

OUR VISION

To be the primary driving force of commercially sustainable industrial development and innovation to the benefit of South and southern Africa.

OUR MISSION

The IDC's primary objectives are to contribute to the generation of balanced, sustainable economic growth in Africa and to the economic empowerment of the South African population, thereby promoting the

OUR BACKGROUND

Established in 1940, the Industrial Development Corporation of South Africa Ltd (the IDC) is a self-financing, state-owned development finance institution. Essentially, the IDC provides financing to entrepreneurs engaged in competitive industries. Even though we are

OUR CORE STRATEGIES

- Maintaining financial independence;
- Providing loan finance and risk capital to the widest range of industrial projects;
- Identifying and supporting opportunities not yet addressed by the market;
- Empowering emerging entrepreneurs;
- Promoting medium-sized businesses;

OUR TRACK RECORD

Over the past 5 years, the IDC has:

- Contributed 5% to South Africa's private sector investment;
- Facilitated the creation of more than 98 000 additional direct jobs;
- Assisted more than 1 700 entrepreneurs (83% SMEs);



The IDC headquarters in Sandton, South Africa

economic prosperity of all citizens. The IDC achieves this by promoting entrepreneurship through the building of competitive industries and enterprises based on sound business principles.

state-owned, we follow normal corporate policy and procedures in our operations, paying income tax at corporate rates and dividends to our shareholder, while reporting on a fully consolidated basis.

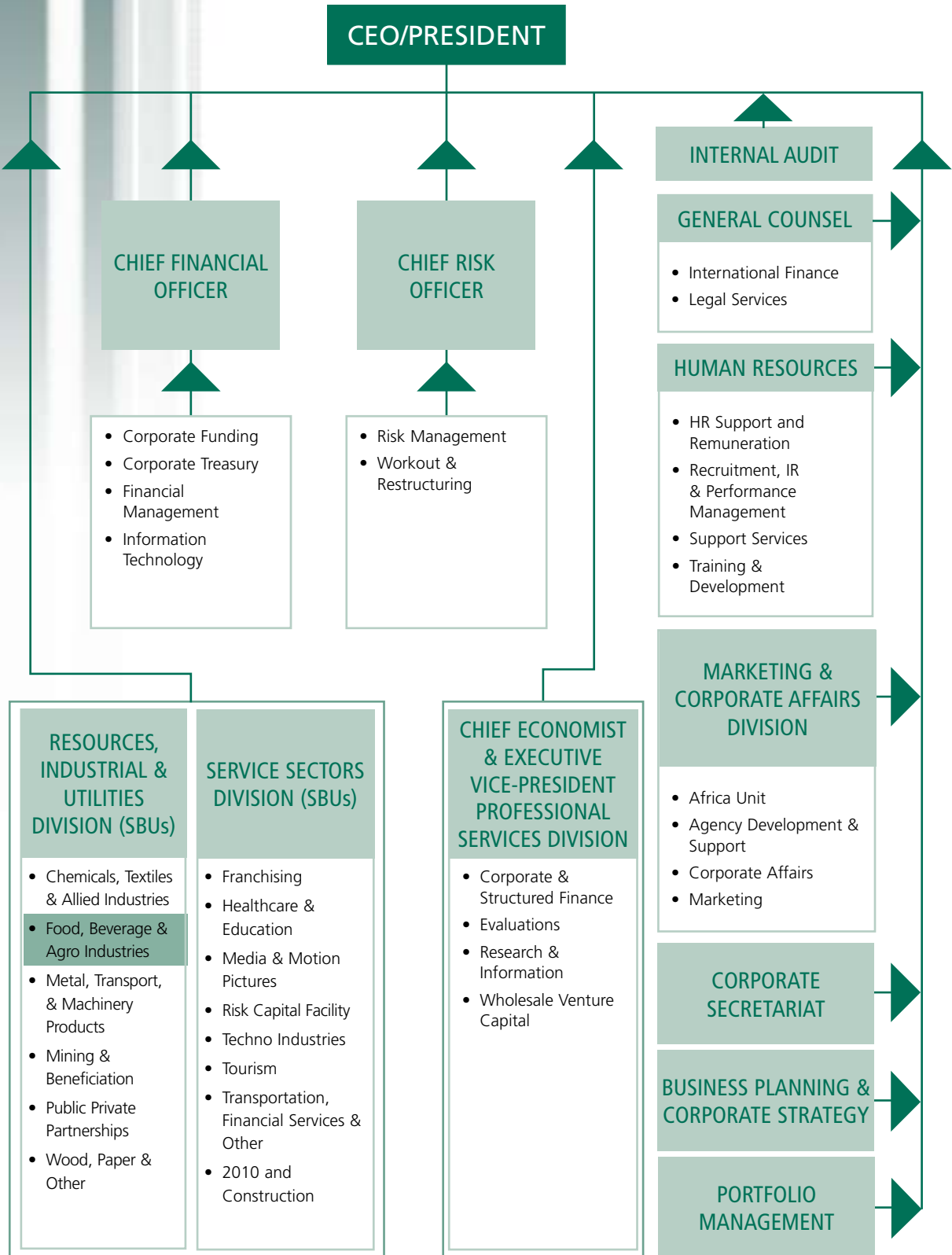
- Establishing local and global involvement and partnerships in projects that are rooted in or benefit South Africa and the rest of Africa; and
- Investing in human capital in ways that systematically and increasingly reflect the diversity of the African continent.

- Invested more than 5.8 billion in the rest of Africa;
- Intensified our involvement in rural areas; and
- Raised our financial support to Black Economic Empowerment (BEE) businesses from 17% to 83% of total investment.



THE IDC STRUCTURE

Our operations (Resources, Industrial & Utilities Division and Service Sectors Divisions) are streamlined into Strategic Business Units (SBUs) to ensure an industry-specific focus and the delivery of high quality, innovative services to our customers.



OUR ROLE AS YOUR PREFERRED INVESTMENT PARTNER

IDC finance is available for projects within South Africa, and the rest of Africa. We do not seek shareholding control or management participation. Our role, as your preferred investment partner, is to assist you financially. Finance is only made available after comprehensive risk management assessments. Our financing instruments include equity, commercial loans, wholesale finance, share warehousing, export and import finance, short-term trade finance and guarantees.

At the IDC, we finance our investments through internal profitability, disinvestments from mature assets,



borrowings in international markets and the domestic bond market.

OUR FINANCING APPROACH

The Food, Beverage and Agro Industries SBU's financing instruments include:

- Equity instruments:
 - Minority investments;
 - Repayments structured to suit cash flows (negotiable grace period).
- Quasi-equity:
 - Smaller privately-owned ventures;
 - High risk ventures with substantial developmental impact;
 - BEE transactions (LBO, MBO, LBI, etc.);
- Repayments structured to suit cash flows (negotiable grace period).
- Commercial loans:
 - 5 to 10 years;
 - Funding tailored to suit cash-flow requirements; and
 - Prime linked interest rates;
- Guarantees (preferably considered in conjunction with other financing products);
- Short-term trade finance; and
- Export finance.

OUR ADVANTAGES

Selecting the IDC as your investment partner makes sound business sense. The IDC is the largest centralised, multi-disciplinary project evaluation group in Africa, offering:

- An exemplary track record in industrial development;
- A unique combination of resources;
- Over six decades' experience across a broad base of projects;
- An intrinsic developmental focus and approach;
- Expertise in identifying investment opportunities;
- Neutral partnership; and
- Access to a network of innovative entrepreneurs, industry players, co-funders and the public sector.



FOOD & BEVERAGE

FOOD, BEVERAGE AND AGRO INDUSTRIES

The Food, Beverage and Agro Industries SBU is a leading player in the development of commercially viable, high development impact food, beverage, agriculture and related added-value sectors in South Africa and the rest of Africa. It does this by providing expertise and finance to internationally competitive businesses which use the latest technologies to optimise the use of natural resources.

The business categories of finance are **primary agriculture** and **processing/manufacturing** of agricultural related products.

Financing of primary agriculture is aimed at tailor-made funding of:

- The establishment of high value permanent crops e.g. deciduous fruit, vineyards, tree nuts, proteas;
- Intensive agricultural or aquacultural production, e.g. cut flowers or vegetables in controlled environment, abalone production in raceways.

The financing of processing or manufacturing is aimed at:

- The expansion or establishment of enterprises involved in the manufacturing or processing of agricultural related products, beverages etc.

As a business unit our role is to focus on investments biased towards job creation, SME development, export generation and regional development. Linked to this, our role is also to entrench empowerment through the facilitation and provision of funding to historically disadvantaged persons (HDPs) for acquisition of equity stakes in internationally competitive agri-business ventures. We are also involved in promoting transformation and the socio-economic

upliftment of rural communities by participating in commercially viable, high development impact agricultural projects located in underdeveloped rural areas.

Some of the opportunities that still present themselves to the unit include:

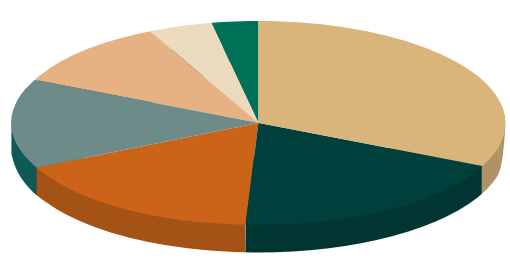
- Pioneering of globally competitive new crops and agricultural technologies in South Africa and the African continent;
- Supporting industries based on the downstream processing of primary agricultural production;
- Increasing our participation in other parts of the continent, in line with the NEPAD initiative;
- Revitalisation of irrigation schemes to facilitate the development of emerging farmers; and
- Supporting large-scale empowerment projects in partnership with successful commercial farmers to facilitate land distribution and rural economic revival.

The difficulties of successfully establishing and managing an equity and loan portfolio in agriculture and related industries are well-known. Agriculture is climate-dependent, prices vary widely depending on production and returns are generally low.

As a result the risks in agro industries are high and these industries are generally excluded from the portfolios of private equity and venture capital funds. Exit from a marginally profitable investment can be particularly difficult. These constraints emphasize the importance of the role of the IDC in participating as an equity partner in projects aimed at developing and implementing new technologies in the agri-business sector.

Current South African portfolio

Investment Portfolio – R1.8 billion invested



- Fruit & Nuts (32%)
- Floriculture (19%)
- Food Processing (17%)
- Beverages (14%)
- Table Grapes (11%)
- Fishing & Aquaculture (4%)
- Vegetables (3%)

INVESTMENT GUIDELINES

While each business proposal is considered on its own particular merit, preference is given to:

- Greenfield projects, expansions and rehabilitations;
- Projects exhibiting economic merit in terms of profitability and sustainability;
- Projects with significant developmental impact, i.e. job creation, empowerment, value addition, rural development and export generation;
- A project of a sizeable value;
- Financing of fixed assets and the fixed portion of growth in working capital (stock, creditors and debtors);
- Buy-ins and take-overs by historically disadvantaged persons (HDPs); and
- Businesses led by competent management team members (financial, operational, technical, HR and marketing) and equipped with in-house capacity and technological know-how.

MINIMUM INVESTMENT REQUIREMENTS

- Minimum loan amount is R1 million at a prime linked interest rate;
- Minimum equity amount is R5 million at a minimum of 8% real after tax IRR and 30% of upside portion;
- Shareholders/owners are expected to make a significant financial contribution, generally 35% of total assets for going concerns and 45% – 50% for start-ups, depending on the industry norms and risk profile.
- However, the contribution of HDPs under specific circumstances may be lowered in which case the IDC will be prepared to extend finance in excess of the owner's contribution;
- Security, the form and nature of which will relate to the applicant's specific circumstances; and
- Compliance with international environmental standards.

HOW TO APPLY FOR FINANCE

In case of **take-overs and buy-ins** by HDP partners:

- Signed 'offer to purchase' agreement between the seller and the buyer or a signed letter of undertaking from the seller indicating the buyers preferred bidder status;
- Detailed information on the partners, such as group structure and business activities;
- An independent valuation (including underlying assumptions) of the target company;
- Details of IDC funding and the application thereof;
- Details of contribution by the purchaser;
- Signed draft plan explaining involvement by HDPs in the operational and/or executive management;
- Proof of limited scope of due diligence performed by HDPs on the seller's business; and
- A business plan (Annexures A, B & C).

In case of a **listed company or a large business with an asset base exceeding R50 million:**

- Your most recent Board submission detailing planned capital expenditure for the year;
- Your latest audited financials; and
- A covering letter with details of the finance required from the IDC.

In case of **expansions** by existing businesses:

- Your latest audited and actual financials (signed by the Finance Director, MD or CEO);
- Your updated business plan focusing specifically on the proposed project/expansion; and
- A detailed description of the nature of expansion, its related costs and revenues.

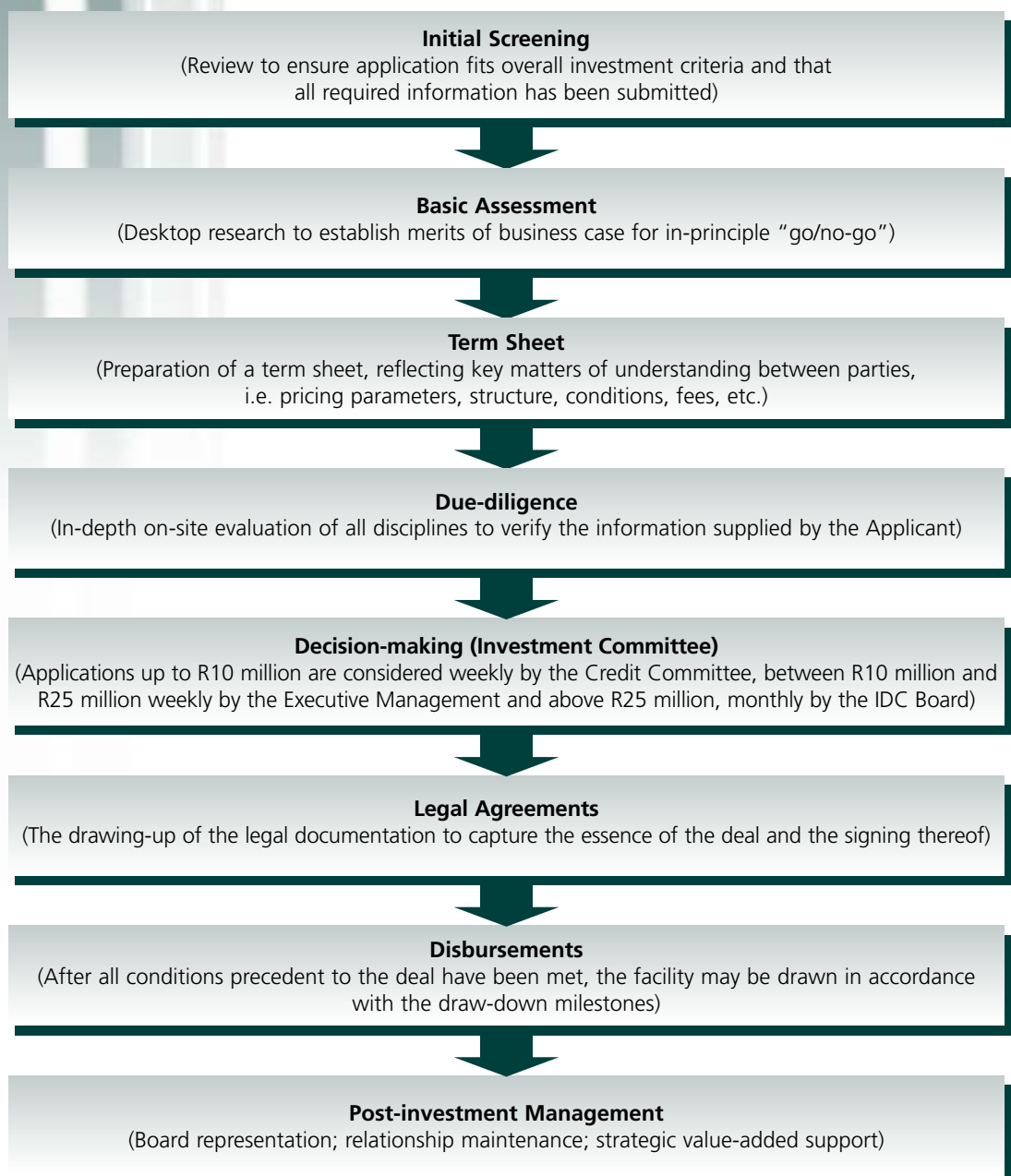
In case of **small, medium and start-up businesses**, comprehensive business plan guidelines are set out in Annexures A, B and C.



APPRAISAL AND APPROVAL PROCESS

The speed with which your application will be evaluated will depend largely on the completeness and the quality of information in your business plan. Please do not hesitate to

call us to clarify what should be included in your application and to enquire about referral to IDC-accredited consultants who will be able to assist you.



ANNEXURE A

GUIDELINES ON HOW TO PREPARE A BUSINESS PLAN

Your business plan should contain comprehensive information to enable the IDC to expedite the processing of your application. Applicants may use their own business plan format as long as the required information (Annexures A, B, & C) is contained therein.

1. Details of FICA¹ requirements

- Certified Incorporation Documentation of your company (corporation).
- Certified ID copies of shareholders/owners, directors & key management team members.
- Certified recent Tax Clearance Certificates of your company, shareholders/owners, directors & key



- management team members. Note: any default or judgement (including the nature & payment details) should be disclosed to the IDC at earliest convenience.
- Details of your auditors and bankers, including contact person and telephone number.

2. General information

- Name of undertaking
- Postal address
- Physical address
- Name of contact person
- Telephone number
- Fax number
- Cellular number
- E-mail address
- Website of company
- Name of CEO/Managing Director/Managing Member
- Names of directors/members
- Details of shareholders/members/owners and their respective shareholding percentages²
- Details of group structure and ultimate holding company (if applicable)
- Brief summary of the history of the business (include company brochure if available)

3. Current business information

- What does the company currently do?
- List the current products (services) that are manufactured or offered.
- Social responsibilities (Annexure C)

¹ Financial Intelligence Centre Act No.38 of 2001.

² Owners should include shareholders, members or partners, whichever is applicable.



ANNEXURE A (continued)

4. Description of project or expansion plan

- What does the company intend doing?
- List the proposed products (services) that will be manufactured (offered).
- List the raw materials which you require for your product as well as the suppliers thereof.
- What will the costs of the intended project be in terms of Rand value?
 - Plant and equipment
 - Factory building
 - Working capital
 - Total
- How much funding do you require from the IDC? (indicate the Rand value)
- What other contributions can the owners make to the project/expansion?
 - Indicate the Rand value of:
 - Plant and equipment
 - Factory
 - Other equipment/assets
 - Indicate the amount (in Rand value) of IDC financing to be used for:
 - Plant and equipment
 - Factory building
 - Working capital
 - Other (details)
 - Total
- How many additional jobs will be created?
- Where will the project be undertaken?

5. Details of key management personnel

- Supply the name, age, qualifications and experience (CV) of the following:
 - CEO/MD
 - Financial Manager
 - Production Manager
 - Marketing Manager

6. Marketing information

- In case of a manufacturer, how many units of your products do you estimate are sold per annum (annual demand) by all your competitors?
 - In your region
 - Nationally
 - In your targeted export market
- In case of a service provider, details of existing income generating activities, capacity utilisation, occupancy levels and rates.
- What advantages do your products (services) have [or will your new products (services) have] over those of the competitors?
- Who are presently your **five largest customers**?
 - Please provide the names of these customers.
 - Indicate the total quantities sold to these customers in the past year and the corresponding total values thereof (manufacturers).
- Who are your main competitors?
 - In your region
 - Nationally
 - Export market
 - Their market shares
- Who will your future customers be?
 - Please provide the names and telephone numbers of your **proposed customers including your present customers whom you will retain.**
 - Indicate the quantities that these customers will probably purchase from you in the first year of operation as well as the value of these sales (manufacturers).
 - Indicate services to be provided and the value of income to be generated (service providers).

ANNEXURE A (continued)

Please complete the following sales budget for three years by applying the method used above (the above information can be transferred to the first year of the budget).

- NOTE:**
1. The average prices of year 1 should be inflated for years 2 & 3.
 2. Distinguish between export and local sales (income).

	Budget year 1	Budget year 2	Budget year 3
Unit (U) sold locally (local income)			
Value (V) of local sales (1)			
Average price/unit (V/U)			
Units exported (income from exports)			
Value of export sales (2)			
Average price/unit (V/U)			
TOTAL SALES OR INCOME (1+2)			
Inflation factor (%)			

7. Manufacturing or service information

- Describe the current and/or proposed manufacturing process or business model. (A flow diagram or additional information may be attached.)
- What is the total volume that the plant can produce per month? (Show how this figure was calculated and indicate the process or equipment that constrains capacity.)
- What is the value of raw materials to be used for each product? (Give an example of how one of these figures was calculated.)
- Capacity utilisation.
- Technological infrastructure.

	Raw material value	Example of calculation
Product 1 =		
Product 2 =		

- Provide details of employment, including number currently employed and additional jobs to be created. (include recent payroll register).
- Break this down into salaried and waged employees
- Recent copy of Employment Equity Report (EEA 2) submitted to Department of Labour.

8. Financial information to be provided

- Annual financial statements (audited or actual) of the applicant for the past two years.
- Latest management or interim accounts (balance sheet & income statement) not older than 3 months (signed by Financial Director, MD or CEO).
- If the applicant forms part of a group, consolidated audited financial statements of the holding company for the past two years and its latest management or interim accounts, if available, must be supplied.
- Budgeted balance sheets and income statements for the current financial year and the next two years should be provided and should include the project or proposed expansions for which finance is required.

NOTE: The attached pro forma "Summarised Income Statement", "Summarised Balance Sheet" and "Summarised Cash Flow Statement" should preferably be

used for your financial projections, however, computerised budgets containing all the required information are also acceptable.



Summarised Balance Sheet

Please attach annual financial statements and management/interim accounts.

Name of Business: _____

Year-end _____ R'000	Annual/ audited 20____	Annual/ audited 20____	Interim to _____ for current year	Budget: current year 20____	Projected 20____	Projected 20____
Land and buildings						
Plant, machinery, equipment						
Other (including vehicles)						
Less: Accumulated depreciation						
NET FIXED ASSETS						
INVESTMENTS						
Stock						
Debtors						
Cash in bank						
Other						
CURRENT ASSETS						
TOTAL ASSETS						
FINANCED BY						
Creditors						
Bank overdraft						
Receiver of Revenue						
Other						
CURRENT LIABILITIES						
IDC						
Other loans						
LONG-TERM LIABILITIES						
Share capital						
Non-distributable reserves						
Shareholders' loans						
Deferred tax						
Retained earnings (loss)						
SHAREHOLDERS' FUNDS						
TOTAL FUNDS						
Ratios ¹						
Shareholders' funds/Total funds						
IDC/Shareholders' funds						

¹Refer to Annexure B on page 14 for the formulae to calculate ratios.

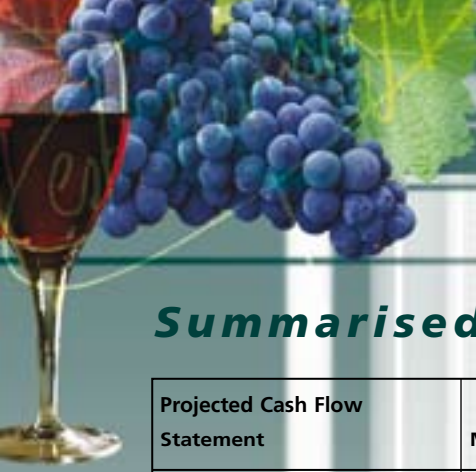
Summarised Income Statement

Please attach annual financial statements and management/interim accounts.

Name of Business: _____

Year-end _____ R'000	Annual/ audited 20____	Annual/ audited 20____	Interim to _____ for current year	Budget: current year 20____	Projected 20____	Projected 20____
Turnover/Income						
Less: Raw materials/Cost of sales						
CONTRIBUTION						
Salaries & wages						
Production costs						
Administration costs						
Selling costs						
Depreciation						
LESS: TOTAL OVERHEADS						
PROFIT BEFORE INTEREST						
Plus: Incentives						
Less: Interest						
Less: Tax						
Plus/Minus: Extraordinary items						
PROFIT AFTER TAX						
Less: Dividends						
RETAINED EARNINGS (LOSS)						
Plus: Retained earnings (loss) brought forward from previous period						
RETAINED EARNINGS (LOSS) AT END OF PERIOD (CARRIED FORWARD TO BALANCE SHEET)						
Budgeted price increase p.a. (%)						
Return on assets p.a. (%) ¹						

¹Refer to Annexure B on page 14 for the formulae to calculate ratios.



Summarised Cash Flow Statement

Projected Cash Flow Statement	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 12	TOTALS
Cash Outflows										
Material										
Admin										
General operating cost										
Vehicle expenses										
Salaries										
Tax										
Interest										
Net cash outflow from operations										
Investment transactions										
Increases (decreases)										
Fixed assets										
Vehicles										
Equipment										
License fees										
Net cash for investments										
TOTAL CASH OUTFLOWS										
Cash Inflows										
Contract										
Turnover										
Debtors										
Net cash inflow from operations										
Financing transactions										
Increases (decreases)										
IDC Finance										
Shareholders' loan										
Capital repayments to IDC										
Deferred payments										
Creditors										
Other										
Net cash from financing										
TOTAL CASH INFLOWS										
Net increase/(decrease) in cash flow										
Bank balance at beginning of month										
Bank balance at end of month										

ANNEXURE B

Guidelines for the preparation of the summarised balance sheets, income statements and ratios

1. General

- If the applicant already has a budgeting format which will easily provide all the information required according to the IDC format, it is not necessary to reformat the budgets.
- The projected balance sheets should only reflect the current business and the expansion or project dealt with in the application and should exclude any further expansions that might be envisaged in later years.
- Although only an annual budget is required, applicants will probably derive benefit from preparing monthly budgets for at least the first year.
- Where a group consists of more than one trading entity with substantially the same shareholders and where the business operations are linked or if the entities could provide each other with financial assistance, a consolidated budget should be prepared.

Please note that cash flow statements can be submitted but will not substitute for the budgeted balance sheets and income statements.

- This guideline follows the lay-out of the summarised balance sheet line by line.

2. Balancing the balance sheet

- The "TOTAL ASSETS" and "TOTAL FUNDS" lines on the balance sheet must agree. In preparing the budgets, first complete all the lines except "Cash in bank" and "Bank overdraft". These last two items are then used to balance the balance sheet. If "TOTAL FUNDS" exceeds "TOTAL ASSETS", the difference is reflected by a "cash in bank" amount, conversely, if "TOTAL ASSETS" exceeds "TOTAL FUNDS", the difference is reflected by a "bank overdraft" amount.

3. Fixed assets

- The values of "Land and buildings", and "Plant, machinery, equipment" and "Other (including vehicles)", are carried forward from previous years at cost, or at valuation if a revaluation has been completed. A motivation for any revaluation should be submitted and the reasonableness thereof will be assessed by the IDC team.

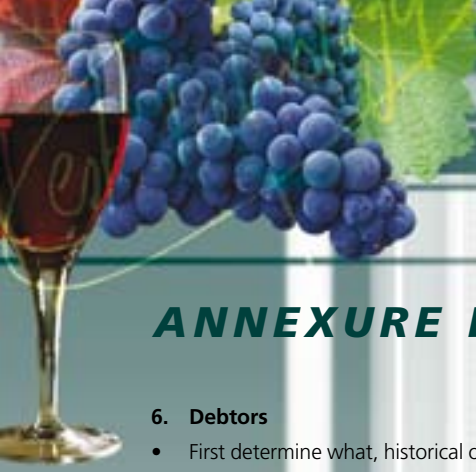
- Additions to fixed assets over the budget period are added at cost price excluding VAT.
- The depreciation charge for any year in the income statement is added to the previous year's "accumulated depreciation" to get that year's "accumulated depreciation".

4. Investments

- All investments made by the company which are not directly utilised in the company's business (e.g. investments in the stock exchange) should be entered here at the lowest of its cost or net realisable value. If the investments are substantial, details enabling the IDC to assess the valuation of the investment should be attached.

5. Stock

- There are 3 elements to stock, namely Raw Materials (RM), Work in Progress (WIP), and Finished Goods (FG) and one has to determine how much of these stock items would normally be required. It is usually easiest to express this as the number of days worth of stock required to ensure that production (which is dependent on RM and WIP) and sales (dependent on FG) will not be interrupted depending on the lead and delivery times of suppliers and the production process. Once the number of days of stock have been determined, the value relating to these days can be determined. Note that sometimes the levels of raw materials will depend on the minimum order quantities offered by suppliers. WIP will depend on the production process and, if production is done in a number of steps, there will normally be incomplete batches of stock at the various stages of production which constitute WIP. If historical information or experience from the existing operation is available, this should be used in determining the stock levels, unless there is some reason for these levels to change.
- The total stock required at year-end will depend on the sales expected during the period immediately following the year-end. Use the rand value of the number of days stock required, as determined above, to provide the raw material required to fulfil those sales.
- It is easier to calculate the stock holding (all 3 categories) at raw material values but the overhead values included in the stock may be added if desired.



SHAREHOLDERS' FUNDS

ANNEXURE B (continued)

6. Debtors

- First determine what, historical or expected, percentage of sales are sold on credit instead of for cash.
- Then determine the average period in days taken by debtors to pay. If credit terms are, for example, 30 days after statement, debtors will be outstanding for the 30 days plus the average period between the monthly statements, i.e. 15 days giving a total of 45 days. A certain percentage of debtors will always be slow in paying and this should be added to the expected payment period. In practice, 30 days after statement usually works out to more than 50 days but it could increase substantially depending on the type of debtor and the quality of credit control applied.
- Debtors levels will depend on the sales immediately preceding the year-end. Use the number of days as determined above (e.g. 45) and calculate the value of the sales it represents by considering the value of sales for the corresponding period, (in this case 45 days) which immediately precede the year-end, then multiply it by the percentage credit sales. This will give the budgeted amount of trade debtors outstanding at year-end.
- Also include in debtors any payments made in advance such as rental and telephone deposits which are considered to be sundry debtors.

7. Creditors

- First determine what, historical or expected, percentage of purchases are made on credit instead of for cash.
- Determine the credit terms offered by suppliers. As for debtors, if credit terms are 30 days from statement, the average outstanding term will be 45 days.
- Credit terms will depend on the purchases (raw materials and other consumables) made immediately preceding the year-end. Depending on the average period of stockholding, the required purchases will be determined by stock requirements at year-end or just before year-end.
- Use the number of credit term days determined above (e.g. 45) and take the value that it represents in terms of purchases immediately preceding the year-end, then multiply this figure by the percentage credit purchases. This will give the budgeted amount of trade creditors outstanding at year-end.
- Also include creditors for items such as telephone accounts and advertisements which are not related to stock purchases (sundry creditors).

8. Receiver of Revenue

- Include all amounts owing for both normal tax and VAT.

9. Long-term liabilities

- Remember that the IDC offers a grace period on capital repayments and that the budgets should therefore only reflect capital repayments after the grace period. Also include existing IDC loans here. "Other loans" are all other long-term sources of finance where repayment will be made over more than one year. This will include hire purchase arrangements for equipment and vehicles.

10. Shareholders' funds

- Share capital includes all fixed capital invested in the concern whether it is share capital, the member's contribution or the owner's interest.
- Non-distributable reserves arising from revaluation of fixed assets must be substantiated in the main body of the application.
- Shareholders' loans are all long-term loans from shareholders, members or owners that have no fixed terms of repayment and bear no interest. Where interest is charged but not paid out, i.e. it is capitalised, these loans can also be considered to be shareholders' loans. Loans from people or businesses associated with shareholders or members which conform to these criteria may also be included if there is doubt whether it should be shown as "Shareholders' loan" or as "Other loans", determining whether the substance of the loan is of a long-term capital or non-capital nature should be used to decide the treatment of the loan.
- Deferred tax will be taken from historical financial statements of going concerns. Do not budget for changes in this figure and ignore it for new ventures.
- "Retained earnings (loss)" is the cumulative retained profit or loss of the company carried forward from the income statement. Losses must be shown as a negative.

11. Ratios

- "Shareholders' funds" and "Total funds" is the ratio referred to on page 10 which for an existing business must be a minimum of approximately 35% and for a new business approximately 45% – 50% at all times, i.e. before IDC finance is considered and during the budget period. It is calculated as follows: "SHAREHOLDERS' FUNDS" divided by "TOTAL FUNDS" multiplied by 100.

ANNEXURE B (continued)

- Emerging entrepreneurs may qualify for a reduction in owners' funding.
- "IDC/Shareholders' funds" is used to calculate whether the IDC's exposure exceeds that of the shareholders, members or owners as referred to on page 10. It must not be more than 100% and is calculated as follows: "IDC" divided by "SHAREHOLDERS' FUNDS" multiplied by 100.
- Return on assets (ROA) for a year is calculated by taking the PROFIT BEFORE INTEREST AND TAX in that year and dividing it by the AVERAGE TOTAL PRODUCTIVE ASSETS (averaged for that year and the previous year). In this case the non-productive assets such as cash, interest on cash, as well as investments that do not form part of the normal business operations, should be excluded from Total Assets. The ROA should be an after tax percentage that exceeds the inflation rate.



ANNEXURE C

Name of your company

Social Indicators: Scorecard

Indicator & Description	Rating (1 to 5) (1=poor, 2=below average, 3=average, 4=good, 5=very good)	Comments (current practices/future initiatives/IDC intervention)
1) Staff Welfare		
Medical facilities/benefits, health policy (esp re. HIV/Aids), sport & canteen facilities, safety measures, clothing, remuneration vs market, etc		
2) Training & Development		
Training & development initiatives re bursaries, scholarships, apprenticeships, career advancement, succession planning, managerial & multi-skilling, etc		
3) Employment Equity		
Employment Equity Plan, submission thereof & adherence thereto, demographic representation		
4) Procurement Policy		
Procurement policy (if practical and applicable), adherence thereto, purchases of products & services from HDPs		
5) Environmental Issues		
Environmental Impact Assessment and/or Environmental Management Programme (if applicable), waste management policy & practices, recycling, etc		
6) Economic Spin-offs		
Regional impact, rural development, indirect job creation/support, etc		
7) Corporate Social Investment (CSI)		
CSI policy/plan, CSI function within company, interaction with community, sponsorships, charity, community investment		
8) Other		
Any other issue (e.g. potential HDP ownership – also of related businesses)		
Average score (out of 5)		Comments on score and main issues to be discussed.