

IDC Financial and Non-Financial Performance

April to September 2022

28 February 2023





• **Background**

- Development effectiveness
- Development effectiveness – case studies
- Financial sustainability
- Organisational capabilities and strategic positioning and stakeholder alignment
- Outlook for the rest of the year



Background

- **This presentation is aimed at providing the Committee with a briefing on IDC’s financial and non-financial performance for Q1 and Q2 2022/23.**
- **The basis for the presentation are the IDC’s predetermined objectives as captured in the organisation’s Corporate Plan for the financial year.**
- **The presentation covers three areas:**
 - **Development effectiveness**
 - **Financial sustainability**
 - **Organisational capabilities and strategic positioning and stakeholder alignment**



Agenda

- Background
- **Development effectiveness**
- Development effectiveness – case studies
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IDC has aligned the KPIs being measured as part of its predetermined objectives to the dtic group's Joint-KPIs

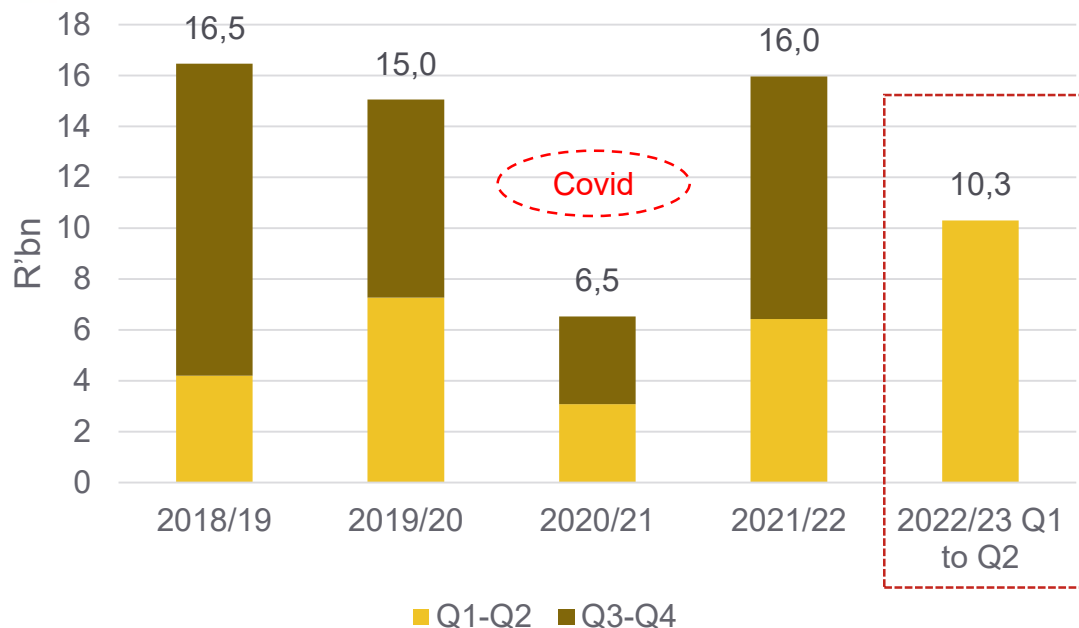
A) Industrialisation	B) Transformation	C) Delivery/capable state
<ul style="list-style-type: none"> i) Total investment flows facilitated and underlying indicators) ii) Funds committed and facilitated to support Master Plans and IDC Industry Priorities iii) Funds committed and facilitated to support localisation and beneficiation) iv) Increase in exports generated for intra-regional and global trade through funds committed 	<ul style="list-style-type: none"> i) Total funds committed and facilitated in support of transformation: <ul style="list-style-type: none"> a) Black Industrialists, b) Black-owned companies, c) Women-entrepreneurs, d) Youth-entrepreneurs, e) Companies with Broad-based ownership – including labour union ownership ii) Number of SMEs supported iii) Funding committed and facilitated to support investments in SEZs iv) Value of funds committed for priority districts 	<ul style="list-style-type: none"> i) Turnaround times to conclude transactions ii) Customer satisfaction iii) Internal organisational culture

Alignment with J-KPIs demonstrates IDC's support to implement government priority policies

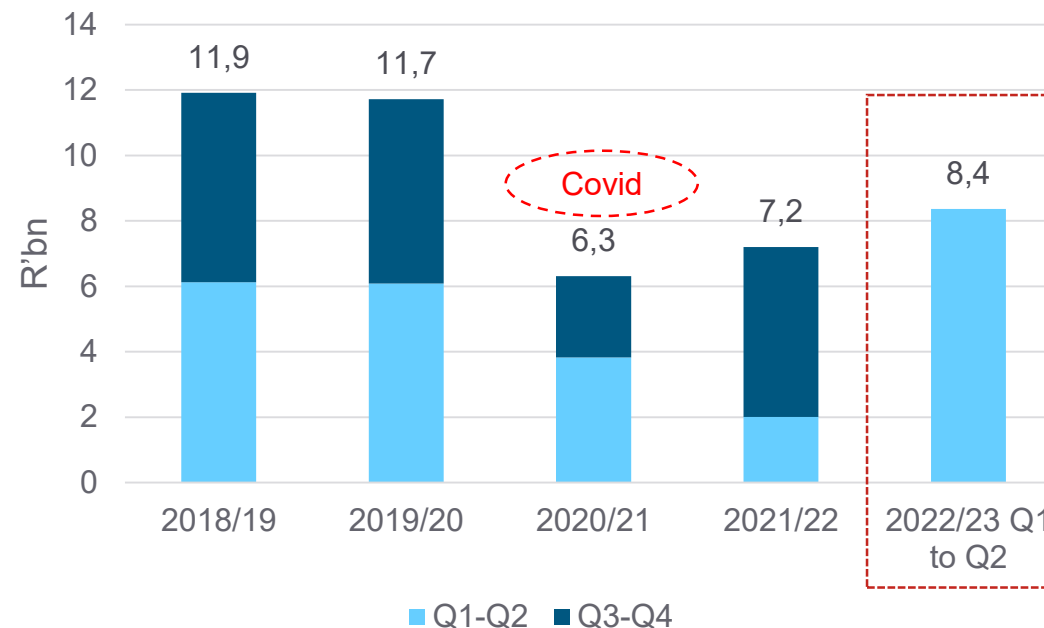


A significant increase in levels of funding activity compared to the same period over the last five years

Gross value of funding approved 2018/19 to Q1-Q2 2022/23



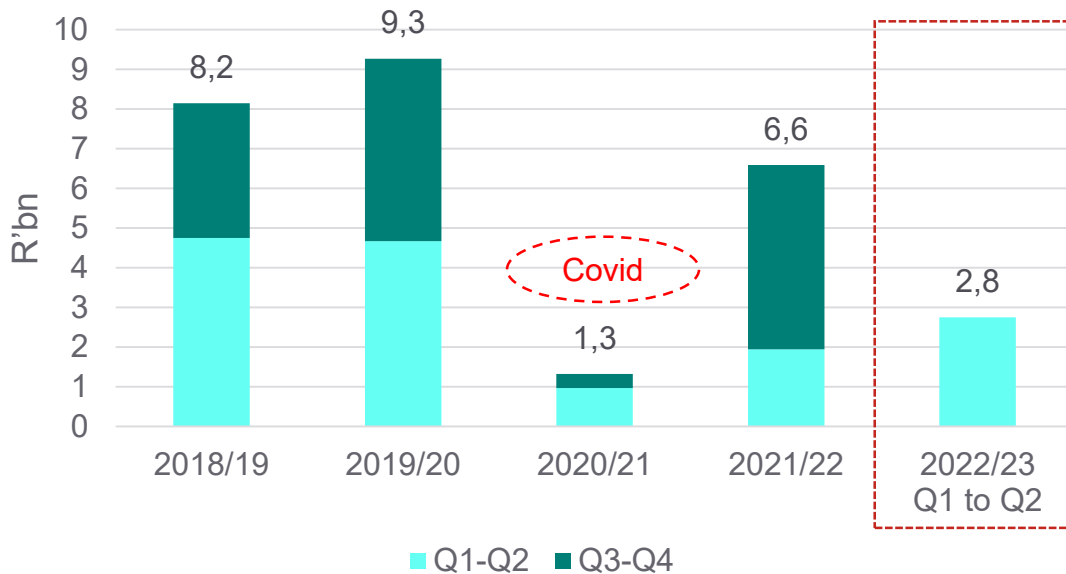
Value of funding disbursed 2018/19 to Q1-Q2 2022/23



Disbursements for the first six months exceeded annual disbursements for 2020/21 and 2021/22

Funding for transformation remains a priority

**Transformation¹: Funding facilitated²
and committed³**
2018/19 to Q1-Q2 2022/23



- Assistance for investment in companies supporting transformation is recovering compared to previous two year but is still to reach pre-Covid levels
- Reasons for this include a greater focus on funding for infrastructure development – typically driven by state-owned companies which is not included as transformation funding

1 – Transformation is defined to include funding for Black Industrialists, black-owned companies, companies with broad-based ownership, trade union owned entities, women-entrepreneurs, and youth-entrepreneurs

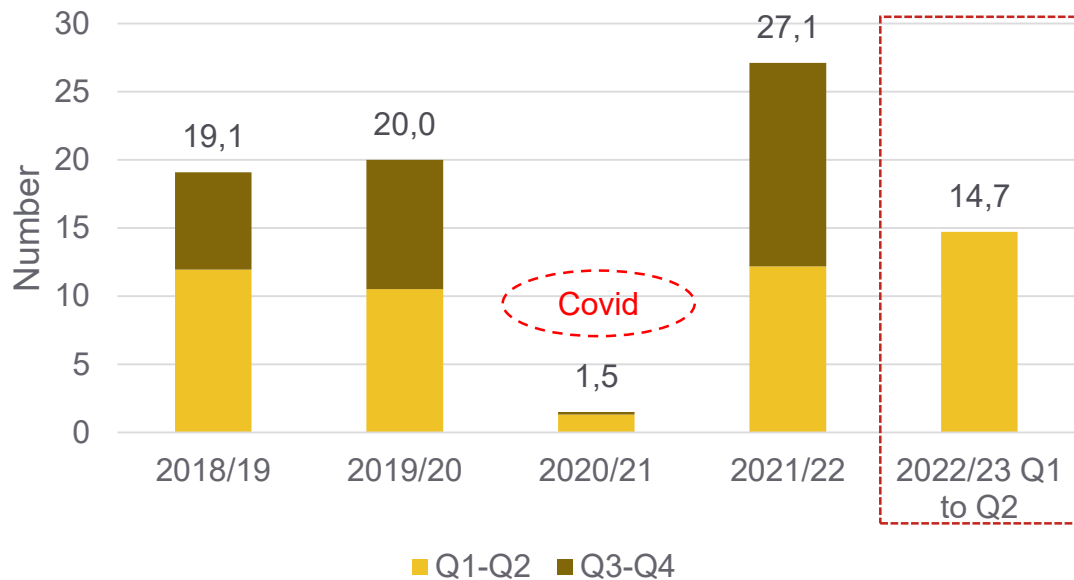
2 – Facilitated funding is an aggregate comprised of i) IDC own funds, ii) off-balance sheet funds and iii) leveraged/ catalysed funds

3 – Funds are committed once financial close is reached



IDC continues to have a significant impact on jobs

Number of jobs expected to be created/saved through committed funds 2018/19 to Q1-Q2 2022/23



IDC's expected impact on jobs being created and saved exceeds performance over the past four years.



Predetermined objectives – Development effectiveness

H1 2022/23

KPI	Target	Actual
Total investment flows facilitated	21 035	11 766 ●
Value of on-balance sheet funding disbursed	9 960	8 352 ●
Value of off-balance sheet funding disbursed	1 512	1 151 ●
Value of leveraged funding committed by other funders	9 564	2 248 ●
Funding facilitated and committed - Total: Transformation	6 070	2 752 ●
Black Industrialists	2 589	2 527 ●
Black-owned businesses	4 133	1 427 ●
Broad-based ownership (including worker and trade union participation)	75	35 ●
Women-entrepreneurs	1 245	283 ●
Youth-entrepreneurs	548	40 ●
Funding facilitated and committed - Localisation and beneficiation	4 295	3 965 ●
Number of SMEs supported (approved)	50	33 ●
Number of jobs expected to be created/saved from committed funds	16 111	15 759 ●
Achievement of milestones and outcomes for specific projects	Milestones	
Investment value of projects that graduated from preparation to the investment phase	747	- ●

KPI	Target	Actual
Funding facilitated and committed - Total: Industry Master Plans and IDC Industry Priorities	9 686	6 301 ●
Agro-processing and agriculture/Master Plan: Agriculture	847	277 ●
Automotive and new energy vehicles/Master Plan: Automotive industry	498	347 ●
Steel industry/ Master Plan: Steel & metal fabrication	697	2 972 ●
Energy	5 627	1 645 ●
Infrastructure	697	1 038 ●
Digital economy	75	52 ●
CTFL/Master Plan: R-CTFL	349	447 ●
Tourism	249	2 ●
Master Plan: Poultry	75	83 ●
Master Plan: Sugarcane	50	92 ●
Master Plan: Chemicals	448	86 ●
Master Plan: Plastics	100	112 ●
Master Plan: Furniture	100	24 ●
Funding facilitated and committed - Special Economic Zones	349	974 ●
Value of funds committed per District Municipality for four priority districts	100	
Marginal increase in exports generated for intra-regional and global trade through funds committed	4 980	34 784 ●

Despite improving trends in activity, IDC has been lagging behind performance for several targets. Situation has been improving in Q3 and Q4



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Case Study: Roadgrass Investments



- Roadgrass is a **100% Black owned and managed agri-business**, established 15 years ago by the Mabogoane Family. Roadgrass Investments is a farming operation with activities comprising broiler production, as well as livestock operations including cattle, sheep, ducks and goat. The main products Roadgrass sells are broiler chickens. The business runs a fully commercial chickens broiler business in Delmas, Mpumalanga and livestock operations in Balfour, Mpumalanga.
- The “Old Site” comprises 9 houses each, with a capacity of 25 500 chickens which yields a combination output of approximately 225 000 chickens per cycle (33 days). With assistance and support from IDC, 8 new environmentally friendly houses with a combined output of 320 000 per cycle have now been completed and ready for production.
- The chickens are sold typically at approximately 33 days old which is the normal age for slaughter ready broilers in South Africa.
- **IDC is providing R34 million in funding, with an additional R18 million from the Agro-Industrial Fund** – a fund managed by the IDC on behalf of the Department of Agriculture, Land Reform and Rural Development.
- **21 jobs** will be being created.
- The project is supporting implementation of the Poultry Master plan aimed at increasing local production of chickens.

Case Study: Sedibelo Kgabo Mining



Tshiamo and Kgolagano Matshego of Sedibelo Kgabo Mining

- Sedibelo Kgabo Mining, is a newly incorporated **Broad-Based Black Economic Empowered mining services company** owned by Sedibelo Investments Holdings (Pty) Ltd and the Bakgatla-Ba-Kgafela Tribal Authority.
- Sedibelo was awarded a mining drilling contract by Pilanesberg Platinum Mines (PPM), in the Bushveld Complex of North-West province. The awarding of the contract is part of PPM's initiatives to empower the communities within and around their operations and in line with their Social and Labour Plan (SLP). Part of the funding received from the IDC will be used to acquire 6 drill rigs to execute the contract and further assist with the additional required drilling on the east pit expansion.
- This transaction will facilitate the **creation of a Black Industrialist** while empowering a company within the rural areas of North West and creating jobs within this community.
- IDC is providing **R48 million** of funding.
- **83 jobs** will be being created.

Osman's Spice Works Group



- Osman's Spice Works Group is a family owned business managed by Nazreen Hassim, Razeena Osman and Rishaad Osman. The trio took over the business from their father Mr Ismail Osman who was the founder of the business.
- Osman's Spices began trading in spices in 1914 and later expanded into manufacturing in the 1920's. Over its 100+ year history, the Osman's brand has become a household name and is one of the leading, independently owned manufacturer, retailer and distributor of spices, rice, beans, pulses and lentils.
- The company's manufacturing, retail and distribution activities are conducted at shared premises in Sirdar Road (Clairwood), an area that was severely **impacted by floods** and this disrupted production and packaging lines.
- IDC funding has enabled the company to restore its production capacity in the process, helping to clear the backlog in the companies order book. Most important the funding helped the company return its entire staff compliment. In addition this funding also helped Osman's spices replace some critical machinery and equipment.
- IDC is providing **R20 million** of funding.
- **44 jobs** were saved.

Case Study: ArtSolar



- Established in 2010, -the Durban based company is capable of designing and implementing renewable energy solutions from medium to large size projects. Art Solar's project team is not limited to only solar but can provide solutions using multiple forms of renewable energy, including, but not limited to wind, biogas, thermal, among others.
- The R66 million IDC funding facility will support the company's working capital, capex and VAT loan to relieve the strain on operational cashflows. The funding will also be used to install a new M10 bifacial PV manufacturing plant.
- It is crucial to establish a solar manufacturing base in South Africa to assist in import replacement and establishing South Africa as a supplier of solar products. In terms of the Renewable Energy Independent Power Purchase Programme (REIPPP) 35% of all PV modules installed by IPPs must be locally produced and 100% of PV modules under REIPPPP Bid Window 5. This equates to demand for local modules of 582MW under RMIPPPP and 975MW under REIPPPP Bid Window 5, with a further 1,000MW PV capacity expected to be contracted under Bid Windows 6 and 7.
- This black-empowered company is creating 130 jobs.

Case Study: Social Employment Fund



PRESIDENTIAL
EMPLOYMENT
STIMULUS



the dtic

Department:
Trade, Industry and Competition
REPUBLIC OF SOUTH AFRICA

- The Social Employment Fund was launched by Minister Ebrahim Patel on 3 June 2022. The SEF will create and deliver 50 000 part time work opportunities that serve a common-good purpose.
- 28 Strategic Implementing Partners (SIPs) were identified and contracted with in the first funding round, to implement social employment initiatives around the country.
- As at 31 December 2022, 27 of these SIPs are implementing with a **total of 50 089 part time work opportunities being created**
- R360.5 million in wages have been paid since inception of the programme
- A further call for proposals closed on 16 January 2023. Approximately 370 applications have been received and are currently being evaluated.
- A total of R1.1 billion is available to fund this round to provide a further 50 000 part time work opportunities

Case Study: Tlowana Resources



- Tlowana Resources is a black owned company that focuses on the provision of chemical commodities to the chemical, food, and mining industries.
- The transaction entails start-up funding required for the establishment of a Magnesium-Oxide (MgO) manufacturing facility located at the Highveld Industrial Park, eMalahleni, Mpumalanga.
- Tlowana received funding support from IDC for the establishment of a Magnesium Oxide producing plant site in Highveld, Mpumalanga.
- MgO is regarded as a prized refractory material in the global market and is also used across several industries including agriculture, chemicals and others.
- A considerable amount of Africa's mineral resources is exported as raw ores or only partially processed. To ensure long term sustainability and growth beyond reliance on export of resource commodities, Africa must diversify its economic growth sectors and encourage processing of raw materials into finished goods before export (Magnesium Oxide (MgO)).
- This project will **create 20 direct jobs and 25 annualised construction jobs**
- IDC is providing **R33 million** of funding.

Case Study – The Raisin Company



- The Raisin Company Pty Ltd is a processor of high-quality raisins for the export with raisin processing facilities located at Marchand, Northern Cape and has been processing raisins since 1997.
- TRC processes, packages, and markets raisins and other dried fruit, as well fruit juices for the local and export market.
- The South African raisin industry has been negatively impacted by adverse climate conditions over the 2021/2022 season, with above average rainfalls since the start of 2021 and flooding conditions in the Orange River Valley.
- An estimated total of 500 farmers, including over 60 emerging farmers across the Northern Cape, have been impacted by the flooding due to the high level of the Orange River. TRC has for more than 12 years, in line with other raisin processors, provided raisin farmers with an advance on their next raisin crops.
- IDC provided funding through our flood relief support package to assist farmers with production credit for the next two seasons. The funding will seek to make an impact on the South African Raisin industry as whole by stabilising the industry and protect the overseas market share through consistency of volumes.
- In addition, the funding will assist to preserve jobs on both the farmer and processor level, protect the income generation ability of the farmers and processors and ensure that the planned expansion that was disrupted by the floods are able to proceed. This funding will assist the farmers to be in the position they would have been if they were not negatively affected by the rainfall damage.
- IDC is providing R17 million of funding.

Case Study – South African Tantalum Mine



- South African Tantalum Mining Proprietary Limited is an existing copper mining project located near the town of Springbok in the Northern Cape.
- The IDC provided funding for a Bankable Feasibility Study for a new copper mine following the positive outcome of the Pre-Feasibility Study which would see the re-development of the O’Kiep copper mine in the Northern Cape Province.
- This project occurs in the historic O’Kiep Copper Mining District close to the town of Springbok in the Northern Cape Province. The mine is located within the Nama Khoi Local Municipality and will operate in and around O’Kiep, Nababeep, Springbok, Carolusberg, Belletrap and Spektakel.
- New O’Kiep Mine is implementing the Flat Mines Project, which is a surface and underground copper mining operation with various mine support infrastructure including a process plant. The process flow includes primary crushing, ore sorting, secondary crushing of ore-sorter-concentrate, milling, flotation, concentrate thickening and filtration, tailing’s disposal to backfill/thickener and tailings thickening/water recovery before disposal.
- Copper concentrate is used to make copper cathode, a raw material for manufacturing electrical components, mainly electricity transmission cables. The product is ultimately used in the construction, power and transport industries.
- IDC is providing R35 million of funding.

Case Study - Thiel Farming



- Thiel farming is a 100% black woman owned business which is run and managed by Dr Kgomotso Monare. The production model to be adopted in this project is a contract grower system with EVP in Haartebeespoort, wherein EVP will provide day-old chicks, medication, feeds, market, transportation for the ready to slaughter chickens and technical support.
- The project will create 14 full time and 10 seasonal jobs
- The IDC has provided funding for the purposes of constructing environmentally controlled chicken houses, CAPEX (including a solar panel system), as well as working capital. The project will include an installation of 180kW solar panel system, which is expected to generate electricity cost savings
- IDC is providing R45 million of funding.

Case Study – Synergy Blenders



Synergy Blenders (Pty) Ltd was formed by two black entrepreneurs, who approached the IDC for funding to erect a liquid Caustic Soda dissolution and blending plant to produce liquid Caustic Soda (lye) from imported solid flakes.

The project entails the construction of a blending and dissolution plant to produce caustic soda. Synergy will import solid flakes of 98% strength and then dissolve and dilute it into 47% strength in liquid form. The company will make use of proven technology on an industrial scale to compete with imported product that consists of 53% water.

The 47% liquid caustic soda is delivered to the end customers as required. The end customers span several industries as this is a widely used input chemical for the downstream manufacture of products. Its main uses are in the manufacture of pulp and paper, alumina, soap and detergents, petroleum products and chemical production. Other applications include water treatment, food, textiles, metal processing, mining, glass making and others

This Greenfield establishment of a 36,000 tons/annum greenfield caustic soda lye (NaOH) dissolution and blending plant will be located at the Dube Trade Port Company (DTPC), a Special Economic Trade Zone in KZN.

This investment of R90 million will create 35 Permanent Jobs and equivalent 13 construction jobs (46 jobs over 10 months annualised for 3 years)



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As a equity investor, IDC has different levels of shareholding in various companies...

IDC group

Mini-group	
Investor	IDC Ltd
100%	Findevco (Pty) Ltd
100%	Impofin (Pty) Ltd
100%	Konoil (Pty) Ltd

Other subsidiaries (IDC is the majority shareholder)	
59%	Foskor (Pty) Ltd
100%	SEFA (SOC) Ltd
59%	Grinding Media SA (Pty) Ltd
10%	Thelo Rolling Stock Leasing (Pty) Ltd
100%	Prilla 2000 (Pty) Ltd
80%	Sheraton Textiles Holdings (Pty) Ltd
Various	Other subsidiaries

Major associates (IDC is a minority shareholder)					
20%	Kalagadi Manganese (Pty) Ltd	20%	Palabora Mining Company (Pty) Ltd	20%	Karoshhoek Solar 1 (Pty) Ltd
24%	Mozal S.A.R.L.	30%	Hans Merensky (Pty) Ltd	29%	Ka Xu Solar One (Pty) Ltd
22.95%	Eyesizwe (Pty) Ltd	26%	Scaw South Africa (Pty) Ltd	42%	Karsten Boerdery (Pty) Ltd
29%	York Timber Ltd	24%	Columbus Stainless Steel (Pty) Ltd	29%	Khi Solar One (Pty) Ltd
20%	Xina Solar One (Pty) Ltd	35%	BAIC Automobile SA (Pty) Ltd	30%	Hulamin Ltd
85%	Cast Products	Various	Other associates		

IDC's report include reporting on results for the mini-group group and group to provide an overview of the performance of our funding activities as well as broader financial sustainability

Mini-Group Results: Overview

FINANCIAL RESULTS DASHBOARD			As at 30 Sep 2022				
	Measure	Unit	RAG	Actual Half Year Sep 2021	Actual Full Year Mar 2022	Actual Half Year Sep 2022	Budget Half Year Sep 2022
Income Statement	Revenue	R'm	●	7 777	12 730	10 444	4 507
	Profit/(loss) for the period after tax	R'm	●	5 421	2 678	6 795	1 965
	JAWS (Δ Revenue - Δ Operating cost)	%	●	163%	8%	-5%	135%
	Cost-to-income ratio	%	●	12%	20%	9%	32%
	Cost-to-income ratio (incl impairments)	%	●	15%	54%	22%	38%
Balance Sheet	Total Assets	R'm	●	142 670	158 258	149 143	160 254
	Total Equity	R'm	●	92 816	110 257	102 472	110 194
	Borrowings	R'm	●	42 217	38 078	40 839	41 671
	Debt/equity ratio	%	●	45,5%	34,5%	39,9%	38%
Impairments	Total Impairments (incl Write-offs) charge	R'm	●	(244)	(3 416)	(1 334)	(93)
	Total impairment provision (BS)	R'm	●	(21 106)	(22 135)	(22 815)	(18 625)
	Impairments as % of SPPI book	%	●	36,5%	36,2%	34,5%	28,4%
	Impairments as % of total book at cost	%	●	38,0%	37,4%	37,2%	32,2%
Cash Flow	Disbursements	R'm	●	1 931	7 214	8 352	10 234
	External funds raised	R'm	●	0	618	2 043	4 405
	Borrowings repaid	R'm	●	1 899	7 725	612	571
	Repayments received	R'm	●	3 855	8 839	4 563	3 851
	Proceeds from shares	R'm	●	137	685	240	385



The mini-group delivered strong results over the first half of the year

- Dividend income was supported by both listed and unlisted investments of **R6.9 billion** for the six months ending September 2022 (HY22: R5.3 billion)
- **Interest income of R2.8 billion** for the reporting period is 25% higher than budget. This resulted from higher interest rates as well as an increase in the size of the loans given
- Operating costs of R979 million in the first six month are 0.7% below budget
- Total assets reduced by R9.1 billion from 31 March to 30 September 2022, due to a downturn in the stock market partly resulting from weaker commodity prices, impacting particularly the IDC listed share portfolio
- Loans and advances increased by R2.5 billion due to improved disbursements of R8.3 billion compared to disbursements of R1.9 billion in HY22
- The Debt/Equity Ratio increased from 34.5% in as at 31 March 2022 to 39.9% resulting from the fair value loss in the listed portfolio and the marginal increase in borrowings – this remains well within IDC’s sustainability guidelines
- The impairment provision increased by R680 million

IDC’s financial strength supports its ability to deliver on its mandate

Mini-Group Results: Statement of Profit and Loss

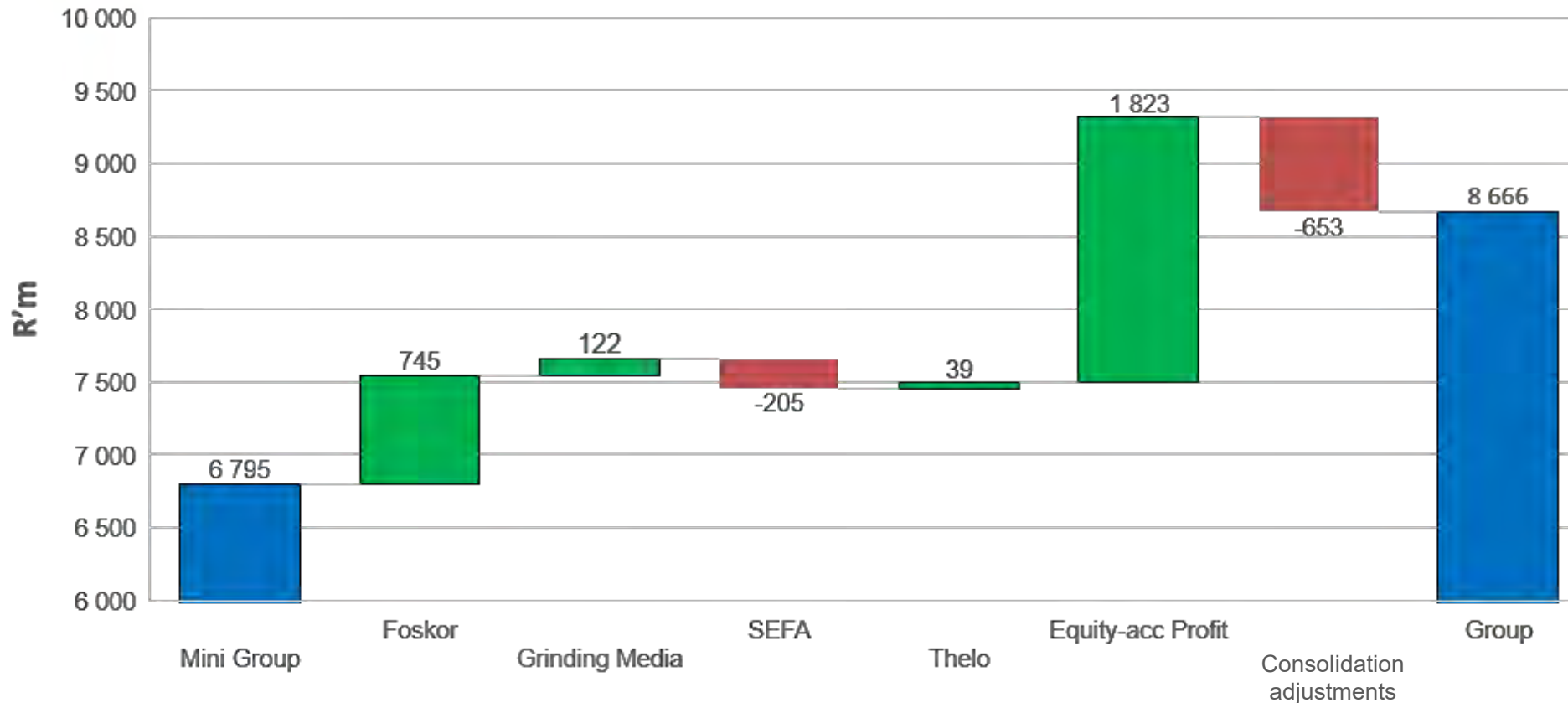
All amounts in R'm	30.09.2021 Actual	30.09.2022 Budget	30.09.2022 Actual	Variance % Actual Sep 22 vs Sep 21	Variance % Sep 22 Bud vs Act
Industrial financing	7 509	4 194	10 021	33,5	>100
Dividend income	5 250	1 702	6 991	33,2	>100
Interest income	2 133	2 235	2 801	31,3	25,3
Other income	126	257	229	81,7	(10,8)
Cash resource income	268	314	423	57,8	34,8
	7 777	4 507	10 444	34,3	>100
Borrowing costs	(1 079)	(1 286)	419	<100	<100
Finance charges	(1 165)	(1 286)	(1 239)	6,4	(3,6)
Foreign currency translation	85		1 658	>100	-
Net interest, dividends & fees	6 698	3 221	10 863	62,2	>100
Operating Costs	(787)	(1 129)	(1 093)	38,8	(3,2)
Operating costs	(723)	(987)	(979)	35,5	(0,7)
Social & grants expenditure	(51)	(56)	(52)	2,9	(7,0)
Project costs - general	(14)	(86)	(61)	>100	(28,9)
Operating income before impairments	5 911	2 093	9 770	65,3	>100
Impairments & Write-offs	(244)	(93)	(1 334)	>100	>100
Net operating income before taxation	5 667	2 000	8 437	48,9	>100
Taxation on operating income	97	(35)	-	-	(100,0)
Net operating income after tax	5 764	1 965	8 437	46,4	>100
Capital losses	(343)	-	(1 642)	>100	-
Net attributable income	5 421	1 965	6 795	25,3	>100

Mini-group: Statement of Financial Position

All amounts in R'm	30.09.2021 Actual	31.03.2022 Actual	30.09.2022 Actual	Variance % Actual Sep 22 vs Sep 21	Variance % Actual Sep 22 vs Mar 22
Loans and advances	53 699	53 563	56 131	4,5	4,8
Shares	34 698	33 538	35 630	2,7	6,2
Impairments	(21 106)	(22 135)	(22 815)	8,1	3,1
	67 291	64 966	68 946	2,5	6,1
Fair value adjustment	52 172	73 805	55 439	6,3	(24,9)
Total financing and investments	119 463	138 771	124 385	4,1	(10,4)
Cash on hand and on call (IDC)	11 867	7 426	11 160	(6,0)	50,3
Cash on hand and on call (Third Party)	6 300	7 443	7 569	20,1	1,7
Other assets	5 040	4 618	6 029	19,6	30,6
TOTAL ASSETS	142 670	158 258	149 143	4,5	(5,8)
Share capital	1 393	1 393	1 393	-	-
Reserves	91 423	108 864	101 079	10,6	(7,2)
Equity	92 816	110 257	102 472	10,4	(7,1)
Foreign currency based loans	7 614	5 156	6 530	(14,2)	26,6
Rand based (DMTN, UIF & banks)	28 303	25 479	26 740	(5,5)	4,9
Other rand based loans	6 300	7 443	7 569	20,1	1,7
Total Borrowings	42 217	38 078	40 839	(3,3)	7,3
Deferred taxation	5 887	8 367	4 607	(21,7)	(44,9)
Creditors and provisions	1 751	1 556	1 225	(30,0)	(21,3)
Total liabilities	49 855	48 001	46 671	(6,4)	(2,8)
TOTAL EQUITY AND LIABILITIES	142 670	158 258	149 143	4,5	(5,8)

Group Financial Performance

Group Financial Performance (1 April to 30 September 2022)



- Some subsidiaries such as Foskor and Grinding Media have posted much better results compared to the first six months of 2021/22
- H1 profits for the group significantly higher than the last year resulting from strong results for financing activities as well as subsidiaries' performance

Comparative figures (1 April to 30 September 2021)





Predetermined objectives: Financial sustainability

H1 2022/23

KPI	Target	Actual
Risk profile of the portfolio (predominantly medium risk portfolio)	43.3%	39.1% ●
Risk profile of new funding approved (excl. Foskor, Scaw, Kalagadi, Cast Products, Grinding Media)	50.0%	66.6% ●
Impairment ratio (total book)	27.8%	37.2% ●
Non-performing loans (NPLs)	34.0%	29.7% ●
Achieve critical milestones in the turnaround plans for Cast Products SA, Grinding Media SA, Foskor and Kalagadi Manganese	Cast Products: Negative EBITDA improving Grinding Media: 1 st quarter loss turned around Foskor: Higher than budgeted profits	
Appreciation in carrying value of unlisted investments (excluding listed assets)	9.1% (Inflation + 3.25 percentage points)	1.0% ●
Growth in the value of reserves	10.6% (Real GDP growth + inflation + 3.25 percentage points)	-2.2% ●

Strong short-term financial performance with financial performance of subsidiaries, significant investments and overall portfolio is showing signs of turnaround

- Background
- Development effectiveness
- Development effectiveness – case studies
- Financial sustainability
- **Organisational capabilities and strategic positioning and stakeholder alignment**
- Outlook for the rest of the year



Predetermined objectives: Organisational capabilities and strategic positioning and stakeholder alignment

H1 2022/23

KPI	Target	Actual
Culture entropy score	30%	Survey to be conducted
Customer satisfaction index	8.0	Survey to be conducted
Percentage of applications where the turnaround time from receipt of application to legal agreements having been signed is within the service standard of 64 business days	80%	46% ●
Reputation survey score	73	Survey to be conducted

- Several of the KPIs are measured based on surveys to be completed by year-end
- Indications that recent improvements in customer satisfaction will be maintained and improve

- Background
- Development effectiveness
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- Financial sustainability
- Organisational capabilities and strategic positioning and stakeholder alignment
- **Outlook for the rest of the year**

- **Indications are that the remainder of the year will continue showing robust investment activity.**
- **Significant improvements are expected in areas where IDC has been lagging especially with regard to development effectiveness (including transformation and localisation).**
- **IDC expects to end the year with strong financial results, supporting its development activities.**
- **IDC is expanding its portfolio of products to assist businesses to respond to the energy crisis.**

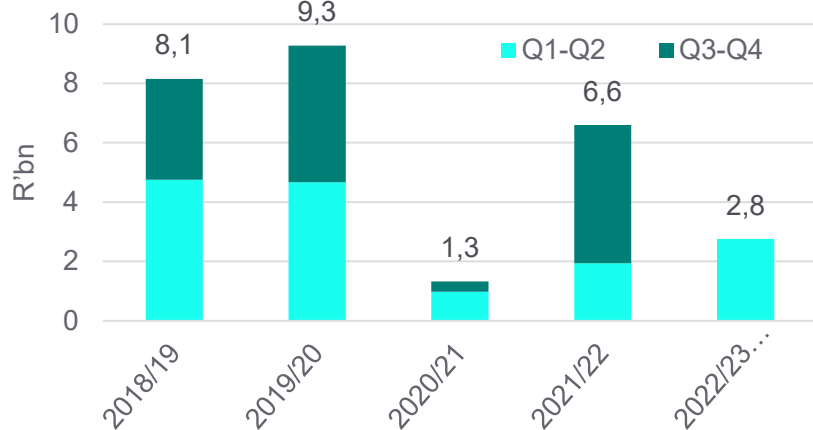
Thank you



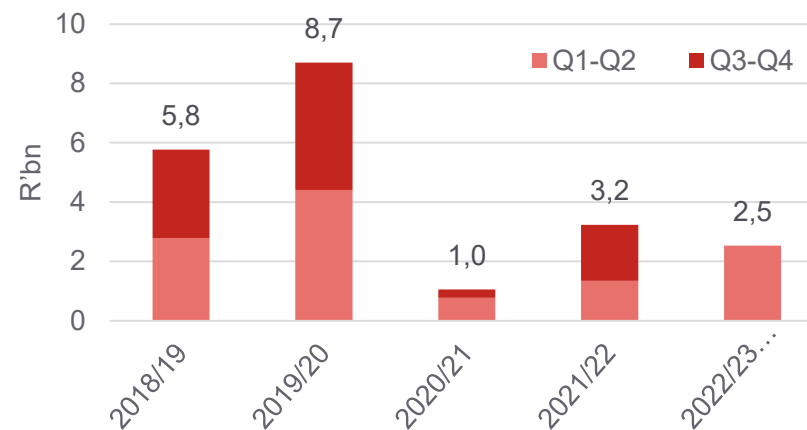


Funding for transformation remains a priority

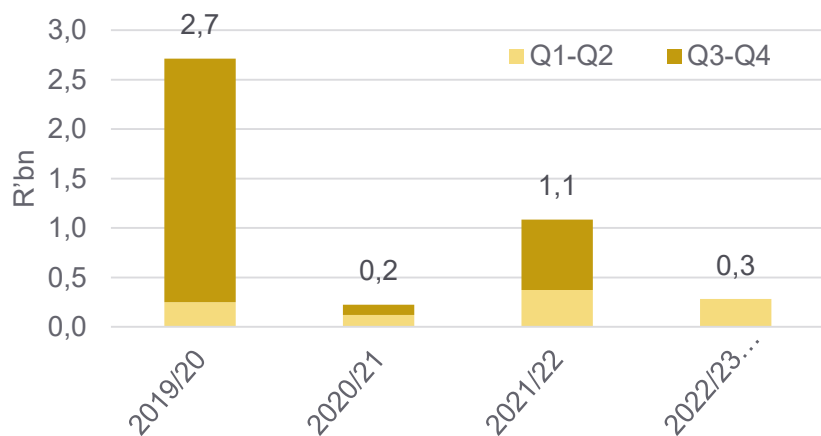
Transformation¹: Funding facilitated² and committed³ (2018/19 to Q1-Q2 2022/23)



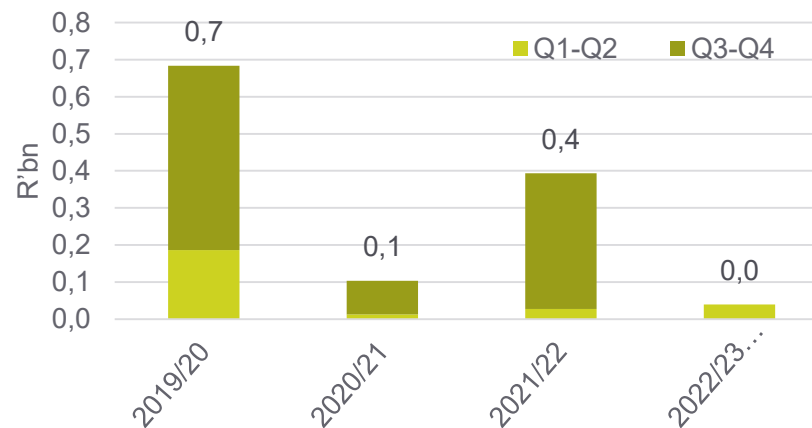
Black Industrialists: Funding facilitated² and committed³ (2018/19 to Q1-Q2 2022/23)



Women-entrepreneurs: Funding facilitated² and committed³ (2018/19 to Q1-Q2 2022/23)



Youth-entrepreneurs: Funding facilitated² and committed³ (2018/19 to Q1-Q2 2022/23)



1 – Transformation is defined to include funding for Black Industrialists, black-owned companies, companies with broad-based ownership, trade union owned entities, women-entrepreneurs, and youth-entrepreneurs

2 – Facilitated funding is an aggregate comprised of i) IDC own funds, ii) off-balance sheet funds and iii) leveraged/ catalysed funds

3 – Funds are committed once financial close is reached