

## Value added statement

|  | 2014      |     | 2013      |     |
|--|-----------|-----|-----------|-----|
| VALUE ADDED  | Rm        | %   | Rm        | %   |
| Total income (including revenue from sale              |           |     |           |     |
| of goods)  | 11 916,4  |     | 5 057,3   |     |
| Dividends received from associates                     | 279,5     |     | 300,9     |     |
| Total expenses (excluding employee costs, depreciation |           |     |           |     |
| and amortisation)                                      | (9 000,9) |     | (3 135,6) |     |
|  | 3 195,0   |     | 2 222,6   |     |
| Non-recurring items                                    |           |     |           |     |
| Net profit on sale/dilution of subsidiaries            |           |     |           |     |
| and associates   | (25,0)    |     | (732,4)   |     |
| Impairment charges                                     | 5,9       |     | 169,8     |     |
| Other  | 1,4       |     | (1,4)     |     |
|  | 3 177,3   |     | 1 658,6   |     |
|  |           |     |           |     |
| VALUE ALLOCATED  |           |     |           |     |
| To employees   |           |     |           |     |
| Salaries, wages and other benefits                     | 1 565,2   | 49  | 762,1     | 46  |
|  |           |     |           |     |
| To providers of capital                                | 679,1     | 21  | 524,9     | 31  |
| Finance costs  | 263,3     | 8   | 206,0     | 12  |
| Dividends – owners of the parent                       | 221,8     | 7   | 162,0     | 10  |
| <ul><li>non-controlling interests</li></ul>            | 194,0     | 6   | 156,9     | 9   |
|  |           |     |           |     |
| To governments   |           |     |           |     |
| Normal tax on companies                                | 267,4     | 9   | 264,0     | 16  |
| •  |           |     |           |     |
| To expansion and growth                                | 665,6     | 21  | 107,6     | 7   |
| Depreciation and amortisation                          | 209,5     | 7   | 121,8     | 7   |
| Retained earnings                                      | 456,1     | 14  | (14,2)    |     |
| •  |           |     |           |     |
|  | 3 177,3   | 100 | 1 658,6   | 100 |