## Company Information Report

Contact Details


GUF Information
GUFIn this sector: Signed an IFA:|l-A signing Date:
UNI Yes 2010/02/23
Sector Information

| Sector: | Stock =xchange Listings: |  |
| :--- | :--- | :--- |
| Retail | Namibian Stock Exchange (NSX), Johannesburg Stock | South Africa: Pick 'n Pay, Woolworths (also has a presence in Uganda), Spar, Massmart, Metcash, Africa: Game (South |
|  | Exchange (JSE), Zambian Stock Exchange | Africa), Carrefour (France), Metro Group (Germany), Nakumatt Holdings (Kenya) |

Five Major Shareholders

| Dr Wiese, Christoffel Hendrik (Christo) |
| :---: | :---: |
| $12 \%$ |
| Government Employees Pension Fund |
| $\mathbf{5 \%}$ |
| Shoprite Checkers (Pty) Lto |
| $\mathbf{3 \%}$ |
| Capital Group Companies Inc (The) |

## Company Performance Report

Company Performance in US Dollars - USD

| Year End: | Revenue: | Profit Before Tax: | Assets: | Liabilities: |
| :--- | :--- | :--- | :--- | :--- | :--- |
| 2008 | $5,761,976,784$ | $297,612,938$ | $1,796,164,813$ | $1,213,475,816$ |
| 2009 | $7,028,265,284$ | $357,596,682$ | $1,983,346,919$ | $1,387,463,626$ |
| 2010 | $9,378,383,192$ | $472,949,492$ | $2,503,366,773$ | $1,672,419,786$ |
| 2011 | $10,357,847,708$ | $555,353,582$ | $2,966,154,298$ | $1,942,737,393$ |
| 2012 | $10,674,914,452$ | $578,284,774$ | $3,987,808,774$ | $2,335,200,129$ |
| 2013 | $10,539,467,500$ | $590,210,568$ | $3,805,598,977$ | $2,072,386,477$ |
| 2014 | $9,855,737,705$ | $527,193,828$ | $3,908,678,881$ | $2,242,044,359$ |
| 2015 | $9,938,286,713$ | $522,902,098$ | $3,839,160,839$ | $2,164,335,664$ |
| 2016 | $8,815,457,627$ | $464,067,797$ | $3,272,338,983$ | $1,821,288,136$ |
| 2017 | $10,865,377,206$ | $586,807,429$ | $4,293,981,660$ | $2,155,660,014$ |
| 2018 | $10,204,073,034$ | $515,028,090$ | $4,342,837,079$ | $2,413,272,472$ |
| 2019 | $10,296,090,915$ | $433,970,014$ | $4,449,578,9692,657,492,983$ |  |
| 2020 | $9,067,287,126$ | $303,254,523$ | $4,782,126,1343,626,336,782$ |  |
| 2021 | $11,777,640,179$ | $478,637,771$ | $5,302,098,383$ | $3,843,274,854$ |
| 2022 | $11,654,932,253$ | $524,629,606$ | $5,790,490,060$ | $4,167,911,865$ |

## Company Performance in South African Rand - ZAR

| Year End: | Revenue: | ore 1ax: | Assets: | ties: |
| :---: | :---: | :---: | :---: | :---: |
| 2008 | 47,651,548,000 | 2,461,259,000 | 14,854,283,000 | 0,035,445,000 |
| 2009 | 59,318,559,000 | 3,018,116,000 | 16,739,448,000 | 1,710,193,000 |
| 2010 | 67,402,440,000 | 3,399,088,000 | 17,991,697,000 | 2,019,681,000 |
| 2011 | 72,297,777,000 | 3,876,368,000 | 20,703,757,000 | 3,560,307,000 |
| 2012 | 82,730,587,000 | 4,481,707,000 | 30,905,518,000 | 18,097,801,00 |
| 2013 | 92,747,314,000 | 5,193,853,000 | 33,489,271,000 | 8,237,001,00 |
| 2014 | 102,204,000,000 | 5,467,000,000 | 40,533,000,000 | 3,250,000,00 |
| 2015 | 113,694,000,00 | 5,982,000,000 | 43,920,000,00 | 4,760,000,000 |
| 2016 | 130,028,000,000 | 6,845,000,000 | 48,267,000,00 | 6,864,000,000 |
| 2017 | 141,000,000,000 | 7,615,000,000 | 55,723,000,000 | 7,974,000,000 |
| 2018 | 145,306,000,000 | 7,334,000,000 | 61,842,000,000 | 4,365,000,000 |
| 2019 | 150,395,000,000 | 6,339,000,000 | 64,995,000,000 | 3,818,000,000 |
| 2020 | 156,855,000,000 | 5,246,000,000 | 82,726,000,000 | 62,732,000,000 |
| 2021 | 171,188,000,000 | 6,957,000,000 | 77,066,000,000 | 55,862,000,000 |
| 2022 | 184,078,000,00 | ,286,000,000 | 55,000,0 | 828 |

## Company Performance Changes Report

Company Revenue - ZAR


## Company Revenue - USD



## Company Profit Before Tax - ZAR



## Company Profit Before Tax - USD



## Company Directors Report

CEO Biography - USD:

| Year End:\|Director Surname: | Director Name: | Director Gender: | Full Year on Board?: Full year in position?: |  |  |
| :--- | :--- | :--- | :--- | :--- | :--- |
| 2007 | Basson | James Wellwood (Whitey) Male | Yes | Yes |  |
| 2008 | Basson | James Wellwood (Whitey) Male | Yes | Yes |  |
| 2009 | Basson | James Wellwood (Whitey) Male | Yes | Yes |  |
| 2010 | Basson | James Wellwood (Whitey) Male | Yes | Yes |  |
| 2011 | Basson | James Wellwood (Whitey) Male | Yes | Yes |  |
| 2012 | Basson | James Wellwood (Whitey) Male | Yes | Yes |  |
| 2013 | Basson | James Wellwood (Whitey) Male | Yes | Yes |  |
| 2014 | Basson | James Wellwood (Whitey) Male | Yes | Yes |  |
| 2015 | Basson | James Wellwood (Whitey) Male | Yes | Yes |  |
| 2016 | Basson | James Wellwood (Whitey) Male | Yes | Yes |  |
| 2017 | Basson | James Wellwood (Whitey) Male | No | No |  |
| 2017 | Engelbrecht | Pieter (PC) | Male | Yes | No |
| 2018 | Engelbrecht | Pieter (PC) | Male | Yes | Yes |
| 2019 | Engelbrecht | Pieter (PC) | Male | Yes | Yes |
| 2020 | Engelbrecht | Pieter (PC) | Male | Yes | Yes |
| 2021 | Engelbrecht | Pieter (PC) | Male | Yes | Yes |
| 2022 | Engelbrecht | Pieter (PC) |  |  | Male |

CEO Remuneration - USD:

| \|Financal Year: | Salary: | Benetits: | Cash Bonus | Other: | ITotal Annu | Lillpayment | Iotal Including Lill |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2007 | 1,408,369 | 384,255 | 0 | 0 | 1,792,624 | 0 | 1,792,624 |
| 2008 | 1,591,052 | 421,040 | 0 | 0 | 2,012,092 | 0 | 2,012,092 |
| 2009 | 2,249,476 | 561,990 | 0 | 0 | 2,811,466 | 0 | 2,811,466 |
| 2010 | 3,527,202 | 1,068,040 | 0 | 0 | 4,595,241 | 82,718,798 | 87,314,039 |
| 2011 | 4,593,553 | 632,092 | 0 | 0 | 5,225,645 | 0 | 5,225,645 |
| 2012 | 5,241,290 | 4,516 | 0 | 39,871 | 5,285,677 | 0 | 5,285,677 |
| 2013 | 5,642,727 | 39,205 | 0 | 0 | 5,681,932 | 0 | 5,681,932 |
| 2014 | 4,788,428 | 30,473 | 0 | 0 | 4,818,901 | 0 | 4,818,901 |
| 2015 | 4,340,559 | 4,720 | 0 | 33,392 | 4,378,671 | 0 | 4,378,671 |
| 2016 | 3,366,508 | 3,932 | 3,389,831 | 24,949 | 6,785,220 | 0 | 6,785,220 |
| 2017 | 4,542,969 | 57,308 | 330,834 | 70,471 | 5,001,581 | 1,224,637 | 6,226,218 |
| 2018 | 1,053,862 | 23,174 | 317,697 | 35,323 | 1,430,056 | 743,399 | 2,173,455 |
| 2019 | 1,104,265 | 14,651 | 303,690 | 33,614 | 1,456,220 | 0 | 1,456,220 |
| 2020 | 939,562 | 13,463 | 445,740 | 30,248 | 1,429,013 | 244,084 | 1,673,097 |
| 2021 | 1,109,116 | 31,854 | 824,493 | 15,893 | 1,981,355 | 770,416 | 2,751,772 |
| 2022 | 1,058,745 | 29,849 | 1,020,450 | 19,116 | 2,128,160 | 1,901,880 | 4,030,039 |

## Executive Director Remuneration - USD

| Financia | Year: | No. oflids: |  |  |
| :--- | :--- | :--- | :--- | :--- | :--- |
| 2007 | 8 | $2,686,739$ | $4,845,735$ | $335,842605,717$ |
| 2008 | 8 | $2,863,966$ | $5,159,250$ | $357,996644,906$ |
| 2009 | 8 | $3,613,391$ | $5,634,463$ | $451,674704,308$ |
| 2010 | 8 | $5,318,888$ | $8,314,526$ | $664,8611,039,316$ |
| 2011 | 8 | $6,756,018$ | $9,408,291$ | $844,5021,176,036$ |
| 2012 | 8 | $7,346,571$ | $9,592,667$ | $918,3211,199,083$ |
| 2013 | 8 | $7,635,321$ | $12,421,154$ | $954,4151,552,644$ |
| 2014 | 9 | $6,826,394$ | $8,813,792$ | $758,488979,310$ |
| 2015 | 8 | $6,145,873$ | $8,573,512$ | $768,2341,071,689$ |
| 2016 | 9 | $4,768,203$ | $9,333,017$ | $529,8001,037,002$ |
| 2017 | 9 | $5,534,961$ | $7,147,024$ | $614,996794,114$ |
| 2018 | 7 | $2,877,739$ | $5,233,357$ | $411,106747,622$ |
| 2019 | 4 | $1,584,309$ | $2,181,694$ | $396,077545,423$ |
| 2020 | 3 | $1,393,636$ | $2,186,385$ | $464,545728,795$ |
| 2021 | 3 | $1,673,340$ | $2,976,677$ | $557,780992,226$ |
| 2022 | 3 | $1,628,033$ | $3,159,152$ | $542,6781,053,051$ |

## Non-Executive Director Remuneration - USD:

| Financial Year:\|No. of NEIDS:|ral Fees: | Average Fees |  |  |
| :--- | :--- | :--- | :--- |
| 2007 | 6 | 93,333 | 15,556 |
| 2008 | 6 | 79,565 | 13,261 |
| 2009 | 6 | 76,206 | 12,701 |
| 2010 | 6 | 99,207 | 16,534 |
| 2011 | 5 | 121,060 | 24,212 |
| 2012 | 7 | 158,323 | 22,618 |
| 2013 | 8 | 219,773 | 27,472 |
| 2014 | 8 | 186,017 | 23,252 |
| 2015 | 8 | 223,164 | 27,896 |
| 2016 | 8 | 197,763 | 24,720 |
| 2017 | 7 | 227,314 | 32,473 |
| 2018 | 8 | 306,742 | 38,343 |
| 2019 | 8 | 309,259 | 38,657 |
| 2020 | 8 | 372,712 | 46,589 |
| 2021 | 7 | 498,039 | 71,148 |
| 2022 | 12 | $1,177,251$ | 98,104 |
| 2023 | 1 | 24,887 | 24,887 |

CEO Remuneration - ZAR:

| Financial Year: | Saary: \|Benetits: | Cash Bonus | Other | Iotal Annual | Crlpayment | otal Including Lil |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2007 | 9,929,000 2,709,000 | 0 | 0 | 12,638,000 | 0 | 12,638,000 |
| 2008 | 13,158,000 3,482,000 | 0 | 0 | 16,640,000 | 0 | 16,640,000 |
| 2009 | 19,305,000 4,823,000 | 0 | 0 | 24,128,000 | 0 | 24,128,000 |
| 2010 | 25,350,000 7,676,000 | 0 | 0 | 33,026,000 | 594,500,000 | 627,526,000 |
| 2011 | 32,063,000 4,412,000 | 0 | 0 | 36,475,000 | 0 | 36,475,000 |
| 2012 | 40,620,000 35,000 | 0 | 309,000 | 40,964,000 | 0 | 40,964,000 |
| 2013 | 49,656,000 345,000 | 0 | 0 | 50,001,000 | 0 | 50,001,000 |
| 2014 | 49,656,000 316,000 | 0 | 0 | 49,972,000 | 0 | 49,972,000 |
| 2015 | 49,656,000 54,000 | 0 | 382,000 | 50,092,000 | 0 | 50,092,000 |
| 2016 | 49,656,000 58,000 | 50,000,000 | 368,000 | 100,082,000 | 0 | 100,082,000 |
| 2017 | 59,369,000 749,000 | 4,324,000 | 921,000 | 65,363,000 | 16,006,000 | 81,369,000 |
| 2018 | 15,007,000 330,000 | 4,524,000 | 503,000 | 20,364,000 | 10,586,000 | 30,950,000 |
| 2019 | 16,130,000 214,000 | 4,436,000 | 491,000 | 21,271,000 | 0 | 21,271,000 |
| 2020 | 16,121,000 231,000 | 7,648,000 | 519,000 | 24,519,000 | 4,188,000 | 28,707,000 |
| 2021 | 16,121,000 463,000 | 11,984,000 | 231,000 | 28,799,000 | 11,198,000 | 39,997,000 |
| 2022 | 16,671,000 470,000 | 16,068,000 | 301,000 | 33,510,000 | 29,947,000 | 63,457,000 |

## Executive Director Remuneration - ZAR:

| \|Financial Year: | No. of Eld | 1ota Salary | Irotal Annual remuneration | Average Salary | Average Remuneration |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 2007 | 8 | 18,981,000 | 34,221,000 | 2,372,625 | 4,277,625 |
| 2008 | 8 | 23,685,000 | 42,667,000 | 2,960,625 | 5,333,375 |
| 2009 | 8 | 30,978,000 | 48,293,000 | 3,872,250 | 6,036,625 |
| 2010 | 8 | 38,257,000 | 59,802,000 | 4,782,125 | 7,475,250 |
| 2011 | 8 | 47,120,000 | 65,578,000 | 5,890,000 | 8,197,250 |
| 2012 | 8 | 57,002,000 | 74,482,000 | 7,125,250 | 9,310,250 |
| 2013 | 8 | 67,342,000 | 109,660,000 | 8,417,750 | 13,707,500 |
| 2014 | 9 | 70,826,000 | 91,452,000 | 7,869,556 | 10,161,333 |
| 2015 | 8 | 70,409,000 | 98,300,000 | 8,801,125 | 12,287,500 |
| 2016 | 9 | 70,331,000 | 137,662,000 | 7,814,556 | 15,295,778 |
| 2017 | 9 | 72,334,000 | 93,497,000 | 8,037,111 | 10,388,556 |
| 2018 | 7 | 40,979,000 | 74,523,000 | 5,854,143 | 10,646,143 |
| 2019 | 4 | 23,142,000 | 31,868,000 | 5,785,500 | 7,967,000 |
| 2020 | 3 | 23,912,000 | 37,514,000 | 7,970,667 | 12,504,667 |
| 2021 | 3 | 24,322,000 | 43,266,000 | 8,107,333 | 14,422,000 |
| 2022 | 3 | 25,635,000 | 49,744,000 | 8,545,000 | 16,581,333 |

## Company Directors Fee Changes

CEO Salary - ZAR


## CEO Salary - USD



## CEO Remuneration - ZAR



## CEO Remuneration - USD



Average Executive Director Salary


Average Non-Executive Director


## Company Employees Report

Total Employee Count:

| Year End: | No. Employees: | No. Contractors | Total Workforce |
| :--- | :--- | :--- | :--- |
| 2008 | 0 | 0 | 73373 |
| 2009 | 0 | 0 | 83886 |
| 2010 | 0 | 0 | 88000 |
| 2011 | 0 | 0 | 95050 |
| 2012 | 0 | 0 | 102137 |
| 2013 | 0 | 0 | 111338 |
| 2014 | 0 | 0 | 123100 |
| 2015 | 132942 | 0 | 0 |
| 2016 | 0 | 0 | 137775 |
| 2017 | 0 | 0 | 143802 |
| 2018 | 0 | 0 | 147478 |
| 2019 | 0 | 0 | 0 |
| 2020 | 141452 | 0 | 141452 |
| 2021 | 142602 | 0 | 142602 |
| 2022 | 145595 | 0 | 145595 |

## Countries of Operation:

| Country of Operation: | Is This the Home Country? | Is there a Recognition Agreement? | Country notes |
| :---: | :---: | :---: | :---: |
| South Africa | Yes | Yes | June 2013: 1227 corporate stores; three year agreement - 2012-2015 There are both corproate and franchise stores in the South African operations. Workforce is not broken down in any way. Negotiation begin 5 March 2015. |
| Angola | No | No | June 2013: 26 corporate stores 2014:32 operations |
| Botswana | No | Yes | June 2013: 26 corporate stores 2014: 28 operations |
| Ghana | No | Yes | June 2013: 3 corporate stores 2014: 4 operations |
| Lesotho | No | No | NURAW and NUCCAW merged. From 2012 employee numbers include casual staff; June 2013: 20 corporate stores |
| Madagascar | No | No | No recognition agreement required under national law. June 2013:8 corporate stores |
| Malawi | No | Yes | June 2013: 5 corporate stores |
| Mauritius | No | No | June 2013: 3 corporate stores |
| Mozambique | No | Yes | Agreement from December 2012 - July 2013; June 2013: 12 corporate stores |
| Namibia | No | Yes | June 2013: 63 corporate stores |
| Nigeria | No | Yes | June 2013: 7 corporate stores |
| Swaziland | No | No | 2007 CAWUSWA and SCAWU report different worker and union numbers - CAWUSWA - 503 workers $71.4 \%$ organised / SCAWU, 404 workers 34.9\% organised. June 2013: 17 corporate stores June 2013: 17 corporate stores |
| Tanzania | No | Yes | In January 2014 it is announced that Shoprite will be selling it's Tanzania operations; a sale set to be finalised by August 2014. June 2013: 3 corporate stores |
| Uganda | No | Yes | June 2013:3 corporate stores |
| Zambia | No | Yes | June 2013: 30 corporate stores |
| Zimbabwe | No | No | 2014 - Shoprite pulls out of Zimbabwe |
| Congo, Democratic Republic | No | No | Opened June 2012; June 2013: 2 corporate stores |

Total Employee Count:

| Country: | Year End: | No. Operations | No. Employees: | No. Contractors: | rotal <br> Workforce: | Union(s): | Degree of Unionisation: | Min Wage (Local) Per Month: | Min Wage USD (Per Annum): | Win Wage USD (Per Annum): |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| South Africa | 2014 | 1324 | 0 | 0 | 0 | SACCAWU | 0 | 2,300 | 2,662 | Yes |
| Tanzania | 2013 | 0 | 0 | 0 | 239 | TUICO | 0.960 | 0 | 0 | No |
| Angola | 2014 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Botswana | 2014 | 28 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Congo, Democratic Republic | 2014 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Ghana | 2014 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Lesotho | 2014 | 21 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Madagascar | 2014 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Malawi | 2014 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Mauritius | 2014 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Mozambique | 2014 | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Namibia | 2014 | 69 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Nigeria | 2014 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Swaziland | 2014 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Uganda | 2014 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Zambia | 2014 | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | No |
| Zimbabwe | 2013 | 0 | 0 | 0 | 25 | CWUZ | 0.600 | 246 | 2,952 | No |

