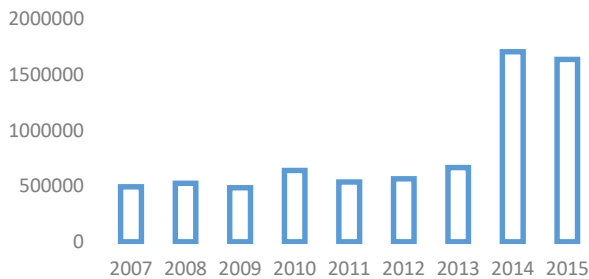
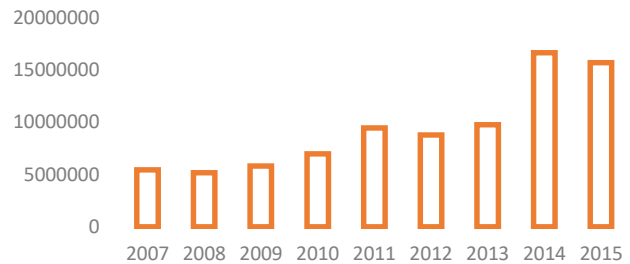


FACT SHEET: Director Remuneration – Diversified Holdings

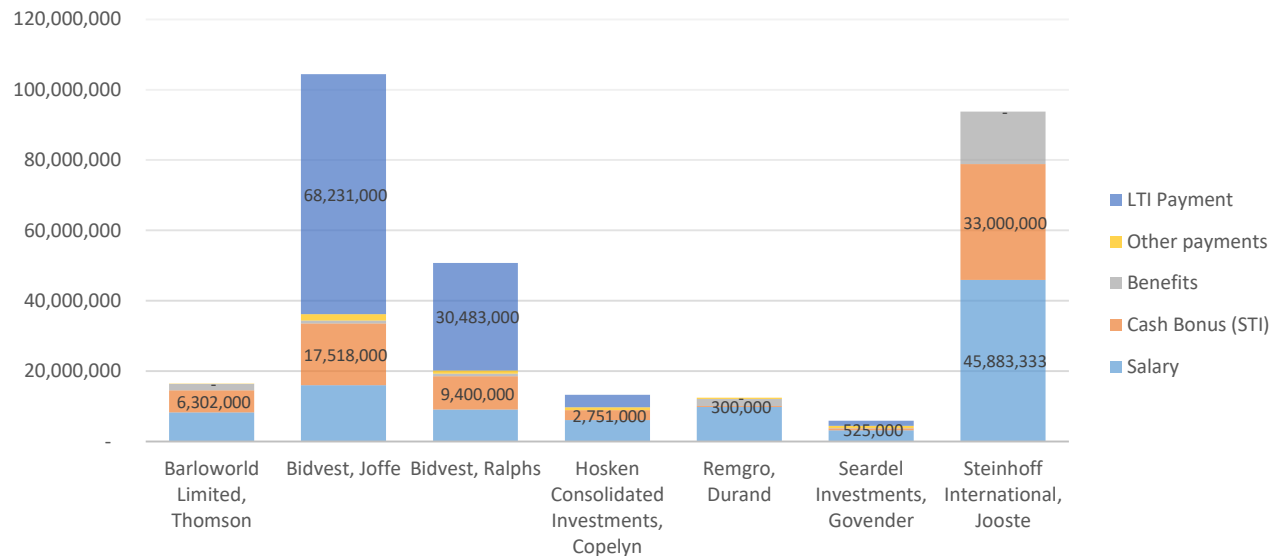
Average Non-Executive Remuneration (ZAR): Excl LTI



Average Executive Remuneration (ZAR): Excl LTI



DIVERSIFIED HOLDINGS CEO REMUNERATION (ZAR) 2016



The companies within the diversified holdings sector which LTIs payments were not clearly stated and who need to improve their reporting methodologies are **Steinhoff and Barloworld**.

The unbundling that took place in Bidvest during 2016 saw the previous **CEO, Brian Joffe** retire on 23 May 2016 and **Lindsay Peter Ralphs** appointed as new CEO. Brian Joffe received an LTI of **R 68,231,000** and Lindsay Peter Ralphs who exercised the position for only a month received an LTI of **R 30,483,000**. As a result, **Brian Joffe** had the highest overall remuneration in the sector with a **R 104,389,000** payment. The **Steinhoff International CEO, Markus Jooste** boasted with the second highest remuneration package (excluding LTI) across the entire research. In total his remuneration package amounted to **R 93,750,000** which comprised of a **basic salary of R 45,883,333**.

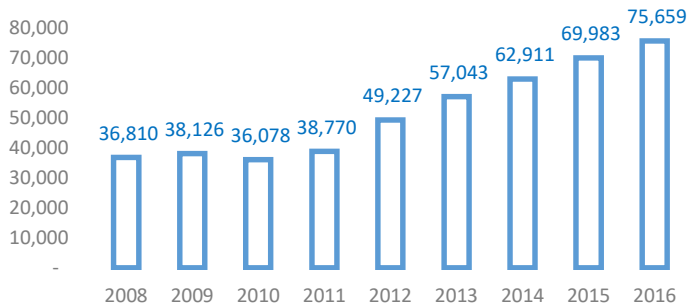
The average annual growth rate of Executive and Non-Executive Director's remuneration has been decreasing at **-6%** and **-4%** respectively between 2015 and 2016.

FACT SHEET: Revenue and Profit – Diversified Holdings

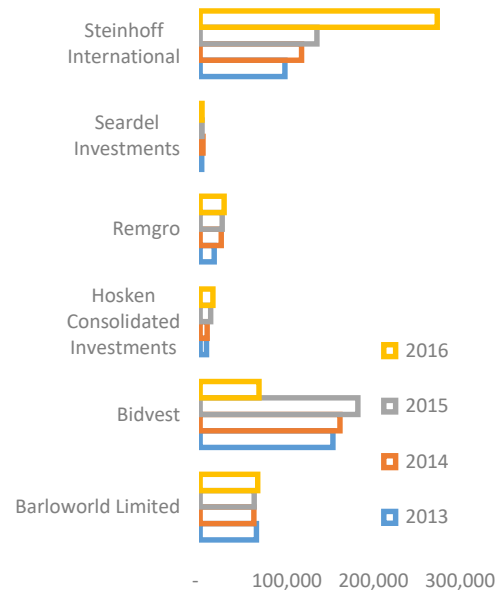
REVENUE:

On average the companies within the diversified holdings sector experienced an average revenue growth rate of **8%**. On a company level, it is seen that Steinhoff International nearly doubled its revenue. *This is, however, due to the fact that the company changed its financial year-end.* The revenue accounted for is thus for a period of 15 months instead of twelve. The dramatic decrease in revenue at Bidvest can also be explained due to the fact that the company *unbundled the Group's food services businesses.*

Average Revenue 2008 - 2016 (R'mill): Diversified Holdings



MNC Revenue 2013 - 2016 (R'mill): Diversified Holdings



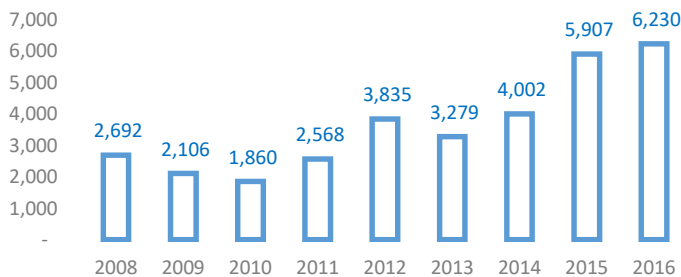
PROFIT BEFORE TAX:

PBT within the diversified holdings companies

has increased by **5%** on average. As previously stated, Steinhoff International had high-profit levels based on changes in the manner in which they report.

Remgro experienced negative PBT during 2016.

Average PBT 2008 - 2016 (R'mill): Diversified Holdings



MNC PBT 2013 - 2016 (R'mill): Diversified Holdings

