

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) 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 |
| Zimbabwe | No | Yes | |
| 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 |
| .. | .. | .. | 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 | 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 |