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Annexure 1

QUESTIONNAIRE

Please complete the following questionnaire by answering the questions below as truthfully as you can as they relate to your business.

For office use only

<p>1. Respondent Number</p>	<p>V1 <input type="text"/> <input type="text"/> <input type="text"/> 1-3</p>										
<p>2. For what duration has the business been operating:</p> <table border="1" data-bbox="285 842 956 1188"> <tr> <td>Less than 3 years</td> <td><input type="text"/></td> </tr> <tr> <td>4 to 10 years</td> <td><input type="text"/></td> </tr> <tr> <td>11 to 20 years</td> <td><input type="text"/></td> </tr> <tr> <td>21 to 50 years</td> <td><input type="text"/></td> </tr> <tr> <td>More than 50 years</td> <td><input type="text"/></td> </tr> </table>	Less than 3 years	<input type="text"/>	4 to 10 years	<input type="text"/>	11 to 20 years	<input type="text"/>	21 to 50 years	<input type="text"/>	More than 50 years	<input type="text"/>	<p>V2 <input type="text"/> 4</p>
Less than 3 years	<input type="text"/>										
4 to 10 years	<input type="text"/>										
11 to 20 years	<input type="text"/>										
21 to 50 years	<input type="text"/>										
More than 50 years	<input type="text"/>										
<p>3. For what duration has the business been listed on the Johannesburg Stock Exchange (JSE):</p> <table border="1" data-bbox="285 1423 956 1770"> <tr> <td>Less than 5 years</td> <td><input type="text"/></td> </tr> <tr> <td>6 to 10 years</td> <td><input type="text"/></td> </tr> <tr> <td>11 to 20 years</td> <td><input type="text"/></td> </tr> <tr> <td>21 to 50 years</td> <td><input type="text"/></td> </tr> <tr> <td>More than 50 years</td> <td><input type="text"/></td> </tr> </table>	Less than 5 years	<input type="text"/>	6 to 10 years	<input type="text"/>	11 to 20 years	<input type="text"/>	21 to 50 years	<input type="text"/>	More than 50 years	<input type="text"/>	<p>V3 <input type="text"/> 5</p>
Less than 5 years	<input type="text"/>										
6 to 10 years	<input type="text"/>										
11 to 20 years	<input type="text"/>										
21 to 50 years	<input type="text"/>										
More than 50 years	<input type="text"/>										

<p>4. Does the business have a Dual Listing on the JSE:</p> <table border="1" style="margin-left: 40px; width: 150px; height: 60px; border-collapse: collapse;"> <tr> <td style="width: 50px; text-align: center;">Yes</td> <td style="width: 50px;"></td> </tr> <tr> <td style="text-align: center;">No</td> <td></td> </tr> </table>	Yes		No		<p>V4 <input style="width: 40px; height: 25px;" type="checkbox"/> 6</p>
Yes					
No					
STRATEGIC PLANNING					
<p>1. How important to the business is the conducting of regular situation audits?</p> <table border="1" style="margin-left: 40px; width: 450px; height: 45px; border-collapse: collapse;"> <tr> <td style="width: 110px; text-align: center;">4. Very important</td> <td style="width: 110px; text-align: center;">3. Important</td> <td style="width: 110px; text-align: center;">2. Less important</td> <td style="width: 110px; text-align: center;">1. Not important</td> </tr> </table>	4. Very important	3. Important	2. Less important	1. Not important	<p>V5 <input style="width: 40px; height: 25px;" type="checkbox"/> 7</p>
4. Very important	3. Important	2. Less important	1. Not important		
<p>2. How important to the business is the training of employees, to ensure that they do their jobs well?</p> <table border="1" style="margin-left: 40px; width: 450px; height: 45px; border-collapse: collapse;"> <tr> <td style="width: 110px; text-align: center;">4. Very important</td> <td style="width: 110px; text-align: center;">3. Important</td> <td style="width: 110px; text-align: center;">2. Less important</td> <td style="width: 110px; text-align: center;">1. Not important</td> </tr> </table>	4. Very important	3. Important	2. Less important	1. Not important	<p>V6 <input style="width: 40px; height: 25px;" type="checkbox"/> 8</p>
4. Very important	3. Important	2. Less important	1. Not important		
<p>3. How important to the business is the good rewarding of employees?</p> <table border="1" style="margin-left: 40px; width: 450px; height: 45px; border-collapse: collapse;"> <tr> <td style="width: 110px; text-align: center;">4: Very important</td> <td style="width: 110px; text-align: center;">3: Important</td> <td style="width: 110px; text-align: center;">2: Less important</td> <td style="width: 110px; text-align: center;">1: Not important</td> </tr> </table>	4: Very important	3: Important	2: Less important	1: Not important	<p>V7 <input style="width: 40px; height: 25px;" type="checkbox"/> 9</p>
4: Very important	3: Important	2: Less important	1: Not important		
<p>4. How important to the business is the analysis of its financial position?</p> <table border="1" style="margin-left: 40px; width: 450px; height: 45px; border-collapse: collapse;"> <tr> <td style="width: 110px; text-align: center;">4: Very important</td> <td style="width: 110px; text-align: center;">3: Important</td> <td style="width: 110px; text-align: center;">2: Less important</td> <td style="width: 110px; text-align: center;">1: Not important</td> </tr> </table>	4: Very important	3: Important	2: Less important	1: Not important	<p>V8 <input style="width: 40px; height: 25px;" type="checkbox"/> 10</p>
4: Very important	3: Important	2: Less important	1: Not important		
<p>5. How much importance does the business place on the use of past performance in projecting future performance?</p> <table border="1" style="margin-left: 40px; width: 450px; height: 45px; border-collapse: collapse;"> <tr> <td style="width: 110px; text-align: center;">4: Great importance</td> <td style="width: 110px; text-align: center;">3: Moderate Importance</td> <td style="width: 110px; text-align: center;">2: Less importance</td> <td style="width: 110px; text-align: center;">1: None</td> </tr> </table>	4: Great importance	3: Moderate Importance	2: Less importance	1: None	<p>V9 <input style="width: 40px; height: 25px;" type="checkbox"/> 11</p>
4: Great importance	3: Moderate Importance	2: Less importance	1: None		

6. How important to the business is the comparison of past product weaknesses and strengths with that of the present products?				V10	<input type="checkbox"/>	12
4: Very important	3: Important	2: Less important	1: Not important			
7. How important to the business is the analysis of potential new business opportunities?				V11	<input type="checkbox"/>	13
4: Very important	3: Important	2: Less important	1: Not important			
8. How important to the business is the time spent to get information about the business's customers through market research?				V12	<input type="checkbox"/>	14
4: very important	3 :Important	2: Less important	1: Not important			
9. How important to the business is the assessment of competitors' market activities?				V13	<input type="checkbox"/>	15
4: Very important	3: Important	2: Less important	1: Not important			
10. How important to the business is the anlysis of potential business threats?				V14	<input type="checkbox"/>	16
4: Very important	3: Important	2: Less important	1: Not important			
11. How important to the business is the use of marketing tools (pricing/ promotion/ distribution/ products) in the planning process?				V15	<input type="checkbox"/>	17
4: Very important	3: Important	2: Less important	1: Not important			
12. How important to the business is the recruitment/ hiring of the best possible candidates?				V16	<input type="checkbox"/>	18
4: Very important	3: Important	2: Less important	1: Not important			

13. How important to the business, is the retention of the best employees?				V17	<input type="checkbox"/>	19
4: Very important	3: Important	2: Less important	1: Not important			
14. How important to the business, is the participation of senior management in strategic planning?				V18	<input type="checkbox"/>	20
4: Very important	3: Important	2: Less important	1: Not important			
15. How important to the business is the involvement of supervisors in the strategic planning process?				V19	<input type="checkbox"/>	21
4: Very important	3: Important	2: Less important	1: Not important			
16. How important to the business is the involvement of Board of Directors (BOD) in the strategic planning process?				V20	<input type="checkbox"/>	22
4: Very important	3: Important	2: Less important	1: Not important			
17. When doing financial planning, how important to the business is record keeping?				V21	<input type="checkbox"/>	23
4: Very important	3: Important	2: Less important	1: Not important			
18. When doing financial planning, how important to the business is the preparation of periodical financial statements from records kept?				V22	<input type="checkbox"/>	24
4: Very important	3: Important	2: Less important	1: Not important			
19. When planning, how important to the business is sales budgeting (sales forecasts)?				V23	<input type="checkbox"/>	25
4: Very important	3: Important	2: Less important	1: Not important			

<p>20. When planning, how important to the business is cash budgeting (cashflow forecasts)?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%; padding: 5px;">4: Very important</td> <td style="width: 25%; padding: 5px;">3: Important</td> <td style="width: 25%; padding: 5px;">2: Less important</td> <td style="width: 25%; padding: 5px;">1: Not important</td> </tr> </table>	4: Very important	3: Important	2: Less important	1: Not important	<p>V24 <input style="width: 40px; height: 20px;" type="text"/> 26</p>
4: Very important	3: Important	2: Less important	1: Not important		
<p>21. When planning, how important to the business is the setting of production targets/ budgets (production forecasts)?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%; padding: 5px;">4: Very important</td> <td style="width: 25%; padding: 5px;">3: Important</td> <td style="width: 25%; padding: 5px;">2: Less important</td> <td style="width: 25%; padding: 5px;">1: Not important</td> </tr> </table>	4: Very important	3: Important	2: Less important	1: Not important	<p>V25 <input style="width: 40px; height: 20px;" type="text"/> 27</p>
4: Very important	3: Important	2: Less important	1: Not important		
<p>22. How important to the business is the comparisons of budgets with actuals?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%; padding: 5px;">4: Very important</td> <td style="width: 25%; padding: 5px;">3: Important</td> <td style="width: 25%; padding: 5px;">2: Less important</td> <td style="width: 25%; padding: 5px;">1: Not important</td> </tr> </table>	4: Very important	3: Important	2: Less important	1: Not important	<p>V26 <input style="width: 40px; height: 20px;" type="text"/> 28</p>
4: Very important	3: Important	2: Less important	1: Not important		
<p>23. How important to the business is the comparison of contribution margins of the different products/ services in the business?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%; padding: 5px;">4: Very important</td> <td style="width: 25%; padding: 5px;">3: Important</td> <td style="width: 25%; padding: 5px;">2: Less important</td> <td style="width: 25%; padding: 5px;">1: Not important</td> </tr> </table>	4: Very important	3: Important	2: Less important	1: Not important	<p>V27 <input style="width: 40px; height: 20px;" type="text"/> 29</p>
4: Very important	3: Important	2: Less important	1: Not important		
<p>24. How important to the business is the improvement of your ability to anticipate, threats in the business?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%; padding: 5px;">4: Very important</td> <td style="width: 25%; padding: 5px;">3: Important</td> <td style="width: 25%; padding: 5px;">2: Less important</td> <td style="width: 25%; padding: 5px;">1: Not important</td> </tr> </table>	4: Very important	3: Important	2: Less important	1: Not important	<p>V28 <input style="width: 40px; height: 20px;" type="text"/> 30</p>
4: Very important	3: Important	2: Less important	1: Not important		
<p>25. How important to the business is the identification of key problems in the business?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%; padding: 5px;">4: Very important</td> <td style="width: 25%; padding: 5px;">3: Important</td> <td style="width: 25%; padding: 5px;">2: Less important</td> <td style="width: 25%; padding: 5px;">1: Not important</td> </tr> </table>	4: Very important	3: Important	2: Less important	1: Not important	<p>V29 <input style="width: 40px; height: 20px;" type="text"/> 31</p>
4: Very important	3: Important	2: Less important	1: Not important		

<p>26. How much attention does the business give to enhancing the capacity to generate new ideas?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%; padding: 5px;">4: Great attention</td> <td style="width: 25%; padding: 5px;">3: Moderate attention</td> <td style="width: 25%; padding: 5px;">2: Little attention</td> <td style="width: 25%; padding: 5px;">1: No attention</td> </tr> </table>	4: Great attention	3: Moderate attention	2: Little attention	1: No attention	<p>V30 <input style="width: 40px; height: 20px;" type="text"/> 32</p>
4: Great attention	3: Moderate attention	2: Little attention	1: No attention		
<p>27. How much attention does the business give to anticipating barriers to strategy implementation?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%; padding: 5px;">4: Great attention</td> <td style="width: 25%; padding: 5px;">3: Moderate attention</td> <td style="width: 25%; padding: 5px;">2: Little attention</td> <td style="width: 25%; padding: 5px;">1: No attention</td> </tr> </table>	4: Great attention	3: Moderate attention	2: Little attention	1: No attention	<p>V31 <input style="width: 40px; height: 20px;" type="text"/> 33</p>
4: Great attention	3: Moderate attention	2: Little attention	1: No attention		
<p>28. How important to the business is the communication of top management plans to lower level employees as a tool for management control?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%; padding: 5px;">4: Very important</td> <td style="width: 25%; padding: 5px;">3: Important</td> <td style="width: 25%; padding: 5px;">2: Less important</td> <td style="width: 25%; padding: 5px;">1: Not important</td> </tr> </table>	4: Very important	3: Important	2: Less important	1: Not important	<p>V32 <input style="width: 40px; height: 20px;" type="text"/> 34</p>
4: Very important	3: Important	2: Less important	1: Not important		
<p>29. How important to the business is the communication of line management concerns to top management as part of the control process?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%; padding: 5px;">4: Very important</td> <td style="width: 25%; padding: 5px;">3: Important</td> <td style="width: 25%; padding: 5px;">2: Less important</td> <td style="width: 25%; padding: 5px;">1: Not important</td> </tr> </table>	4: Very important	3: Important	2: Less important	1: Not important	<p>V33 <input style="width: 40px; height: 20px;" type="text"/> 35</p>
4: Very important	3: Important	2: Less important	1: Not important		
<p>30. How important to the business is the use of controlling as a management tool?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%; padding: 5px;">4: Very important</td> <td style="width: 25%; padding: 5px;">3: Important</td> <td style="width: 25%; padding: 5px;">2: Less important</td> <td style="width: 25%; padding: 5px;">1: Not important</td> </tr> </table>	4: Very important	3: Important	2: Less important	1: Not important	<p>V34 <input style="width: 40px; height: 20px;" type="text"/> 36</p>
4: Very important	3: Important	2: Less important	1: Not important		
<p>31. How important to the business is the monitoring of the implementation of the business's strategy?</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 25%; padding: 5px;">4: Very important</td> <td style="width: 25%; padding: 5px;">3: Important</td> <td style="width: 25%; padding: 5px;">2: Less important</td> <td style="width: 25%; padding: 5px;">1: Not important</td> </tr> </table>	4: Very important	3: Important	2: Less important	1: Not important	<p>V35 <input style="width: 40px; height: 20px;" type="text"/> 37</p>
4: Very important	3: Important	2: Less important	1: Not important		

<p>32. How important to the business is the use of multiple financial control measures?</p>				<p>V36 <input type="checkbox"/> 38</p>
4: Very important	3: Important	2: Less important	1: Not important	
<p>33. How important to the business is the use of control techniques to monitor performance?</p>				<p>V37 <input type="checkbox"/> 39</p>
4: Very important	3: Important	2: Less important	1: Not important	
<p>34. How important to the business is the use of control systems in revising current plans?</p>				<p>V38 <input type="checkbox"/> 40</p>
4: Very important	3: Important	2: Less important	1: Not important	
<p>35. To what extent, does the business, believe that strategic planning leads to organisational effectiveness?</p>				<p>V39 <input type="checkbox"/> 41</p>
4: Great extent	3: Moderate extent	2: Little extent	1: None	
<p>36. To what extent, does the business believe that strategic planning leads to better performance?</p>				<p>V40 <input type="checkbox"/> 42</p>
4: Great extent	3: Moderate extent	2: Little extent	1: None	

Business Orientation.

For the following statements, Please circle the number that best corresponds with your level of agreement with each statement.

Our business is charecterised by:

	Strongly agree	Agree	Unsure	Disagree	Stronly disagree
1. A high rate of new product,service introductions compared to our competitors(including new features and improvements)	1	2	3	4	5
2. An emphasis on continuous improvement in methods of production and/ service delivery:	1	2	3	4	5
3. Risk taking by key excecutes in seizing and exploring chancy growth opportunities:	1	2	3	4	5
4. A “live and let live” philosophy in dealing with competitors:	1	2	3	4	5
5. Seeking of unusual, novel solutions by senior executives to problems via the use of “idea people” brainstorming etc:	1	2	3	4	5
6. A top management philosophy that emphasises proven products and services, and the avoidance of heavy new product development costs:	1	2	3	4	5
7. A charismatic leader at the top:	1	2	3	4	5

V41 43

V42 44

V43 45

V44 46

V45 47

V46 48

V47 49

In our business top level decision making is charecterised :

	Strongly agree	Agree	Unsure	Disagree	Stongly Disagree
8.Cautious, pragmatic, step-at-a-time adjustments to problems:	1	2	3	4	5
9. Active search for big opportunities:	1	2	3	4	5
10. Rapid growth as the dominant goal:	1	2	3	4	5
11. Large, bold decisions despite uncertainties of the outcome:	1	2	3	4	5
12.Compromises among the conflicting demands of owners,government,management, customers,employees,suppliers, etc	1	2	3	4	5
13. Steady growth and stability as primary concerns:	1	2	3	4	5

V48 50

V49 51

V50 52

V51 53

V52 54

V53 55

New product introduction					
1. How many new products did your business introduce during the past two years?	Write No:				
V54	<input style="width: 30px; height: 20px;" type="text"/>	56			
	None	Less	Same	More	Significantly More
2. How will you rate the number of product improvements during the past two years compared with those of the previous years?	1	2	3	4	5
V55	<input style="width: 30px; height: 20px;" type="text"/>	57			
3. How does the number of your product introductions compare with those of your major competitors?	1	2	3	4	5
	No extent	Little extent	Moderate extent	Great extent	
4. To what extent did these new product introductions include products that did not previously exist in your markets (new to the market)?	1	2	3	4	
V57	<input style="width: 30px; height: 20px;" type="text"/>	59			
New service Introduction (for those who sell services)					
	Significantly less	Less	Same	More	Significantly more
1. How will you rate the number of services your business introduced during the past two years compared to previous years?	1	2	3	4	5
V58	<input style="width: 30px; height: 20px;" type="text"/>	60			
2. How many existing services did you significantly revise or improve during the past two years compared to the previous years?	1	2	3	4	5
V59	<input style="width: 30px; height: 20px;" type="text"/>	61			
3. How does the number of service introductions your business made compare to those of competitors?	1	2	3	4	5
V60	<input style="width: 30px; height: 20px;" type="text"/>	62			

	No extent	Little extent	Moderate extent	Great extent
4. To what extent did these new service introductions include services that did not previously exist in your markets?	1	2	3	4

V61 63

New Process Introduction

	None	Significantly less	Same	More	Significantly more
1. Please rate the increase in the number of new methods or operational processes your business implemented during the past two years compared with the previous years. Examples of process innovations include: new systems for managing customer service or inventories, an improved process for collecting receivables, a major new sales or distribution approach, etc	1	2	3	4	5

V62 64

Key Business Behavioral Dimensions.

The following questions relate to the approach that underlies the way your organisation conducts business. Please mark with an X the number that best represents the relative emphasis your business places on the two criteria given. The number 1 indicates that more emphasis is placed on the left and 5 more emphasis on the right.

1. Our business's current strategic orientation is:

Influenced primarily by the resources we currently control	1	2	3	4	5	Influenced primarily by the perception of untapped opportunity
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V63 65

2. With regards to new opportunities, our business tends to:

Commit fairly quickly, capitalize and move to the next opportunity.	1	2	3	4	5	Approach with an evolutionary commitment that tends to be of long duration.
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V64 66

3. Our business's approach to investing resources in new opportunities tends to involve:

Multiple stages with minimal commitment at each stage	1	2	3	4	5	A single stage with complete commitment upon decision
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V65 67

4. When managing or controlling resource, we tend to:

Episodic use, renting, leasing, contracting and outsourcing of resources.	1	2	3	4	5	Ownership, purchase, control and employment of resources we use.
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V66 68

5. Our business's management structure can be characterised as:

A flat structure with multiple informal networks	1	2	3	4	5	A hierarchical structure with clearly defined authority and responsibility
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V67 69

6. Our business's compensation and reward system is:

Value based and team based with unlimited earnings potential for employees	1	2	3	4	5	Resource based, driven by short term performance data, with unlimited earning potential for employees
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V68 70

ENTREPRENEURSHIP AND PERFORMANCE

Please indicate the degree to which corporate entrepreneurship has impacted positively on performance since its introduction in your business, using the measurements listed below.

1. Return on Investment (ROI)

5. Great impact	4. Significant impact	3. Moderate impact	2. Slight impact	1. No impact
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V69 71

2. Return on Equity (ROE)

5. Great impact	4. Significant impact	3. Moderate impact	2. Slight impact	1. No impact
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V70 72

3. Sales Turn Over (STO)

5. Great impact	4. Significant impact	3. Moderate impact	2. Slight impact	1. No impact
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V71 73

4. Net Profits (NPAT)

5. Great impact	4. Significant impact	3. Moderate impact	2. Slight impact	1. No impact
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V72 74

5. Asset Value (PV)

5. Great impact	4. Significant impact	3. Moderate impact	2. Slight impact	1. No impact
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V73 75

Number of full-time employees in the business?

0 – 200	
201 – 500	
501 – 1000	
1001 – 2000	
2001 – 5000	
Over 5000	

V74 76

Gross income/ sales per annum?		<div style="display: flex; justify-content: space-between; align-items: center; margin-bottom: 20px;"> V75 <input style="width: 30px; height: 20px; border: 1px solid black;" type="text"/> 77 </div> <div style="display: flex; justify-content: space-between; align-items: center;"> V76 <input style="width: 30px; height: 20px; border: 1px solid black;" type="text"/> 78 </div> <hr style="width: 20px; margin: 20px auto;"/>
0 – 50 million Rands		
51 – 100 million Rands		
100 – 500 million Rands		
500 – 1 billion Rands		
1.1 – 5 billion Rands		
5.1 – 10 billion Rands		
Over 10 billion Rands		
Gross asset value in Rands (excluding buildings)?		
0 – 20 million Rands		
21 – 50 million Rands		
51 – 100 million Rands		
101 – 500 million Rands		
501 – 1 billion Rands		
1.1 – 5 billion Rands		
5 – 10 billion Rands		
Over 10 billion Rands		
THANK YOU FOR YOUR TIME AND COOPERATION.		