

## Corporate Renewal Solutions B-BBEE Scorecard

For clients with either generic (>R35m annual turnover) or QSE (<R35m annual turnover) scorecards:

- CRS is a Level One Contributor with a B-BBEE recognition level of 135% (see tables below for the detailed calculation).

For clients with generic scorecards:

- CRS is a Qualifying Small Enterprise (annual turnover less than R35m).
- 33,3% Black women ownership.

Overall   Ownership and Management   Employment Equity and Skills Development   Preferential Procurement, Enterprise Development and Social Economic Dev				
<b>OVERALL SCORECARD</b>				
Estimated Total BEE Score	102.3			
Estimated BEE Contributor Level	Level 1 Contributor			
Estimated Empowerdex Rating	AAA+			
<b>BEE Element</b>	<b>Max Score</b>	<b>Estimated Score</b>		
Ownership	25	27.0		
Management and Control	25	27.0		
Employment Equity	25	23.3		
Skills Development	25	N/A		
Preferential Procurement	25	25.0		
Enterprise Development	25	N/A		
Residual	25	N/A		
<b>OWNERSHIP SCORECARD</b>				
<b>Criteria</b>	<b>Max Score</b>	<b>Compliance Target</b>	<b>Current Level</b>	<b>Estimated Score</b>
Exercisable Voting Rights in the Enterprise in the Hands of Black People	6	25%	33.0%	6.0
Economic Interest of Black People in the Enterprise	9	25%	33.3%	9.0
Ownership Fulfillment	1	TRUE	TRUE	1.0
Net Equity Value	9	2.5%	33.3%	9.0
Involvement in the Ownership of the Enterprise by Black Women	(2)	10%	33.3%	2.0
Involvement in the Ownership of the Enterprise by Employee Ownership Schemes, Broadbased Schemes, and Co-Operatives	(1)	10%	0.0%	0.0
<b>Total</b>	<b>25</b>			<b>27.0</b>
<b>MANAGEMENT AND CONTROL SCORECARD</b>				
<b>Criteria</b>	<b>Max Score</b>	<b>Compliance Target</b>	<b>Current Level</b>	<b>Estimated Score</b>
Black Representation at Top Management Level	25	50.10%	50.0%	25.0
Black Women Representation at Top Management Level Bonus	(2)	25%	50.0%	2.0
<b>Total</b>	<b>25</b>			<b>27.0</b>
<b>EMPLOYMENT EQUITY SCORECARD</b>				
<b>Criteria</b>	<b>Max Score</b>	<b>Compliance Target</b>	<b>Current Level</b>	<b>Estimated Score</b>
Black Management Representation using the Adjusted for Gender Recognition	15	40%	50.0%	15.0
Black Representation using the Adjusted for Gender Recognition	10	60%	50.0%	8.3
Bonus for Matching or Exceeding the above 2 Targets	(2)	TRUE	FALSE	0.0
<b>Total</b>	<b>25</b>			<b>23.3</b>
<b>PREFERENTIAL PROCUREMENT SCORECARD</b>				
<b>Criteria</b>	<b>Max Score</b>	<b>Compliance Target</b>	<b>Current Level</b>	<b>Estimated Score</b>
BEE Procurement Spend as % of Total Measured Procurement Spend	25	40%	100.0%	25.0
<b>Total</b>	<b>25</b>			<b>25.0</b>