                                           | <p>Bed allocations are fixed for the purposes of the tender. This may be amended through application by each concessionaire on a case-by-case basis. (Including Fly camp, subject to both EMP and SANPARKS technical specifications provided.)</p> <p>The application cannot be done during tender.</p> <p>It will be bidder own risk to unilaterally allow for additional numbers not approved, especially considering the EMP processes.</p> |



|     | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                    | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| 45. | <p>Ensuring mathematical precision in NPAT-linked transformation spend.</p> <p><b>Question:</b> For Supplier Development, Enterprise Development, and Socio-Economic Development NPAT-linked targets, how is compliance measured during the initial development/construction years if the SPV operates at a net accounting loss prior to reaching stabilized occupancy?</p>                                                        | <p>On the RFP and PPP Agreements, the targets remain the same throughout the duration of the term.</p>                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 46. | <p>For Lukimbi:</p> <p>Water: WULA</p> <p>Has the water use been licenced/registered? Please can we be provided with a copy of the current Water Licence Water Quality: What do the Lab results indicate and can we get a copies of the most recent results Boreholes: Please can we be provided with the yields per hole (2 boreholes were mentioned) as per the water licence, as well as the registrations of the boreholes</p> | <p>Please see response on Water Licenses above.</p> <p>The environmental audit reports provided as additional sensitive information that can be requested makes reference to the water tests and licence.</p> <p>Not all concessionaires own their own diesel tanks. Several are rented from a local service provider. In the case where concessionaire have their own, an assessment still needs to be undertaken to align with the technical specifications of SANParks as some of these systems may not be compliant.</p> |

|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | SANParks Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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|  | <p>Waste Removal</p> <p>Does the municipality collect the waste or does the concession pay for independent waste collection</p> <p>Record of Decision (ROD)</p> <p>Please can we get a copy of this</p> <p>Diesel Tank</p> <p>The RFP says this must still be constructed. Why, if there are tanks there already</p> <p>EIA</p> <p>Please can we get a copy of these</p> <p>Building Plans</p> <p>Please can we get copies of the As built drawings. The current concessionaire says these were scanned by SANParks</p> | <p>Drawings provided is as per what SANParks has on file.</p> <p>Query to be raised to section ranger on flooding.</p> <p>On the lightning rods, included in the information Memorandum were the following condition:</p> <ul style="list-style-type: none"> <li>• SANS 10313: Lightning Protection of Structures</li> <li>• SANS 62305: Protection against lightning</li> </ul> <p>According to SANS 10313 and 62305-3, lightning rods (air terminals) are the primary, engineered interception components of a broader air-termination system designed to protect structures from direct strikes.</p> <p>These standards mandate specific, mathematically derived placement methods—such as the rolling sphere, protective angle, or mesh methods—along with strict material corrosion resistance and mandatory, safe routing to ground for proper function</p> |

|  | Bidder Question                                                                                                                                                                                                                                                                                                                                                                                       | SANParks Response |
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|  | <p>Environmental Audits</p> <p>Please can we get copies of the reports for the last 5 audits performed</p> <p>Floods</p> <p>If the concessions is cut off from Malelane what happens then How many times has the Lwakahle caused damage to the guest units</p> <p>Fire</p> <p>Is there no requirement from SANParks for lightning rods to be installed. If not, why not as these are thatch roofs</p> |                   |