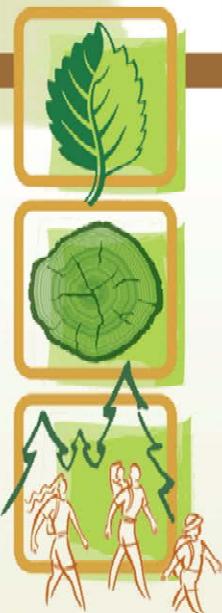




Charter Scorecard





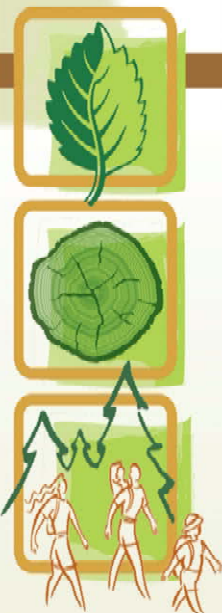
Definitions for ESME's and QSE's

<p>Medium and large enterprises Turnover >R35 million +</p>	<p>QSE Qualifying Small Enterprises Turnover R5 m – R35 m</p>	<p>Micro Enterprises Turnover < R5 m</p>
<p>Medium and Large Enterprise scorecard All 7 indicators</p>	<p>QSE scorecard Any 4 of the 7 indicators, each counts 25%</p>	<p>Exempted Micro-Enterprises Automatic level 4 or level 3 - over 50% black ownership. Charter requires compliance with Industry Codes of Conduct</p>

Scorecard elements and weightings

Elements	Medium/large scale enterprises	Qualifying small enterprises
1. Ownership	20	25
<i>Bonus points</i>	<i>5 (3)*</i>	<i>3</i>
2. Management Control	10	25
<i>Bonus points</i>	<i>- (1)*</i>	<i>2</i>
3. Employment Equity	15	25
<i>Bonus points</i>	<i>3</i>	<i>2</i>
4. Skills Development	15	25
5. Preferential Procurement	20	25
6. Enterprise Development	15	25
7. Socio-economic Development	5	25
<i>Bonus points for 6 and/or 7</i>	<i>3 (0)*</i>	<i>3 (0)</i>
Total possible number of points	111 (107)*	110 (107)*

* Deviations from the generic scorecard



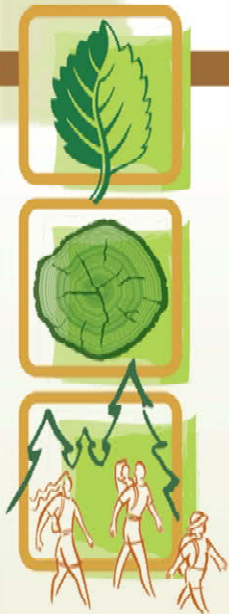
Medium/large Enterprise Scorecard

INDICATORS	WEIGHTINGS (W) & TARGETS (T)					
	Generic		Forest Sector		Sub-sector specific deviations	
	W	T	W	T	W	T
1. Ownership	20		20			
1.1 Exercisable voting rights in the Enterprise in the hands of black people	3	25% +1	3	25% +1		
1.2 Exercisable voting rights in the Enterprise in the hands of black women	2	10%	2	10%		
1.3 Economic interest of black people in the Enterprise	4	25%	3	25%		
1.4 Economic interest of black women in the Enterprise	2	10%	2	10%		
1.5 Economic interest of the following natural people in the Enterprise: Black designated groups; Black Participants in Employee Ownership Schemes; Black beneficiaries of Broad-based Ownership Schemes; or Black Participants in Cooperatives	1	2.5%	2	7.5%		
1.6 Realisation points for ownership fulfilment	1	Yes	1	Yes		
1.7 Realisation points for net equity interest	7	Yes	7	Yes		
1.8 Bonus points for involvement in the ownership of enterprises of black participants: In Employee Ownership Schemes; Of Broad-based Ownership Schemes; or Of Cooperatives	1	10%	1	10%		
1.9 Bonus points for involvement in the ownership of enterprises of black new entrants	2	10%	2	10%		
1.10 Bonus point for achieving a higher target for indicator 1.3	-	-	1	30%		
1.11 Bonus point for achieving a higher target for indicator 1.4	-	-	1	15%		



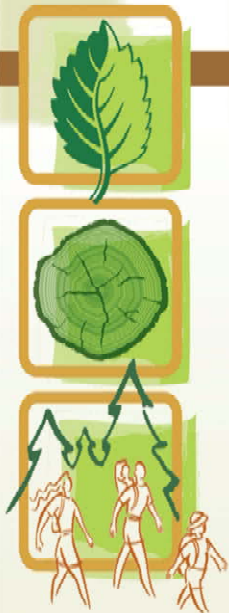
Medium/large Enterprise Scorecard

INDICATORS	WEIGHTINGS (W) & TARGETS (T)					
	Generic		Forest Sector		Sub-sector specific deviations	
	W	T	W	T	W	T
2. Management Control	10		10			
2.1 Exercisable Voting Rights held by black Board members using the Adjusted Recognition for Gender	3	50%	3	50%		
2.2 Black Executive Directors using the Adjusted Recognition for Gender	2	50%	2	50%		
2.3 Black Senior Top Management using the Adjusted Recognition for Gender	3	40%	3	40%		
2.4 Black Other Top Management using the Adjusted Recognition for Gender	2	40%	2	40%		
2.5 Bonus point for black Independent Non-Executive Board Members	1	40%	-	-		



Medium/large Enterprise Scorecard

INDICATORS	WEIGHTINGS (W) & TARGETS (T)					
	Generic		Forest Sector		Sub-sector specific deviations	
	W	T	W	T	W	T
3. Employment Equity	15	Years 0-5 Years 6-10	15	Years 0-5 Years 6-10		
3.1 Black Disabled Employees as a percentage of all employees using the Adjusted Recognition for Gender	2	2% 3%	2	2% 3%		
3.2 Black employees in <u>Senior Management</u> as a percentage of all employees using the Adjusted Recognition for Gender	5	43% 60%	5	43% 60%		
3.3 Black employees in <u>Middle Management</u> as a percentage of all employees using the Adjusted Recognition for Gender	4	63% 75%	4	63% 75%		
3.4 Black employees in <u>Junior Management</u> as a percentage of all employees using the Adjusted Recognition for Gender	4	68% 80%	4	68% 80%		
3.5 Bonus points for meeting or exceeding the EAP targets in each category under 3.1 to 3.4	3	Yes	3	Yes		



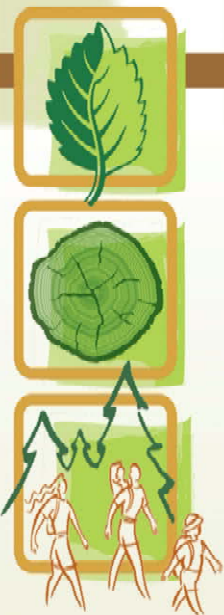
Medium/large Enterprise Scorecard

INDICATORS	WEIGHTINGS (W) & TARGETS (T)					
	Generic		Forest Sector		Sub-sector specific deviations	
	W	T	W	T	W	T
4. Skills Development	15		15			
4.1 Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for black employees as a percentage of Leivable Amount using the Adjusted Recognition for Gender	6	3%	6	3%		
4.2 Skills Development expenditure on Learning Programmes specified in the Learning Programmes Matrix for black employees with disabilities as a percentage of Leivable Amount using the Adjusted Recognition for Gender	3	0.3%	3	0.3%		
4.3 Number of black employees participating in Learnerships or Category B, C and D Programmes as a percentage of total employees using the Adjusted Recognition for Gender	6	5%	6	5%		



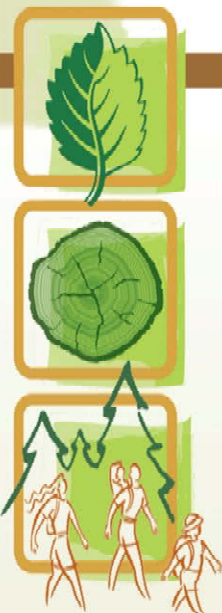
Medium/large Enterprise Scorecard

INDICATORS	WEIGHTINGS (W) & TARGETS (T)					
	Generic		Forest Sector		Sub-sector specific deviations	
	W	T	W	T	W	T
5. Preferential Procurement	20	Years 0-5 Years 6-10	20	Years 0-5 Years 6-10	All enterprises engaged in contracting schemes	
5.1 B-BBEE Procurement Spend from all Supplies based on their B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	12	50% 70%	12	50% 70%	10	
5.2 B-BBEE Procurement Spend from Qualifying Small Enterprises or Exempted Micro-Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	3	10% 15%	3	10% 15%		
5.3 B-BBEE procurement spend from any of the following Suppliers as a percentage of Total Measured Procurement Spend: 5.3.1 Suppliers that are 50% black owned (3 out of 5 points); and 5.3.2 Suppliers that are 30% black women owned (2 out of 5 points).	5	15% 20%	5	15% 20%	4	
5.4 Compliance with Industry Codes of Conduct on contracting of the Forest Sector	-	-			3	Yes



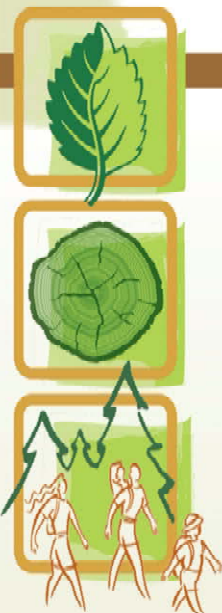
Medium/large Enterprise Scorecard

INDICATORS	WEIGHTINGS (W) & TARGETS (T)					
	Generic		Forest Sector		Sub-sector specific deviations	
	W	T	W	T	W	T
6. Enterprise Development	15		15		Growers & Sawmillers	
6.1 Average annual value of all Enterprise Development Contributions and Sector Specific Programmes made by the Measured Entity as a percentage of the target	15	3% of NPAT	15	3% of NPAT	12	
6.2 Annual sales of logs and sawtimber (as a percentage of total sales in terms of tonnage) to enterprises based on their BEE Procurement Recognition Levels	-	-	-	-	2	20%
6.3 Annual sale of logs and sawtimber (as a percentage of total sales in terms of tonnage) to enterprises (regardless of their BEE Procurement Recognition Level) that are: o 50% black owned; or o 30% black women owned	-	-	-	-	1	5%
7. Socio-economic Development	5		5			
7.1 Average annual value of all Socio-Economic Development Contributions made by the Measured Entity as a percentage of the target	5	1% of NPAT	5	1% of NPAT		
7.2 Bonus point for additional Contributions made by the Measured Entity to Sector Specific Initiatives on Enterprise Development <u>or</u> Socio-economic Development (1 bonus for every 0.25% of NPAT)	-	-	3	0.75 % of NPAT		



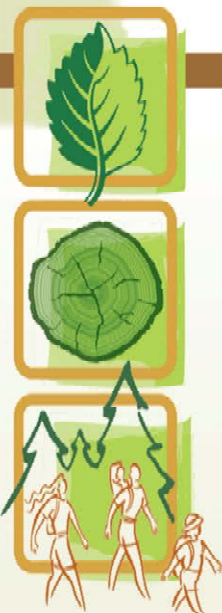
Qualifying Small Enterprise Scorecard

INDICATORS	WEIGHTINGS (W) & TARGETS (T)					
	Generic		Forest Sector		Sub-sector specific deviations	
	W	T	W	T	W	T
1. Ownership	25		25			
1.1 Exercisable Voting Rights in the Enterprise in the hands of black people	6	25% +1	6	25% +1		
1.2 Economic Interest of black people in the Enterprise	9	25%	9	25%		
1.3 Realisation points for ownership fulfilment (par. 2.3 of Code 800 Statement 801)	1	Yes	1	Yes		
1.4 Realisation points for net equity interest (par. 2.3 of Code 800 Statement 801)	9	Yes	9	Yes ^[1] 1		
1.5 <i>Bonus points for involvement in the ownership of Enterprises of black women</i>	2	10%	2	10%		
1.6 <i>Bonus points for involvement in the ownership of enterprises of black participants in:</i> <ul style="list-style-type: none"> o <i>Employee Ownership Schemes;</i> o <i>Broad-based Ownership Schemes; or</i> o <i>Cooperatives</i> 	1	10%	1	10%		



Qualifying Small Enterprise Scorecard

INDICATORS	WEIGHTINGS (W) & TARGETS (T)					
	Generic		Forest Sector		Sub-sector specific deviations	
	W	T	W	T	W	T
2. Management Control	25		25			
2.1 Black representation at Top Management level	25	50.1 %	25	50.1 %		
2.2 Bonus points for black women representation at Top Management level	2	25%	2	25%		
3. Employment Equity	25	Years 0-5 Years 6-10	25	Years 0-5 Years 6-10		
3.1 Black employees of the Measured Entity who are Management as a percentage of all Management using the Adjusted Recognition for Gender	15	40% 60%	13	40% 60%		
3.2 Black employees of the Measured Entity as percentage of all employees using the Adjusted Recognition for Gender	10	60% 70%	7	60% 70%		
3.3 Compliance with Industry Codes of Conduct on employment for the Forest Sector	-	-	5	Yes		
3.4 Bonus points for meeting or exceeding the EAP targets in each category under 3.1 and 3.2	2	Yes	2	Yes		



Qualifying Small Enterprise Scorecard

INDICATORS	WEIGHTINGS (W) & TARGETS (T)					
	Generic		Forest Sector		Sub-sector specific deviations	
	W	T	W	T	W	T
4. Skills Development	25		25			
4.1 Skills Development spend on Learning Programmes for black employees as percentage of Leivable Amount using the Adjusted Recognition for Gender	25	2%	25	2%		
5. Preferential Procurement	25	Years 0-5 Years 6-10	25	Years 0-5 Years 6-10	All enterprises engaged in contracting schemes	
5.1 BEE Procurement Spend from all Supplies based on their BEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	25	40% 50%	25	40% 50%	20	
5.2 Compliance with Industry Codes of Conduct on contracting for the Forest Sector	-	-			5	Yes



Qualifying Small Enterprise Scorecard

INDICATORS	WEIGHTINGS (W) & TARGETS (T)					
	Generic		Forest Sector		Sub-sector specific deviations	
	W	T	W	T	W	T
6. Enterprise Development	25		25		Growers & sawmillers	
6.1 Average annual value of all Enterprise Development Contributions made by the Measured Entity as a percentage of the target	25	2% of NPAT	25	2% of NPAT	20	
6.2 Annual sales of logs and sawtimber (as a percentage of total sales in terms of tonnage) to enterprises based on their BEE Procurement Recognition Levels	-	-	-	-	3	20%
6.3 Annual sale of logs and sawtimber (as a percentage of total sales in terms of tonnage) to enterprises (regardless of their BEE Procurement Recognition Level) that are: o50% black owned; or o30% black women owned	-	-	-	-	2	5%
7. Socio-economic Development	25		25			
7.1 Average annual value of all Socio-Economic Development Contributions made by the Measured Entity as a percentage of the target	25	1% of NPAT	25	1% of NPAT		
7.2 Bonus point for additional Qualifying Contributions made by the Measured Entity to Sector Specific Initiatives on Enterprise Development <u>or</u> Socio-economic Development (1 bonus for every 0.25% of NPAT)	-	-	3	0.75 % of NPAT		