Company Employees Report

Total Employee Count:

Year End:	No. Employees:	No. Contractors	Total Workforce
2008	0	0	54700
2009	0	0	53100
2010	0	0	49000
2011	0	0	49200
2012	0	0	42400
2013	0	0	72300
2014	0	0	49300
2015	0	0	48700
2016	52900	0	52900
2017	0	0	54400
2018	0	0	51900
2019	0	0	53600
2020	0	0	90000
2021	0	0	90000
2022	57000	0	57000
2023	90000	0	90000
2024	0	0	90000
2025	0	0	90000

Countries of Operation:

Country of Operation:	Is This the Home Country?	Is There a Recognition Agreement?	Country notes
South Africa	Yes	Yes	2012 and 2013 numbers from HR payroll; number of employees is the NMBU. The total is 2012: 5550; 2013: 37933
Zambia	No	Yes	2011: two stores in Zambia, one opened in 2010-2011, ; will open three more stores in Zambia in the year to February 2012. 2013: 5 Stores (Company owned)
Zimbabwe	No	Yes	We are once again accounting for our share of profits from our 25% investment in TM Supermarkets in Zimbabwe (TM). We are encouraged by the improved economic climate and trading stability in Zimbabwe and are impressed with the strides made by the team at TM in rebuilding that business. We have successfully concluded negotiations to purchase a further 24% of TM, to bring our total shareholding to 49%. The transaction is awaiting approval by the Reserve Bank of Zimbabwe and the Zimbabwean Indigenisation Board
Lesotho	No	Yes	Having secured a necessary threshold, the Union will negotiate wages and other terms and conditions of employment November 2012. 2013: Two franchises/
Swaziland	No	Yes	2013: 9 franchise and 5 Boxer stores
Botswana	No	No	2013: 10 Franchise stores
Namibia	No	Yes	2013: 20 Franchise stores
[illegible]	[illegible]	[illegible]	We have signed new local master franchise agreements in Mozambique and Mauritius where we will open three and two stores, respectively in the year to

Mozambique	No	No	We have signed new local master franchise agreements in Mozambique and Mauritius where we will open three and two stores, respectively in the year to February 2012. 2013: 1 Franchise store
Mauritius	No	No	2013: Three franchise stores

Total Employee Count:

Country:	Year End:	No. Operations	No. Employees:	No. Contractors:	Total Workforce:	Union(s):	Degree of Unionisation:	Min Wage (Local) Per Month:	Min Wage USD (Per Annum):	Min Wage USD (Per Annum):
South Africa	2014	1030	0	0	0	0	0	0	0	No
Algeria	2010	0	0	0	0	0	0	0	0	No
Australia	2011	0	0	0	0	0	0	0	0	No
Botswana	2014	9	0	0	0	0	0	0	0	No
Lesotho	2014	1	0	0	0	0	0	0	0	No
Mauritius	2014	0	0	0	0	0	0	0	0	No
Mozambique	2014	0	0	0	0	0	0	0	0	No
Namibia	2014	17	0	0	0	0	0	0	0	No
Swaziland	2014	11	0	0	0	0	0	0	0	No
Zambia	2014	8	0	0	0	0	0	0	0	No
Zimbabwe	2014	52	0	0	0	0	0	0	0	No