

30 May 2023

Subject: Expression of interest for a Strategic Equity Partner (“SEP”) in Glodina (Pty) Ltd (“Glodina”)

Dear Potential Bidder

Thank you for your potential interest to become a strategic equity partner alongside the Industrial Development Corporation of South Africa Limited (“IDC”) in Glodina (“Proposed Transaction”).

Glodina is one of the leading manufacturers of luxury premium towels serving customers across South Africa and internationally, with its heritage in KwaZulu – Natal and Gauteng regions. Glodina is owned 100% by the Industrial Development Corporation of South Africa Limited (“IDC”) through a holding company called Eerste Flambeau Huur Proprietary Limited

The purpose of this document is to provide guidelines to interested bidders on the required minimum information to be included in the expression of interest (“EOI”).

The IDC hereby invites interested operationally focused SEPs to submit written EOIs to invest in Glodina and partner with the IDC in operating the business. It is the IDC’s intention to retain a non - controlling stake in this investment as it is considered to be a strategic asset to the IDC and South Africa, however an opportunity exists for interested SEPs to acquire 100% of the IDC’s equity stake in Glodina.

Interested SEPs must have, and include the following in the expression of interest:

- Brief company background and current management team and shareholders;
- Proven technical expertise and track record in operating and managing a textile business;
- Strategic alignment to the IDC’s development objectives;
- Any immediate potential synergies or access to additional markets which may benefit the Target through existing portfolio companies/subsidiaries and/or existing industry relationships;
- Financial capacity and strength of the SEP’s balance sheet to make an initial investment into the Target and potentially, follow-on investments in the future;
- High-level strategic rationale for the Proposed Transaction, including reasons for your expression of interest in the Target;
- Confirmation that you have obtained appropriate board or committee approval (or shareholder approval, if relevant) required in order to submit your EOI
- Any other relevant information which may benefit the strength of the SEP’s EOI.

Interested SEPs are required to submit their EOI complete with the required minimum requirements by email to: projectbeach@idc.co.za. The closing date for the submission is 23 June 2023 at 17:00.

For any queries contact Michael Maseko / David Molebatsi at 011 269 3000 or email projectbeach@idc.co.za