

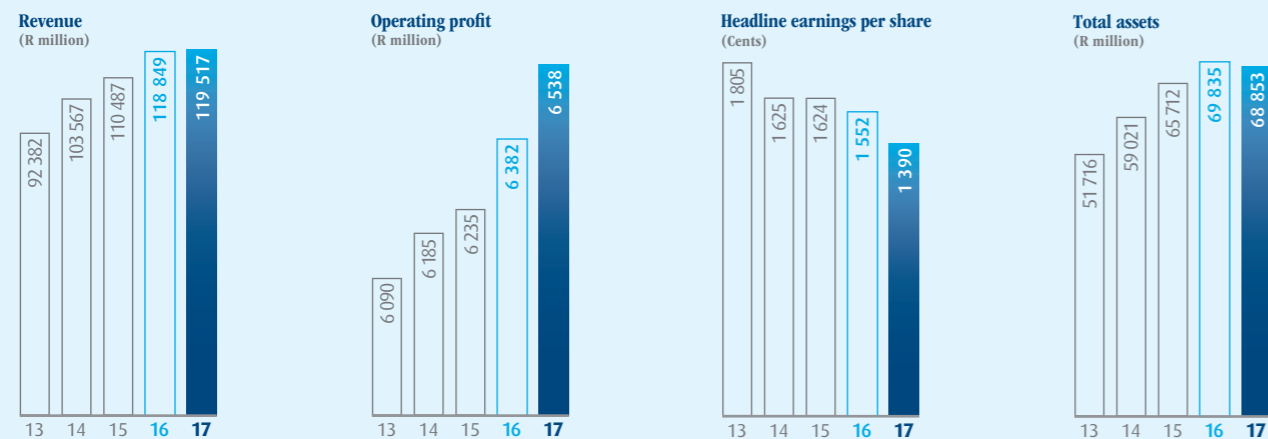
The big picture

Key financial indicators

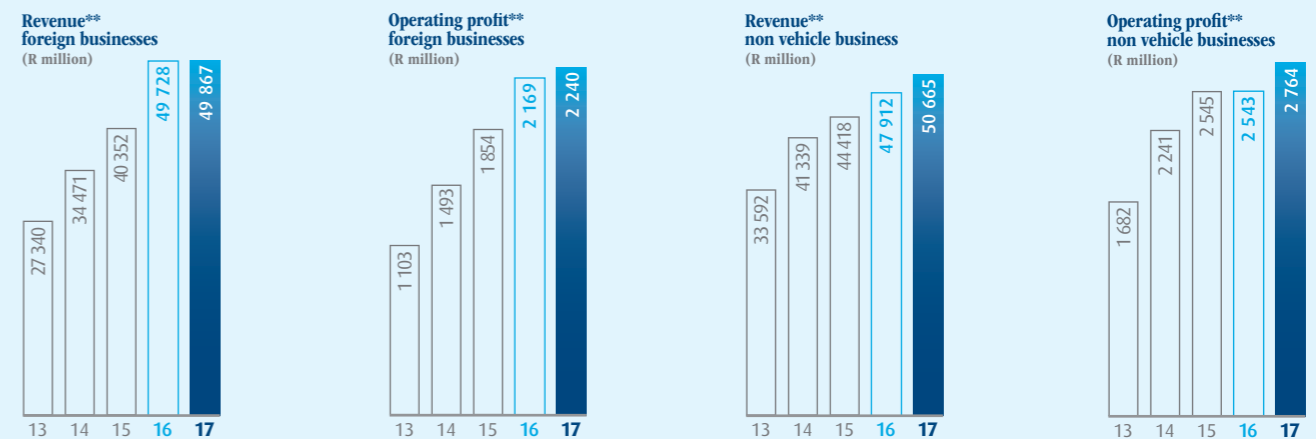


* Based on external revenue for the division excluding discontinued operations and businesses held for sale. Financial Services now includes retained Regent value-added products and services (VAPS) business.

* Excludes discontinued operations, businesses held for sale, head office and eliminations. Financial Services now includes retained Regent VAPS business.



Note: 2016 restated for the retention of the Regent VAPS business.

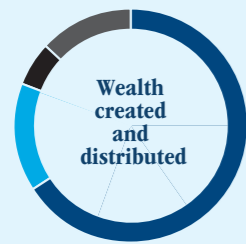


** Excludes discontinued operations.

Note: 2016 restated for the retention of the Regent VAPS business.

Key non-financial indicators

OUR CONTRIBUTION TO WEALTH CREATION



R25,0 billion
(2016: R25,0 BILLION)

PAID TO PROVIDERS OF FINANCIAL CAPITAL
R3,7 billion
(2016: R3,3 BILLION¹)

TAXES PAID TO GOVERNMENTS
R1,5 billion
(2016: R1,7 BILLION¹)

PAID TO SUPPLIERS
R91,6 billion
(2016: R90,7 BILLION¹)

TOTAL EMPLOYEE COST (including payroll tax)
R16,6 billion
(2016: R16,5 BILLION¹)

WEALTH CREATED PER EMPLOYEE
R511 000
(2016: R498 000¹)

1. 2016 Restated for continuing operations only.

OUR PEOPLE

49 364 employees
(2016: 50 291)

SENIOR MANAGEMENT IN SOUTH AFRICA

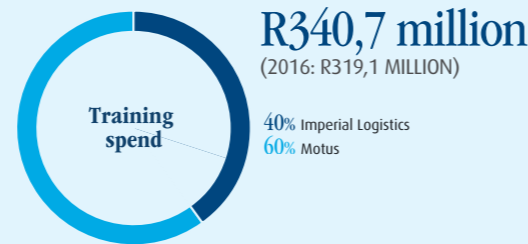
TOP MANAGEMENT IN SOUTH AFRICA

Black representation: 29,1%
(2016: 24,3%)

Black representation: 19,5%
(2016: 19,4%)

Women representation: 30,3%
(2016: 20,8%)

Women representation: 14,3%
(2016: 16,5%)

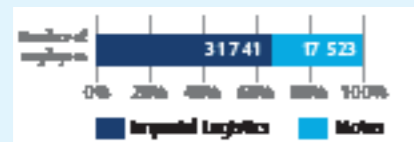


R6 901 training spend
PER EMPLOYEE
(2016: R6 345)

36 hours of training
PER EMPLOYEE
(INCLUDES APPRENTICE TRAINING HOURS)

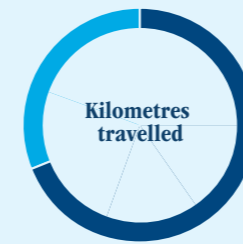
68% of skills spend
IN SOUTH AFRICA SUPPORTED THE DEVELOPMENT OF BLACK EMPLOYEES.

Number of employees – Divisional split



Imperial Holdings: 100 employees.

PRIORITISING OUR SAFETY



ROAD ACCIDENTS
424
EQUATING TO 0,579 ACCIDENTS PER MILLION KILOMETRES (2016: 678)

ROAD INJURIES
148
EQUATING TO 0,202 INJURIES PER MILLION KILOMETRES (2016: 145)

ROAD FATALITIES
4
EQUATING TO 0,005 FATALITIES PER MILLION KILOMETRES (2016: 1)

OUR CONTRIBUTION TO SOCIETY (SOUTH AFRICA)

A transaction to increase the effective black ownership
OF IMPERIAL LOGISTICS SOUTH AFRICA TO 51% IS UNDERWAY.

R236,2 million, the total value realised
FOR UKHAMBA'S A CLASS SHAREHOLDERS SINCE THE OVER-THE-COUNTER LISTING IN NOVEMBER 2013 WITH 11,2 MILLION SHARES TRADED TO DATE.

R32 million invested
IN COMMERCIAL-STRUCTURED PROJECTS (UNJANI CLINICS NETWORK) AND COMMUNITY INVESTMENT PROGRAMMES (IMPERIAL AND UKHAMBA COMMUNITY DEVELOPMENT TRUST AND THE IMPERIAL ROAD SAFETY PROGRAMME)
(2016: R29 MILLION).

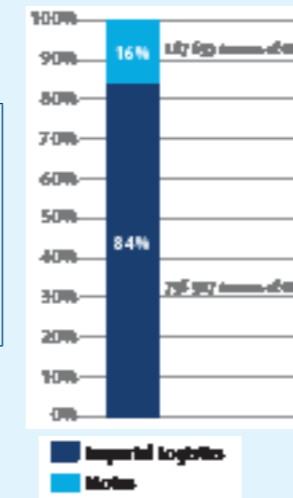
SUPPLIER AND ENTERPRISE DEVELOPMENT SPEND (FOCUSING ON BLACK BUSINESSES) OF
R57 million
(2016: R43 MILLION)

LAUNCHED THE SINawe FUND WHICH WILL PROVIDE ELIGIBLE SUPPLIERS WITHIN THE LOGISTICS VALUE CHAIN WITH ACCESS TO GROWTH OPPORTUNITIES.

MINIMISING OUR ENVIRONMENTAL FOOTPRINT

Scope 1 and 2 emissions

904 200 tonnes of carbon dioxide (CO₂)
(2016: 1 009 819 TONNES OF CO₂)



SCOPE 1 EMISSIONS (TONNES OF CO₂)
Accounts for 80% of total emissions

ENVIRONMENTAL INCIDENTS
53 with one fine
(2016: 63 WITH NO FINES OR PENALTIES)

WATER CONSUMPTION
1 559 545 kilolitres
(2016: 1 767 582 KILOLITRES)

FUEL USAGE (ROAD AND NON-ROAD)
274 707 kilolitres
(2016: 296 870 KILOLITRES)

ELECTRICITY PURCHASED
223 459 megawatt hours
(2016: 229 371 MEGAWATT HOURS)

Chairman's letter to stakeholders from page 18
Divisional reviews from page 40.
Value-added statement on page 35.

SDR online.
Full material issues online.