

SAB'S TRANSFORMATION SCORECARD

Level 4 B-BBEE compliant
SAB POINTS 87,63

EQUITY OWNERSHIP

- **R8.8-bn**
minimum value guaranteed in 2020
- **R4-bn**
in dividends paid to date
- **12.4%**
Black voting rights

SAB POINTS
13,62

MANAGEMENT CONTROL

- **50%**
Black board members with voting rights
- **881**
Black people in management
- **329**
Black women in management
- **112**
Black people with disabilities

SAB POINTS
14,62

SKILLS DEVELOPMENT

- **R80-m**
Skills development on black people
- **148**
Black people participating in learnerships
- **336**
Unemployed black people participating in learning programmes

SAB POINTS
16,82

PREFERENTIAL PROCUREMENT

- **>50%**
of spend with companies Level 4 and above
- **>R3-bn**
spend with black-owned businesses
- **>R1-bn**
spend with black women-owned businesses

SAB POINTS
20,57

SOCIO-ECONOMIC DEVELOPMENT

- **>R120-m**
invested in communities: agriculture, smart drinking programmes, youth sports development

SAB POINTS
5

ENTERPRISE & SUPPLIER DEVELOPMENT

- **>R120-m**
interest free funding to emerging farmers
- **>R55-m**
growth capital invested to create black industrialists
- **R45-m**
invested in over 3,500 retail enterprises
- **>R9-m**
invested in youth entrepreneurship development

SAB POINTS
17
** Bonus points received*

SAB TRANSFORMATION – KEY FACTS

OUR BIG TRANSFORMATION DREAM

To be the ideal company, sustainably transforming South Africa, by investing in deliberate programmes and initiatives that make a real difference in society

EQUITY OWNERSHIP



- Our largest single undertaking to date — the R7.3-billion SAB Zenzele empowerment scheme — introduced to address historical imbalances in access to ownership
- Start date: 2010 / End date: 2020
- 40 000 + beneficiaries
- Retailer beneficiary who paid R100 has generated an accumulated value of over R96 000, since inception
- Average employee beneficiary has accumulated over R280 000 in cash & value appreciation (no upfront investment)
- Since the launch of the transaction in 2010, the SAB Foundation Trust has committed more than R151-million and has supported 355 enterprises.

SKILLS DEVELOPMENT



- Disabled learnerships provided with NQF level 1 and 3 qualifications to gain skills and potential jobs through formal employment or self-employment
- 9 Engineering and Agronomy academic bursaries
- Almost R8-m spend in disabled employee development
- 86 trainees absorbed into employment

SOCIO-ECONOMIC DEVELOPMENT



- **Women in Maize**
 - Public-private partnership investing R20-million per year over 3 years
 - Increase the economic inclusion for marginalised groups
 - Assists in development of sustainable small and emerging farmers with the production and supply of non-GMO yellow maize for SAB
- **SAB League**
 - Started in 2000
 - R40-million over 5 years
 - 52 districts nationally
 - Largest SAFA developmental league
 - 1 672 clubs with 38 456 players
 - Technical & soccer kits distributed to > 30,000 players
- **18+ Be the Mentor**
 - 10 SAB Local Area Managers
 - > 500 volunteer mentors preventing underage drinking
 - > 1000 teenagers mentored
- **Smart drinking initiatives**
 - Initiatives and programmes that invest, create safer environments and strengthen the communities in which we operate

PREFERENTIAL PROCUREMENT



- 1980s — introduction of our first preferential procurement policy
- 1987 — introduction of our first empowerment programme (Owner Driver)
- >R1.5-bn spent with qualifying small enterprises (R10-m – R50-m turnover)
- >R1.8-bn spent with exempted micro enterprises (<R10-m turnover)

ENTERPRISE & SUPPLIER DEVELOPMENT



- **Retailer Development programme**
 - R40-million per year invested over the past 5 years in tavern infrastructure
 - Reached 20 000 retailers in South Africa with a smart trader initiative
 - Basic infrastructure upgrades complete in taverns across 3 provinces
- **SAB Lerumo**
 - 23 black women-owned businesses to date have participated in the development programme
- **SAB Thrive**
 - Black owned capital into high-potential SAB suppliers
 - R300-million to be invested over next 5 years
 - R47-million invested to date
- **SAB Accelerator**
 - Dedicated incubator for the development of SAB suppliers
 - To date 4 dedicated business coaches and 4 engineers employed to provide suppliers with support in order to enable their growth
- **SAB Kickstart**
 - R65-million over 5 years
 - R100-million investment to date
 - 24 558 entrepreneurs supported
 - 3 458 youth-owned businesses empowered in South Africa
 - Expanded across at least 6 countries in Africa



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