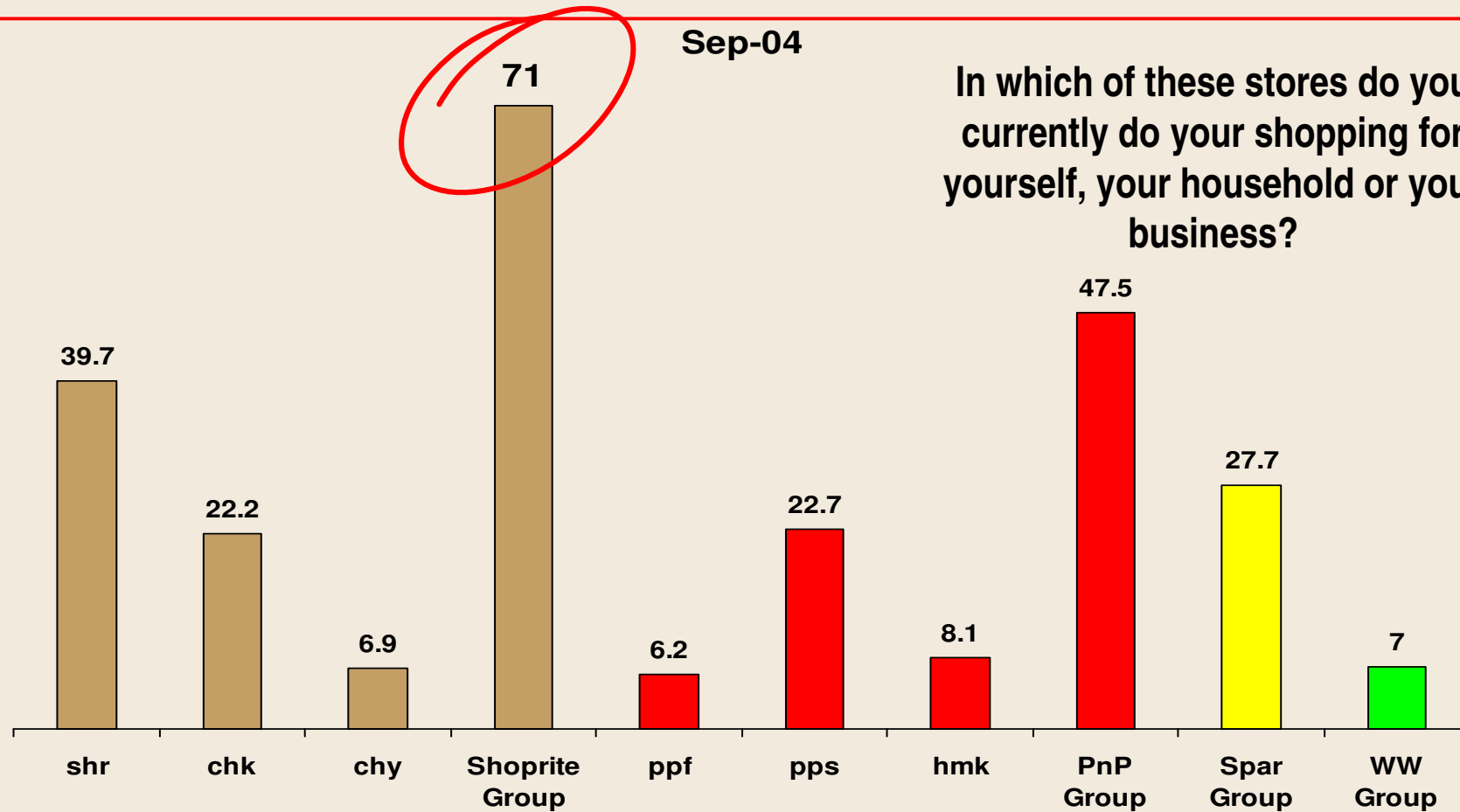


Consumer Participation

Sep-04

In which of these stores do you currently do your shopping for yourself, your household or your business?



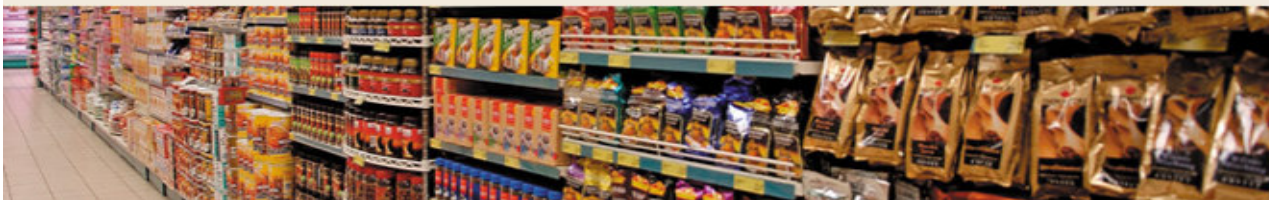
RSA

- Checkers

- Sales growth lower than Shoprite
- Affected by closure of Prospecton Hyper
- Not securing enough new sites

BUT

- Gross Margin >2% better than Shoprite
- Profitability very good
- Increasing customer base of higher LSM

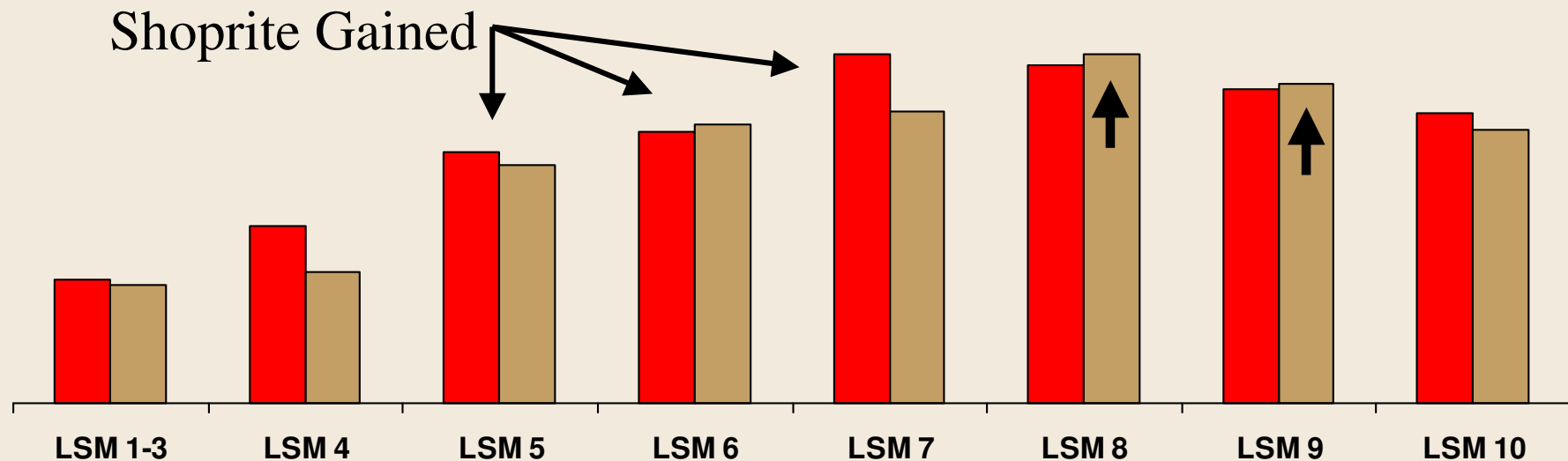


Checkers is growing it's consumer base in the higher LSM market.

■ Apr-04 ■ Sep-04

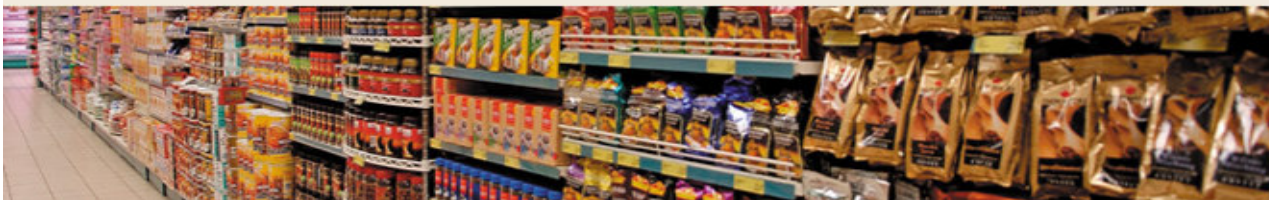
In which of these stores do you currently do your shopping for yourself, your household or your business?

Shoprite Gained



RSA

- Shoprite
 - Excellent performance
 - Deflation of 0.62% on 82% of total basket
 - Still price leader 34.7% of public votes Shoprite for best prices – AC Nielsen omni check
 - Challenge to ensure Shoprite retains aspiration levels



RSA

- Hungry Lion
 - Sales growth 15.1%
 - Profit increased by 99% to R9.6m
- OK Furniture
 - Sales growth 22.36%
 - Profit R98.5



RSA

- Stock
 - Sales increased by 14,18%
 - Stock increased only by 0,77%
 - Difference R425m
 - Stock Turn increased by 0,6
- Stores on new replenishment model for DC Foods increased stock turn by 25% in last 6 months



Personnel

- Productivity
 - Total number of employees down 6% to 62 060
 - Due to Part Timers working 21,4% more hours
- Efficiency
 - Sales/ FTE +10,2%
 - Items/ FTE +12,5%
 - Result of training & improved processes



Personnel – Succession Management

- Recruitment
 - Active program on critical areas – operational, marketing, IT
 - Broad recruitment of qualified personnel
 - 192 new recruits with tertiary qualifications appointed in last 12 months
 - Employs 876 people with higher education
 - Shoprite management 63% PDI vs. Sector 54%
 - Use a Harvard Retail development Programme
- Brightest Young Minds program
 - Annual program resulted in 23 appointments
- Projects Team
 - Projects office develop well trained young people with retail skill and deploy them into the business



Personnel

- Training
 - 75 participants in Shoprite accredited learnership program
 - 434 Trainee managers 79% PDI, 41% Female
 - 2004: 44 045 training interventions involving 21 434 individuals
 - 17 people qualified under the TOPP programme (CA and related)
 - Highest contributor to W&R Seta at R13.8m and also
 - The highest Receiver of rebates - confirming the quality of training



Supermarket Expansion

Planned 147 openings in 18 months to Dec 05

| Format | Opened since June | | | Confirmed | | |
|--------------|-------------------|----------|-----------|-----------|-----------|-----------|
| | RSA | N-RSA | Total | RSA | N-RSA | Total |
| Shoprite | 8 | 1 | 9 | 27 | 7 | 34 |
| Checkers | 3 | - | 3 | 14 | - | 14 |
| Usave | 15 | 2 | 17 | 17 | 7 | 24 |
| Total | 26 | 3 | 29 | 51 | 12 | 72 |

Usave confirmed to June only – many agreed but not contracted yet

