**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

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

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

**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

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

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

**SOCIAL RESPONSIBILITY**
- 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 SABA 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

**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.

**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 highpotential 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

**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)

**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

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