

# Company Information Report

## Contact Details

| Home Country: | Postal Address: | Postal Address: | City:        | Area code: | Head Office Telephone: | Email: | Website:                              | Company Registration Date:: | Latest Annual Report: | Recording Currency: |
|---------------|-----------------|-----------------|--------------|------------|------------------------|--------|---------------------------------------|-----------------------------|-----------------------|---------------------|
| South Africa  | PO Box 1955     | Bramley         | Johannesburg | 2018       | 0                      | 0      | http://www.steinhoffinternational.com | 1998/01/01                  | 2016/09/30            | euro                |

## GUF Information

| GUF in this sector:        | Signed an IFA: | IFA signing Date: |
|----------------------------|----------------|-------------------|
| IMF, ITF, UNI, IUF, BWI No |                | 0                 |

## Sector Information

| Sector:              | Stock Exchange Listings:          | Major Competitors:   |
|----------------------|-----------------------------------|--|
| Diversified Holdings | Johannesburg Stock Exchange (JSE) | DFS Furniture Company Limited, Inter IKEA Systems B.V., John Lewis Partnership plc |

## Five Major Shareholders

|  |
|--|
| <b>9%</b><br>Public Investment Corporation SOC Ltd |
| <b>6%</b><br>Coronation Asset Management (pty) Ltd |
| <b>3%</b><br>Sutherland Investment Partners UK Ltd |
| <b>2%</b><br>The Vanguard Group Inc                |
| <b>2%</b><br>FIL Investment Advisors (UK) Ltd      |

# Company Performance Report

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## Company Performance in US Dollars - USD

| Year End: | Revenue:       | Profit Before Tax: | Assets:        | Liabilities:   |
|-----------|----------------|--------------------|----------------|----------------|
| 2008      | 5,446,916,566  | 459,733,978        | 6,882,224,909  | 3,885,368,803  |
| 2009      | 6,027,132,701  | 498,696,682        | 6,550,592,417  | 3,597,511,848  |
| 2010      | 6,684,291,081  | 589,119,243        | 7,956,170,864  | 4,190,900      |
| 2011      | 6,166,189,112  | 609,312,321        | 14,458,309,456 | 8,608,739,255  |
| 2012      | 10,341,032,258 | 891,096,774        | 17,169,290,323 | 10,248,387     |
| 2013      | 11,129,318,182 | 917,386,364        | 18,751,931,818 | 11,164,659,091 |
| 2014      | 11,427,848,101 | 1,209,055,501      | 19,700,194,742 | 11,153,359,299 |
| 2015      | 11,789,160,839 | 1,454,370,629      | 27,407,342,657 | 11,483,391,608 |
| 2016      | 18,470,786,517 | 1,893,258,427      | 36,158,426,966 | 18,217,977,528 |

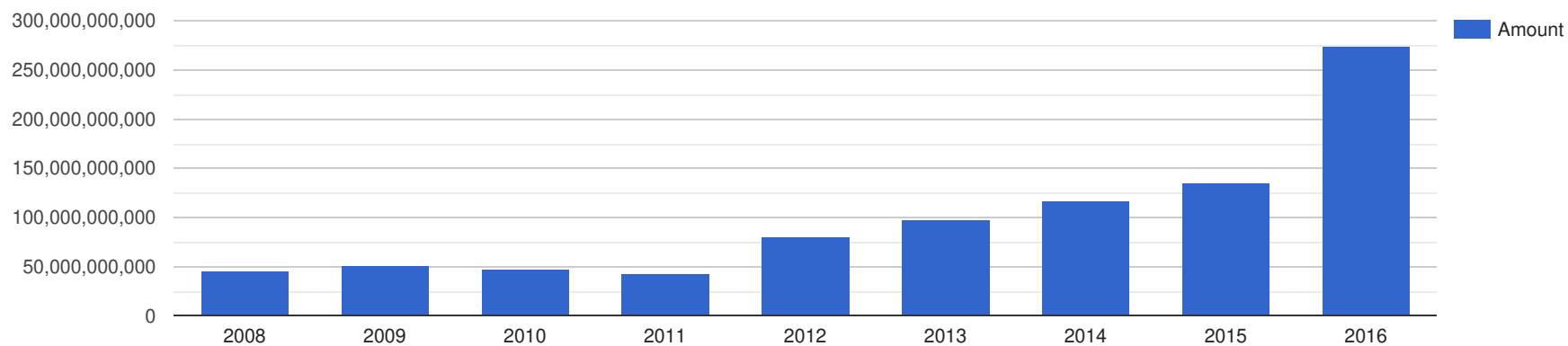
**Company Performance in South African Rand - ZAR**

| Year End: | Revenue:        | Profit Before Tax: | Assets:         | Liabilities:    |
|-----------|-----------------|--------------------|-----------------|-----------------|
| 2008      | 45,046,000,000  | 3,802,000,000      | 56,916,000,000  | 32,132,000,000  |
| 2009      | 50,869,000,000  | 4,209,000,000      | 55,287,000,000  | 30,363,000,000  |
| 2010      | 48,040,000,000  | 4,234,000,000      | 57,181,000,000  | 30,120,000      |
| 2011      | 43,040,000,000  | 4,253,000,000      | 100,919,000,000 | 60,089,000,000  |
| 2012      | 80,143,000,000  | 6,906,000,000      | 133,062,000,000 | 79,425,000      |
| 2013      | 97,938,000,000  | 8,073,000,000      | 165,017,000,000 | 98,249,000,000  |
| 2014      | 117,364,000,000 | 12,417,000,000     | 202,321,000,000 | 114,545,000,000 |
| 2015      | 134,868,000,000 | 16,638,000,000     | 313,540,000,000 | 131,370,000,000 |
| 2016      | 273,983,333,333 | 28,083,333,333     | 536,350,000,000 | 270,233,333,333 |

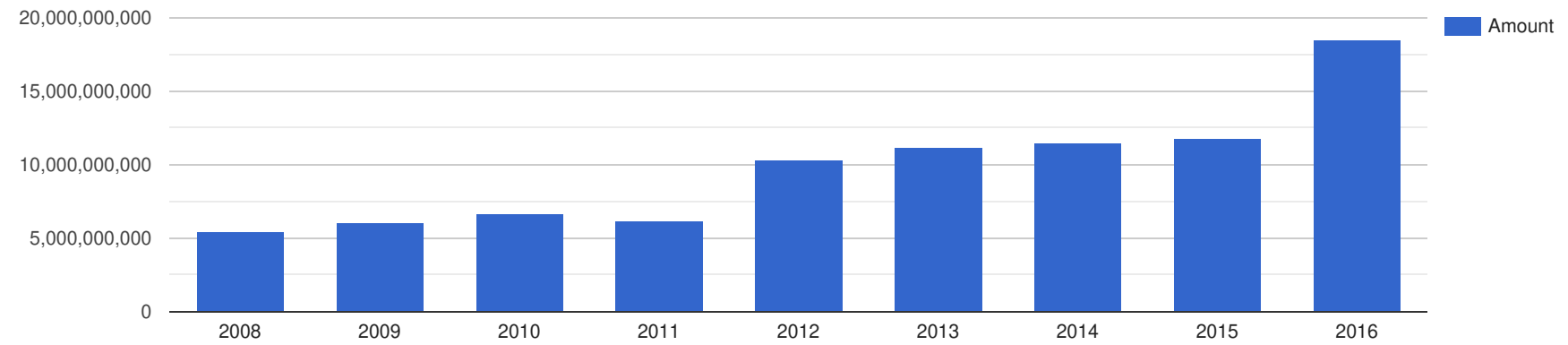
## Company Performance Changes Report

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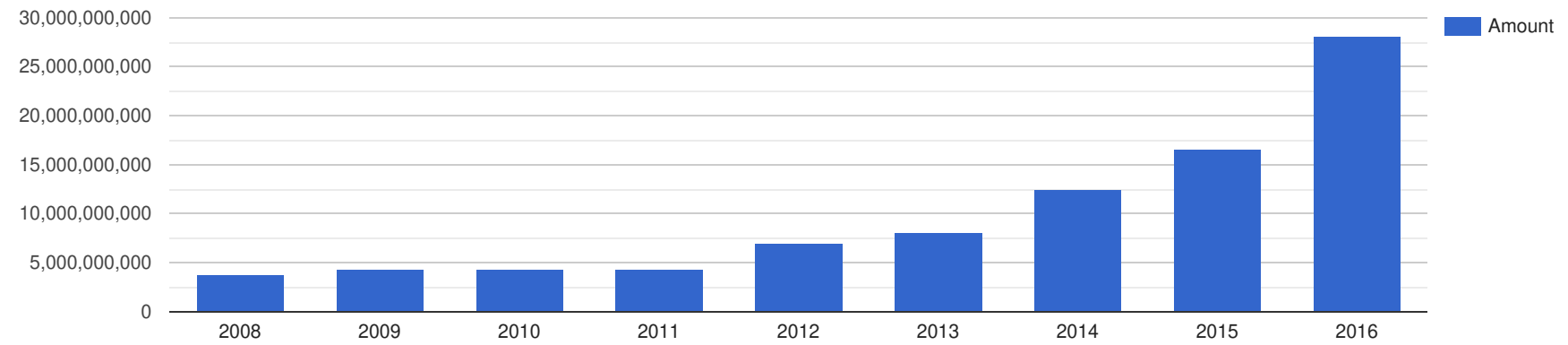
### Company Revenue - ZAR



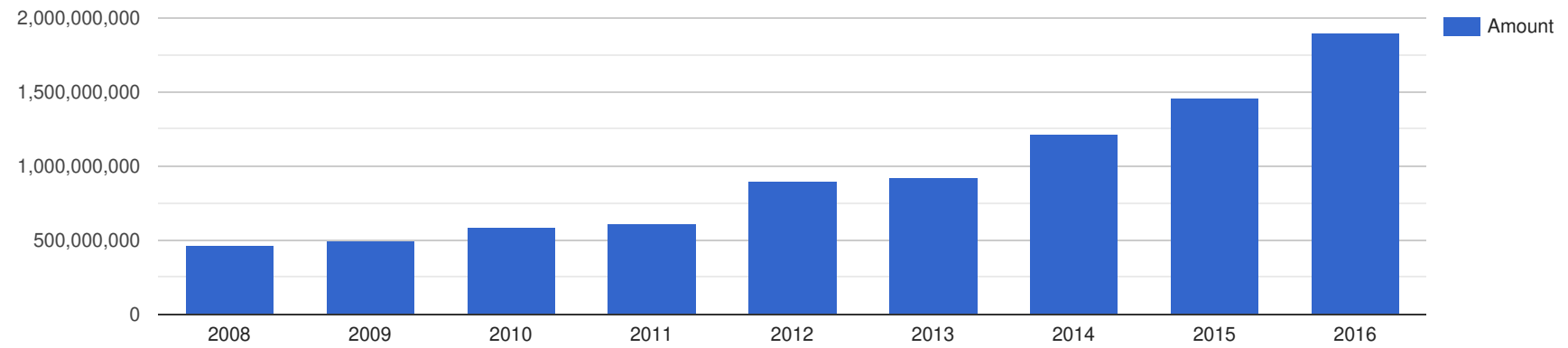
Company Revenue - USD



**Company Profit Before Tax - ZAR**



**Company Profit Before Tax - USD**



## Company Directors Report

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### CEO Biography - USD:

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|-----------|-------------------|----------------|------------------|----------------------|-------------------------|
| 2008      | Jooste            | Markus J       | Male             | Yes                  | Yes                     |
| 2009      | Jooste            | Markus J       | Male             | Yes                  | Yes                     |
| 2010      | Jooste            | Markus J       | Male             | Yes                  | Yes                     |
| 2011      | Jooste            | Markus J       | Male             | Yes                  | Yes                     |
| 2012      | Jooste            | Markus J       | Male             | Yes                  | Yes                     |
| 2013      | Jooste            | Markus J       | Male             | Yes                  | Yes                     |
| 2014      | Jooste            | Markus J       | Male             | Yes                  | Yes                     |
| 2015      | Jooste            | Markus J       | Male             | Yes                  | Yes                     |
| 2016      | Jooste            | Markus J       | Male             | Yes                  | Yes                     |



**CEO Remuneration - USD:**

| Financial Year: | Salary:   | Benefits: | Cash Bonus | Other:    | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|-----------|-----------|------------|-----------|---------------|--------------|----------------------|
| 2008            | 1,359,129 | 86,820    | 0          | 0         | 1,445,949     | 3,131,189    | 4,577,138            |
| 2009            | 1,655,675 | 107,667   | 0          | 0         | 1,763,342     | 1,751,499    | 3,514,841            |
| 2010            | 1,779,505 | 136,357   | 0          | 0         | 1,915,863     | 0            | 1,915,863            |
| 2011            | 1,760,172 | 186,533   | 732,665    | 0         | 2,679,370     | 0            | 2,679,370            |
| 2012            | 1,751,876 | 209,161   | 2,612,903  | 0         | 4,573,941     | 0            | 4,573,941            |
| 2013            | 2,185,909 | 93,750    | 852,273    | 0         | 3,131,932     | 0            | 3,131,932            |
| 2014            | 2,444,552 | 79,556    | 1,090,260  | 0         | 3,614,368     | 4,901,736    | 8,516,104            |
| 2015            | 2,586,189 | 72,115    | 2,227,098  | 1,633,304 | 6,518,706     | 6,092,483    | 12,611,189           |
| 2016            | 3,093,258 | 1,002,247 | 2,224,719  | 0         | 6,320,225     | 0            | 6,320,225            |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other:    | Total Annual: |
|-----------------|-------------|---------------|------------|-----------|---------------|
| 2008            | 6           | 4,561,209     | 5,656,856  | 760,202   | 942,809       |
| 2009            | 7           | 4,036,588     | 4,720,228  | 576,655   | 674,318       |
| 2010            | 6           | 4,666,583     | 5,911,524  | 777,764   | 985,254       |
| 2011            | 8           | 4,679,384     | 6,895,716  | 584,923   | 861,965       |
| 2012            | 7           | 5,297,443     | 14,765,050 | 756,778   | 2,109,293     |
| 2013            | 7           | 6,165,227     | 9,254,659  | 880,747   | 1,322,094     |
| 2014            | 7           | 7,174,067     | 10,505,407 | 1,024,867 | 1,500,772     |
| 2015            | 6           | 6,054,914     | 15,514,248 | 1,009,152 | 2,585,708     |
| 2016            | 3           | 5,852,809     | 12,207,865 | 1,950,936 | 4,069,288     |

**Non-Executive Director Remuneration - USD:**

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2008            | 6            | 551,511     | 91,919       |
| 2009            | 8            | 1,070,030   | 133,754      |
| 2010            | 9            | 1,189,509   | 132,168      |
| 2011            | 8            | 1,282,092   | 160,261      |
| 2012            | 10           | 1,493,935   | 149,394      |
| 2013            | 11           | 1,560,682   | 141,880      |
| 2014            | 12           | 1,570,010   | 130,834      |
| 2015            | 10           | 2,697,465   | 269,747      |
| 2016            | 14           | 3,737,079   | 266,934      |

**CEO Remuneration - ZAR:**

| Financial Year: | Salary:    | Benefits:  | Cash Bonus | Other      | Total Annual | LTI Payment | Total Including LTI |
|-----------------|------------|------------|------------|------------|--------------|-------------|---------------------|
| 2008            | 11,240,000 | 718,000    | 0          | 0          | 11,958,000   | 25,894,933  | 37,852,933          |
| 2009            | 14,209,000 | 924,000    | 0          | 0          | 15,133,000   | 15,031,365  | 30,164,365          |
| 2010            | 12,789,305 | 980,000    | 0          | 0          | 13,769,305   | 0           | 13,769,305          |
| 2011            | 12,286,000 | 1,302,000  | 5,114,000  | 0          | 18,702,000   | 0           | 18,702,000          |
| 2012            | 13,577,040 | 1,621,000  | 20,250,000 | 0          | 35,448,040   | 0           | 35,448,040          |
| 2013            | 19,236,000 | 825,000    | 7,500,000  | 0          | 27,561,000   | 0           | 27,561,000          |
| 2014            | 25,350,000 | 825,000    | 11,306,000 | 0          | 37,481,000   | 50,831,000  | 88,312,000          |
| 2015            | 29,586,000 | 825,000    | 25,478,000 | 18,685,000 | 74,574,000   | 69,698,000  | 144,272,000         |
| 2016            | 45,883,333 | 14,866,667 | 33,000,000 | 0          | 93,750,000   | 0           | 93,750,000          |

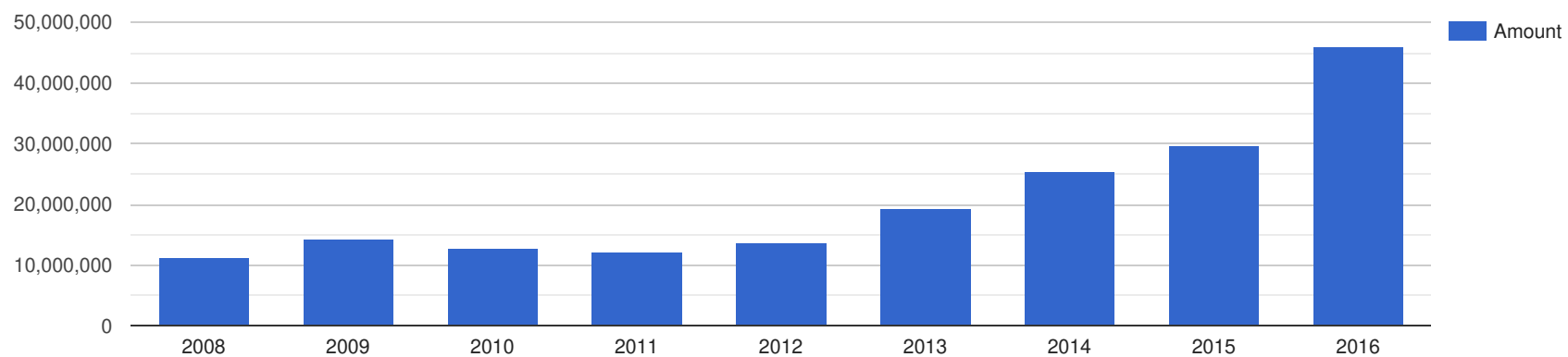
**Executive Director Remuneration - ZAR:**

| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration | Average Salary | Average Remuneration |
|-----------------|-------------|---------------|---------------------------|----------------|----------------------|
| 2008            | 6           | 37,721,202    | 46,782,202                | 6,286,867      | 7,797,034            |
| 2009            | 7           | 34,642,000    | 40,509,000                | 4,948,857      | 5,787,000            |
| 2010            | 6           | 33,538,732    | 42,486,120                | 5,589,789      | 7,081,020            |
| 2011            | 8           | 32,662,100    | 48,132,100                | 4,082,763      | 6,016,513            |
| 2012            | 7           | 41,055,180    | 114,429,140               | 5,865,026      | 16,347,020           |
| 2013            | 7           | 54,254,000    | 81,441,000                | 7,750,571      | 11,634,429           |
| 2014            | 7           | 74,395,070    | 108,941,070               | 10,627,867     | 15,563,010           |
| 2015            | 6           | 69,268,218    | 177,483,000               | 11,544,703     | 29,580,500           |
| 2016            | 3           | 86,816,667    | 181,083,333               | 28,938,889     | 60,361,111           |

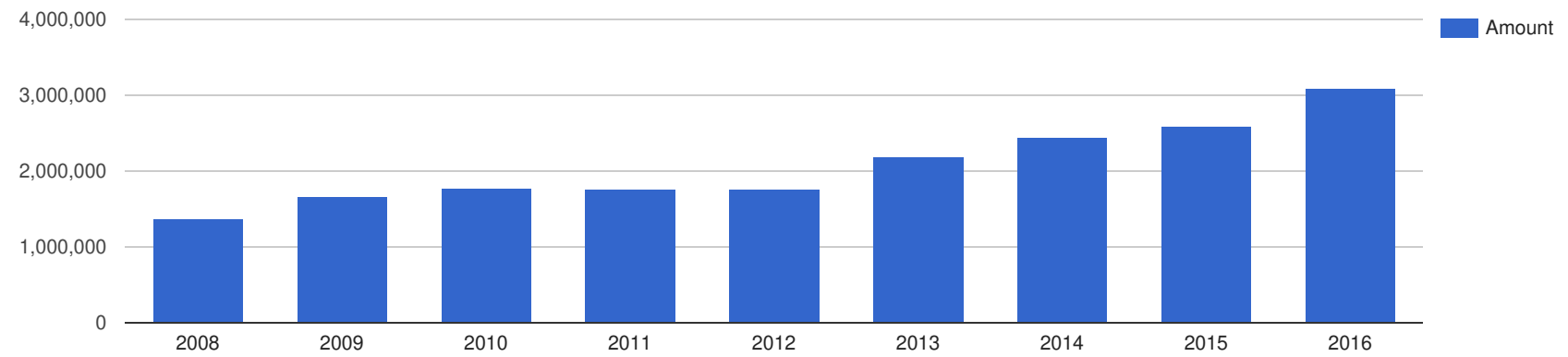
## Company Directors Fee Changes

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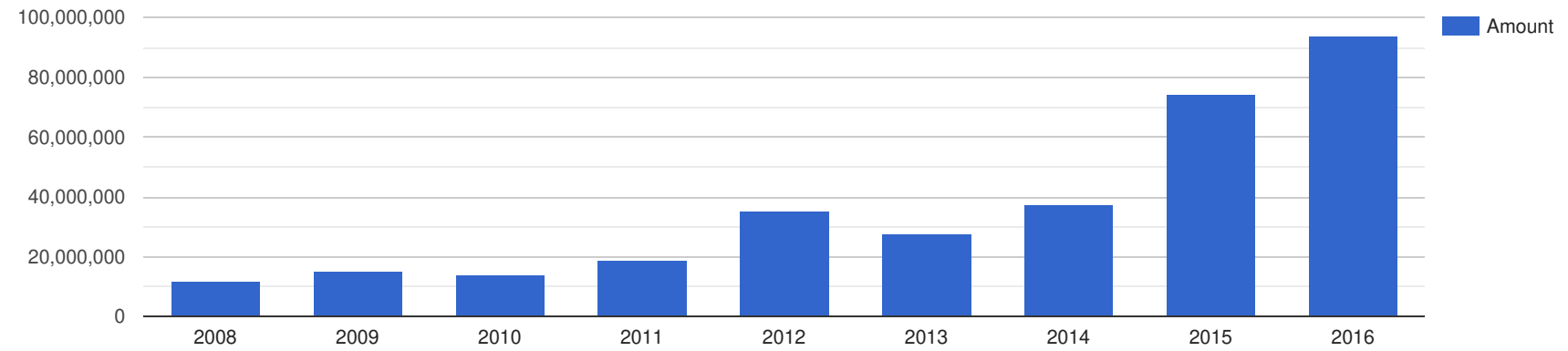
CEO Salary - ZAR



CEO Salary - USD

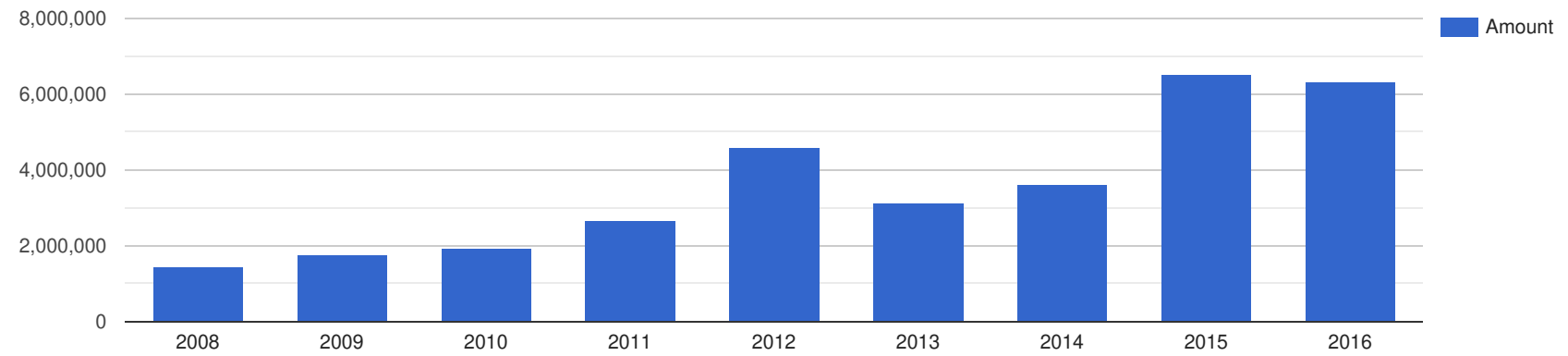


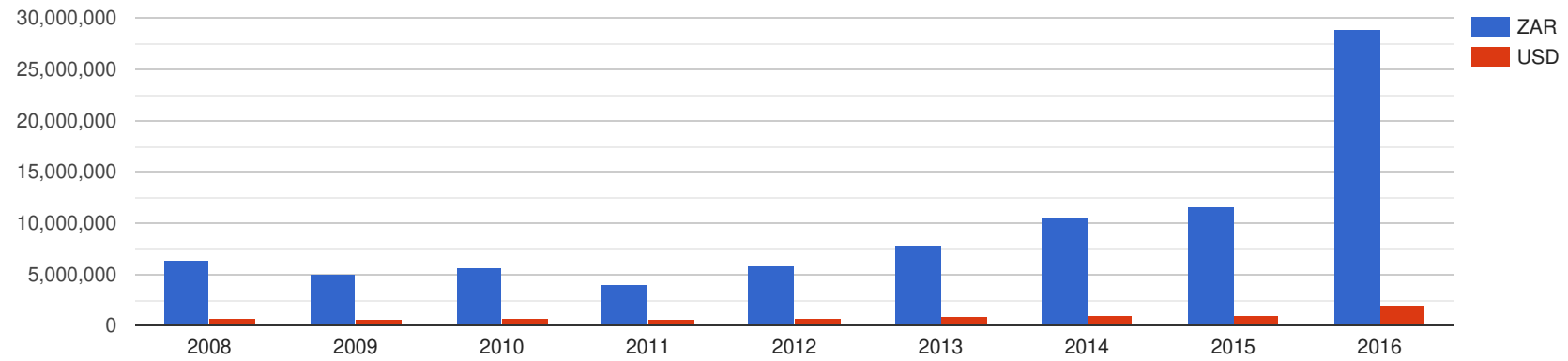
CEO Remuneration - ZAR

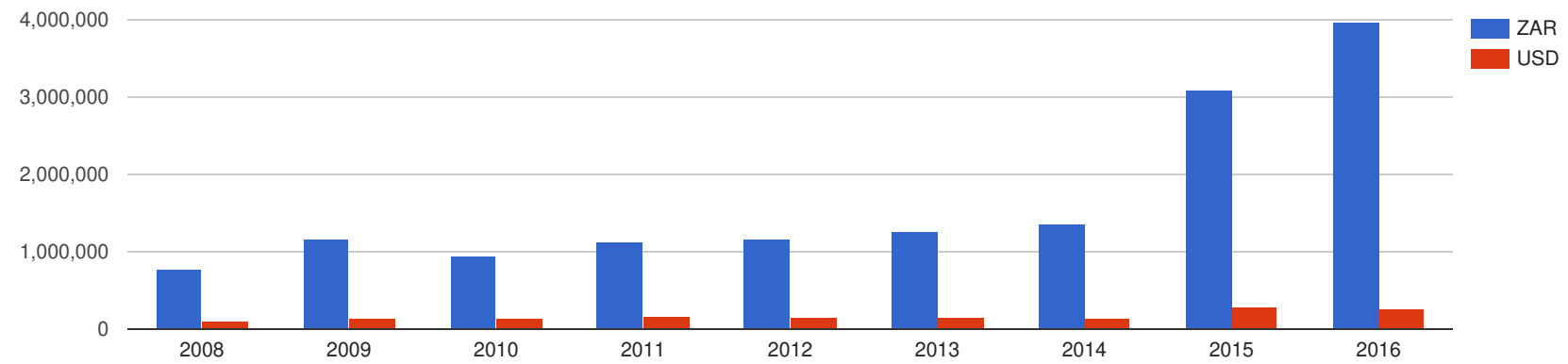




CEO Remuneration - USD



**Average Executive Director Salary**

**Average Non-Executive Director**

## Company Employees Report

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### Total Employee Count:

| Year End: | No. Employees: | No. Contractors | Total Workforce |
|-----------|----------------|-----------------|-----------------|
| 2008      | 0              | 0               | 43331           |
| 2009      | 0              | 0               | 41493           |
| 2010      | 0              | 0               | 41400           |
| 2011      | 0              | 0               | 48840           |
| 2012      | 0              | 0               | 80107           |
| 2013      | 0              | 0               | 79818           |
| 2014      | 0              | 0               | 55876           |
| 2015      | 0              | 0               | 91114           |
| 2016      | 0              | 0               | 105866          |

## Countries of Operation:

| Country of Operation: | Is This the Home Country? | Is There a Recognition Agreement? | Country notes   |
|-----------------------|---------------------------|-----------------------------------|---|
| South Africa          | Yes                       | No                                | Steinhoff international operates retail in the following areas in Europe -Australia, Belgium, Croatia, France, Germany, Hungary, Italy, Luxemburg, Netherlands, New Zealand, Poland, Portugal, Spain, Switzerland,Turkey, UK. For material Sourcing and Manufacturing Steinhoff operates in: Africa - Kenya Namibia, South Africa, Zimbabwe. Asia: Bangladesh China, India, Indonesia, Malaysia, Pakistan, Philippines, Taiwan, Thailand, Vietnam. In Europe: Austria Belgium, Denmark, France, Finland, Germany, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland. Other regions: Baltic States- (Lithuania, Latvia, Estonia) Belarus, Bosnia, Brazil, Herzegovina, Bulgaria, Croatia, Czech Republic, Poland, Romania, Russia, Slovakia, Slovenia, Turkey, Ukraine. Other operations that Steinhoff international is part of include JD (diversified retailer) and KAP (industrial group). Operations in Sub-Saharan Africa - Botswana Namibia South Africa Swaziland Zambia (JD Group). Botswana Kenya Lesotho Madagascar Malawi Mozambique Namibia South Africa Swaziland Tanzania Zambia Zimbabwe (KAP Group). |
| Kenya                 | No                        | No                                | Steinhoff international operates retail in the following areas in Europe -Australia, Belgium, Croatia, France, Germany, Hungary, Italy, Luxemburg, Netherlands, New Zealand, Poland, Portugal, Spain, Switzerland,Turkey, UK. For material Sourcing and Manufacturing Steinhoff operates in: Africa - Kenya Namibia, South Africa, Zimbabwe. Asia: Bangladesh China, India, Indonesia, Malaysia, Pakistan, Philippines, Taiwan, Thailand, Vietnam. In Europe: Austria Belgium, Denmark, France, Finland, Germany, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland. Other regions: Baltic States- (Lithuania, Latvia, Estonia) Belarus, Bosnia, Brazil, Herzegovina, Bulgaria, Croatia, Czech Republic, Poland, Romania, Russia, Slovakia, Slovenia, Turkey, Ukraine. Other operations that Steinhoff international is part of include JD (diversified retailer) and KAP (industrial group). Operations in Sub-Saharan Africa - Botswana Namibia South Africa Swaziland Zambia (JD Group). Botswana Kenya Lesotho Madagascar Malawi Mozambique Namibia South Africa Swaziland Tanzania Zambia Zimbabwe (KAP Group). |
| Namibia               | No                        | No                                | Steinhoff international operates retail in the following areas in Europe -Australia, Belgium, Croatia, France, Germany, Hungary, Italy, Luxemburg, Netherlands, New Zealand, Poland, Portugal, Spain, Switzerland,Turkey, UK. For material Sourcing and Manufacturing Steinhoff operates in: Africa - Kenya Namibia, South Africa, Zimbabwe. Asia: Bangladesh China, India, Indonesia, Malaysia, Pakistan, Philippines, Taiwan, Thailand, Vietnam. In Europe: Austria Belgium, Denmark, France, Finland, Germany, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland. Other regions: Baltic States- (Lithuania, Latvia, Estonia) Belarus, Bosnia, Brazil, Herzegovina, Bulgaria, Croatia, Czech Republic, Poland, Romania, Russia, Slovakia, Slovenia, Turkey, Ukraine. Other operations that Steinhoff international is part of include JD (diversified retailer) and KAP (industrial group). Operations in Sub-Saharan Africa - Botswana Namibia South Africa Swaziland Zambia (JD Group). Botswana Kenya Lesotho Madagascar Malawi Mozambique Namibia South Africa Swaziland Tanzania Zambia Zimbabwe (KAP Group). |
| Botswana              | No                        | No                                | Steinhoff international operates retail in the following areas in Europe -Australia, Belgium, Croatia, France, Germany, Hungary, Italy, Luxemburg, Netherlands, New Zealand, Poland, Portugal, Spain, Switzerland,Turkey, UK. For material Sourcing and Manufacturing Steinhoff operates in: Africa - Kenya Namibia, South Africa, Zimbabwe. Asia: Bangladesh China, India, Indonesia, Malaysia, Pakistan, Philippines, Taiwan, Thailand, Vietnam. In Europe: Austria Belgium, Denmark, France, Finland, Germany, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland. Other regions: Baltic States- (Lithuania, Latvia, Estonia) Belarus, Bosnia, Brazil, Herzegovina, Bulgaria, Croatia, Czech Republic, Poland, Romania, Russia, Slovakia, Slovenia, Turkey, Ukraine. Other operations that Steinhoff international is part of include JD (diversified retailer) and KAP (industrial group). Operations in Sub-Saharan Africa - Botswana Namibia South Africa Swaziland Zambia (JD Group). Botswana Kenya Lesotho Madagascar Malawi Mozambique Namibia South Africa Swaziland Tanzania Zambia Zimbabwe (KAP Group). |
| Lesotho               | No                        | No                                | Steinhoff international operates retail in the following areas in Europe -Australia, Belgium, Croatia, France, Germany, Hungary, Italy, Luxemburg, Netherlands, New Zealand, Poland, Portugal, Spain, Switzerland,Turkey, UK. For material Sourcing and Manufacturing Steinhoff operates in: Africa - Kenya Namibia, South Africa, Zimbabwe. Asia: Bangladesh China, India, Indonesia, Malaysia, Pakistan, Philippines, Taiwan, Thailand, Vietnam. In Europe: Austria Belgium, Denmark, France, Finland, Germany, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland. Other regions: Baltic States- (Lithuania, Latvia, Estonia) Belarus, Bosnia, Brazil, Herzegovina, Bulgaria, Croatia, Czech Republic, Poland, Romania, Russia, Slovakia, Slovenia, Turkey, Ukraine. Other operations that Steinhoff international is part of include JD (diversified retailer) and KAP (industrial group). Operations in Sub-Saharan Africa - Botswana Namibia South Africa Swaziland Zambia (JD Group). Botswana Kenya Lesotho Madagascar Malawi Mozambique Namibia South Africa Swaziland Tanzania Zambia Zimbabwe              |

|            |    |    |  |
|------------|----|----|--|
| Madagascar | No | No | <p>(KAP Group).</p> <p>Steinhoff international operates retail in the following areas in Europe -Australia, Belgium, Croatia, France, Germany, Hungary, Italy, Luxemburg, Netherlands, New Zealand, Poland, Portugal, Spain, Switzerland,Turkey, UK. For material Sourcing and Manufacturing Steinhoff operates in: Africa - Kenya Namibia, South Africa, Zimbabwe. Asia: Bangladesh China, India, Indonesia, Malaysia, Pakistan, Philippines, Taiwan, Thailand, Vietnam. In Europe: Austria Belgium, Denmark, France, Finland, Germany, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland. Other regions: Baltic States- (Lithuania, Latvia, Estonia) Belarus, Bosnia, Brazil, Herzegovina, Bulgaria, Croatia, Czech Republic, Poland, Romania, Russia, Slovakia, Slovenia, Turkey, Ukraine. Other operations that Steinhoff international is part of include JD (diversified retailer) and KAP (industrial group). Operations in Sub-Saharan Africa - Botswana Namibia South Africa Swaziland Zambia (JD Group). Botswana Kenya Lesotho Madagascar Malawi Mozambique Namibia South Africa Swaziland Tanzania Zambia Zimbabwe (KAP Group).</p> |
| Malawi     | No | No | <p>Steinhoff international operates retail in the following areas in Europe -Australia, Belgium, Croatia, France, Germany, Hungary, Italy, Luxemburg, Netherlands, New Zealand, Poland, Portugal, Spain, Switzerland,Turkey, UK. For material Sourcing and Manufacturing Steinhoff operates in: Africa - Kenya Namibia, South Africa, Zimbabwe. Asia: Bangladesh China, India, Indonesia, Malaysia, Pakistan, Philippines, Taiwan, Thailand, Vietnam. In Europe: Austria Belgium, Denmark, France, Finland, Germany, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland. Other regions: Baltic States- (Lithuania, Latvia, Estonia) Belarus, Bosnia, Brazil, Herzegovina, Bulgaria, Croatia, Czech Republic, Poland, Romania, Russia, Slovakia, Slovenia, Turkey, Ukraine. Other operations that Steinhoff international is part of include JD (diversified retailer) and KAP (industrial group). Operations in Sub-Saharan Africa - Botswana Namibia South Africa Swaziland Zambia (JD Group). Botswana Kenya Lesotho Madagascar Malawi Mozambique Namibia South Africa Swaziland Tanzania Zambia Zimbabwe (KAP Group).</p>                     |
| Mozambique | No | No | <p>Steinhoff international operates retail in the following areas in Europe -Australia, Belgium, Croatia, France, Germany, Hungary, Italy, Luxemburg, Netherlands, New Zealand, Poland, Portugal, Spain, Switzerland,Turkey, UK. For material Sourcing and Manufacturing Steinhoff operates in: Africa - Kenya Namibia, South Africa, Zimbabwe. Asia: Bangladesh China, India, Indonesia, Malaysia, Pakistan, Philippines, Taiwan, Thailand, Vietnam. In Europe: Austria Belgium, Denmark, France, Finland, Germany, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland. Other regions: Baltic States- (Lithuania, Latvia, Estonia) Belarus, Bosnia, Brazil, Herzegovina, Bulgaria, Croatia, Czech Republic, Poland, Romania, Russia, Slovakia, Slovenia, Turkey, Ukraine. Other operations that Steinhoff international is part of include JD (diversified retailer) and KAP (industrial group). Operations in Sub-Saharan Africa - Botswana Namibia South Africa Swaziland Zambia (JD Group). Botswana Kenya Lesotho Madagascar Malawi Mozambique Namibia South Africa Swaziland Tanzania Zambia Zimbabwe (KAP Group).</p>                     |
| Swaziland  | No | No | <p>Steinhoff international operates retail in the following areas in Europe -Australia, Belgium, Croatia, France, Germany, Hungary, Italy, Luxemburg, Netherlands, New Zealand, Poland, Portugal, Spain, Switzerland,Turkey, UK. For material Sourcing and Manufacturing Steinhoff operates in: Africa - Kenya Namibia, South Africa, Zimbabwe. Asia: Bangladesh China, India, Indonesia, Malaysia, Pakistan, Philippines, Taiwan, Thailand, Vietnam. In Europe: Austria Belgium, Denmark, France, Finland, Germany, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland. Other regions: Baltic States- (Lithuania, Latvia, Estonia) Belarus, Bosnia, Brazil, Herzegovina, Bulgaria, Croatia, Czech Republic, Poland, Romania, Russia, Slovakia, Slovenia, Turkey, Ukraine. Other operations that Steinhoff international is part of include JD (diversified retailer) and KAP (industrial group). Operations in Sub-Saharan Africa - Botswana Namibia South Africa Swaziland Zambia (JD Group). Botswana Kenya Lesotho Madagascar Malawi Mozambique Namibia South Africa Swaziland Tanzania Zambia Zimbabwe (KAP Group).</p>                     |
| Tanzania   | No | No | <p>Steinhoff international operates retail in the following areas in Europe -Australia, Belgium, Croatia, France, Germany, Hungary, Italy, Luxemburg, Netherlands, New Zealand, Poland, Portugal, Spain, Switzerland,Turkey, UK. For material Sourcing and Manufacturing Steinhoff operates in: Africa - Kenya Namibia, South Africa, Zimbabwe. Asia: Bangladesh China, India, Indonesia, Malaysia, Pakistan, Philippines, Taiwan, Thailand, Vietnam. In Europe: Austria Belgium, Denmark, France, Finland, Germany, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland. Other regions: Baltic States- (Lithuania, Latvia, Estonia) Belarus, Bosnia, Brazil, Herzegovina, Bulgaria, Croatia, Czech Republic, Poland, Romania, Russia, Slovakia, Slovenia, Turkey, Ukraine. Other operations that Steinhoff international is part of include JD (diversified retailer) and KAP (industrial group). Operations in Sub-Saharan Africa - Botswana Namibia South Africa Swaziland Zambia (JD Group). Botswana Kenya Lesotho Madagascar Malawi Mozambique Namibia South Africa Swaziland Tanzania Zambia Zimbabwe (KAP Group).</p>                     |

**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      | 0              | 0              | 0                | 0                | 0         | 0                       | 0                           | 0                         | No                        |
| Tanzania     | 2014      | 0              | 0              | 0                | 0                | 0         | 0                       | 0                           | 0                         | No                        |
| Botswana     | 2014      | 0              | 0              | 0                | 0                | 0         | 0                       | 0                           | 0                         | No                        |
| Kenya        | 2014      | 0              | 0              | 0                | 0                | 0         | 0                       | 0                           | 0                         | No                        |
| Lesotho      | 2014      | 0              | 0              | 0                | 0                | 0         | 0                       | 0                           | 0                         | No                        |
| Madagascar   | 2014      | 0              | 0              | 0                | 0                | 0         | 0                       | 0                           | 0                         | No                        |
| Malawi       | 2014      | 0              | 0              | 0                | 0                | 0         | 0                       | 0                           | 0                         | No                        |
| Mozambique   | 2014      | 0              | 0              | 0                | 0                | 0         | 0                       | 0                           | 0                         | No                        |
| Namibia      | 2014      | 0              | 0              | 0                | 0                | 0         | 0                       | 0                           | 0                         | No                        |
| Swaziland    | 2014      | 0              | 0              | 0                | 0                | 0         | 0                       | 0                           | 0                         | No                        |