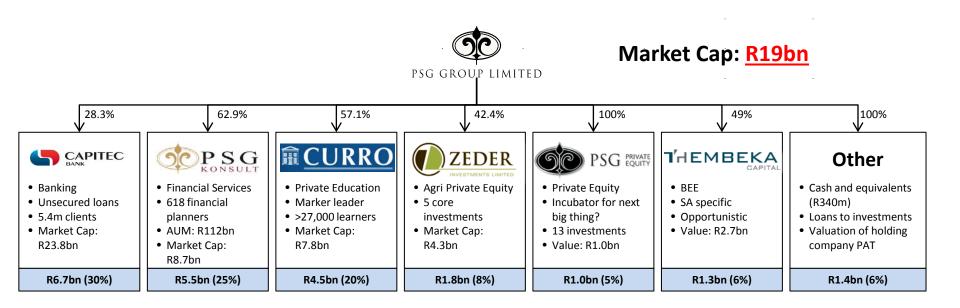


### **RESULTS – YEAR ENDED 28 FEBRUARY 2014**

APRIL 2014

**CEO: PIET MOUTON** 





PSG has influence over companies with a combined market cap of R69bn





| PSG Sum-of-the-parts  |         |      |         |      |         |      |         |      |  |
|-----------------------|---------|------|---------|------|---------|------|---------|------|--|
| Rm                    | Feb-12  |      | Feb-13  |      | Feb-14  |      | Apr-14  |      |  |
|                       |         |      |         |      |         |      |         |      |  |
| Capitec               | 5 978   | 50%  | 6 128   | 39%  | 5 989   | 30%  | 6 714   | 30%  |  |
| Curro                 | 1 118   | 9%   | 2 607   | 16%  | 4 660   | 23%  | 4 459   | 20%  |  |
| PSG Konsult           | 1 483   | 12%  | 2 237   | 14%  | 4 004   | 20%  | 5 496   | 25%  |  |
| Zeder                 | 1 067   | 9%   | 1 412   | 9%   | 1 698   | 8%   | 1 802   | 8%   |  |
| PSG Private Equity    | 728     | 6%   | 681     | 4%   | 949     | 5%   | 1 018   | 4%   |  |
| Thembeka Capital      | 570     | 5%   | 899     | 6%   | 1 243   | 6%   | 1 334   | 6%   |  |
| PSG Corporate         | 338     | 3%   | 383     | 2%   | 383     | 2%   | 383     | 2%   |  |
| Other                 | 684     | 6%   | 1 505   | 10%  | 1 122   | 6%   | 1 060   | 5%   |  |
| TOTAL ASSETS          | 11 966  | 100% | 15 852  | 100% | 20 048  | 100% | 22 266  | 100% |  |
| Perpetual prefs       | (1 188) |      | (1 163) |      | (1 393) |      | (1 437) |      |  |
| Other                 | (463)   |      | (845)   |      | (615)   |      | (622)   |      |  |
| SOTP                  | 10 315  |      | 13 844  |      | 18 040  |      | 20 207  |      |  |
| Shares in issue (m)   | 185     |      | 191     |      | 190     |      | 190     |      |  |
| SOTP per share (rand) | 55.92   |      | 72.67   |      | 95.01   |      | 106.42  |      |  |





| Other Investments   |        |        |  |  |  |  |  |
|---|--------|--------|--|--|--|--|--|
| Rm  | Feb-14 | Apr-14 |  |  |  |  |  |
| PSG's pref investments                                    | 279    | 283    |  |  |  |  |  |
| Intergroup loans  | 443    | 422    |  |  |  |  |  |
| Cash and cash equivalents                                 | 281    | 340    |  |  |  |  |  |
| Other (property, receivables, payables, provisions, etc.) | 119    | 15     |  |  |  |  |  |
| Total Other   | 1 122  | 1 060  |  |  |  |  |  |





| Recurring headline earnings                      |        |        |        |        |        |  |  |
|--|--------|--------|--------|--------|--------|--|--|
| Rm   | Feb-12 | Growth | Feb-13 | Growth | Feb-14 |  |  |
|  |        |        |        |        |        |  |  |
| Curro  | (5)    | n/a    | 8      | 154%   | 21     |  |  |
| PSG Konsult                                      | 108    | 10%    | 119    | 37%    | 163    |  |  |
| Zeder  | 115    | (8%)   | 107    | 17%    | 125    |  |  |
| PSG Private Equity                               | 32     | 134%   | 75     | (31%)  | 51     |  |  |
| Thembeka Capital                                 | 19     | 50%    | 28     | (17%)  | 23     |  |  |
| Other  | 40     | 15%    | 46     | (2%)   | 45     |  |  |
| Recurring headline earnings excl. Capitec Bank   | 309    | 24%    | 383    | 12%    | 428    |  |  |
| Capitec  | 362    | 38%    | 500    | 14%    | 571    |  |  |
| Recurring headline earnings before funding costs | 671    | 32%    | 883    | 13%    | 999    |  |  |
| Funding costs                                    | (134)  | 25%    | (168)  | 8%     | (181)  |  |  |
| Recurring headline earnings                      | 537    | 33%    | 715    | 14%    | 818    |  |  |





| RECONCILIATION: Recurring headline earnings to        | RECONCILIATION: Recurring headline earnings to Headline earnings |        |        |  |  |  |  |  |  |
|---|--|--------|--------|--|--|--|--|--|--|
| Rm  | Feb-12   | Feb-13 | Feb-14 |  |  |  |  |  |  |
|   |  |        |        |  |  |  |  |  |  |
| Recurring headline earnings                           | 537  | 715    | 818    |  |  |  |  |  |  |
| Non-recurring headline earnings                       | 30   | 160    | 191    |  |  |  |  |  |  |
| PSG Konsult   | 8  | -      | (4)    |  |  |  |  |  |  |
| PSG Private Equity                                    | (32)   | (9)    | 6      |  |  |  |  |  |  |
| Thembeka Capital – MTM of listed investment portfolio | 4  | 140    | 100    |  |  |  |  |  |  |
| Zeder   | 12   | (23)   | (17)   |  |  |  |  |  |  |
| PSG Corporate   |  |        |        |  |  |  |  |  |  |
| MTM of liquid investment portfolio                    | 67   | 64     | 9      |  |  |  |  |  |  |
| MTM of interest rate hedge                            | (30)   | (29)   | 54     |  |  |  |  |  |  |
| Other   | 1  | 17     | 43     |  |  |  |  |  |  |
| Total headline earnings                               | 567  | 875    | 1 009  |  |  |  |  |  |  |
|   |  |        |        |  |  |  |  |  |  |





| Rm  | Feb-12 | Growth | Feb-13 | Growth | Feb-14 |
|---|--------|--------|--------|--------|--------|
| Recurring headline earnings   | 537    | 33%    | 715    | 14%    | 818    |
| Headline earnings   | 567    | 54%    | 875    | 15%    | 1 009  |
| Attributable earnings   | 703    | 62%    | 1 140  | (8%)   | 1 052  |
| Weighted average number of shares in issue (net of treasury shares) (m) | 174    | 5%     | 182    | -      | 183    |
| Earnings per share (cents)  |        |        |        |        |        |
| - Recurring headline  | 309    | 27%    | 392    | 14%    | 447    |
| - Headline  | 326    | 47%    | 480    | 15%    | 551    |
| - Attributable  | 404    | 55%    | 626    | (8%)   | 575    |
|   |        |        |        |        |        |



## **PSG** strategy



- Investment holding company
- We choose to hold onto great companies with no exit strategy (Buffett)
- We are better at building companies from early stage investing and growing the business, rather than utilising leverage as is the case with the more classic private equity model



## Project Internal Focus



- Fewer but larger investments where we have greater influence
- Build these chosen companies organically and through acquisitions
- 3. Ensure we have the right CEOs



## **Project Internal Focus**



- Project Internal Focus is reaping benefits
- We have made numerous management changes which have brought new thinking to current business models
- Zeder reduced portfolio from 15 investments to 5 core
- Private Equity has exited certain of its non-core investments
- Focus has always been key to the success of Capitec
- Curro continues to build management capacity to facilitate growth
- PSG Konsult has refocused its business and is reaping substantial benefits





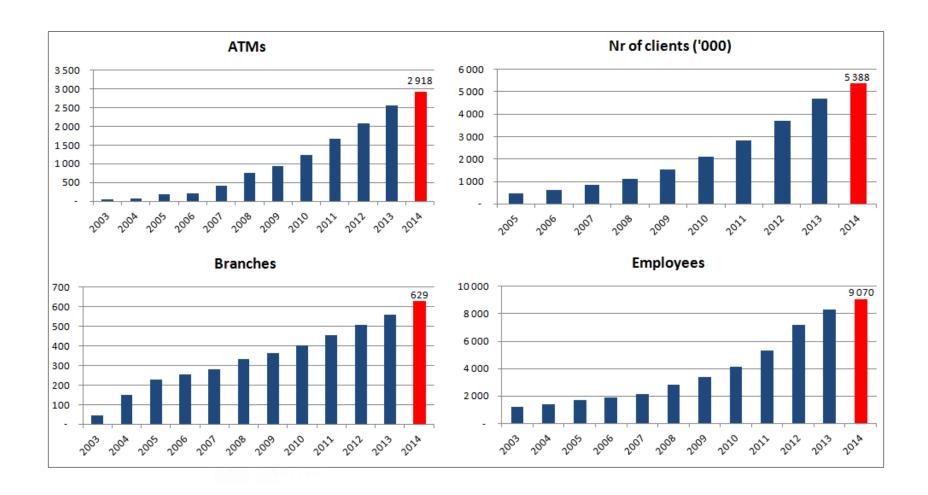




- Headline earnings increased by 27% to R2bn
- HEPS increased by 15% to 1 752 cents
- Total dividend per share increased by 16% to 663 cents
- Return on equity of **23**%
- Net transaction fee income increased by 43% to R1.9bn
- 5.4m active clients

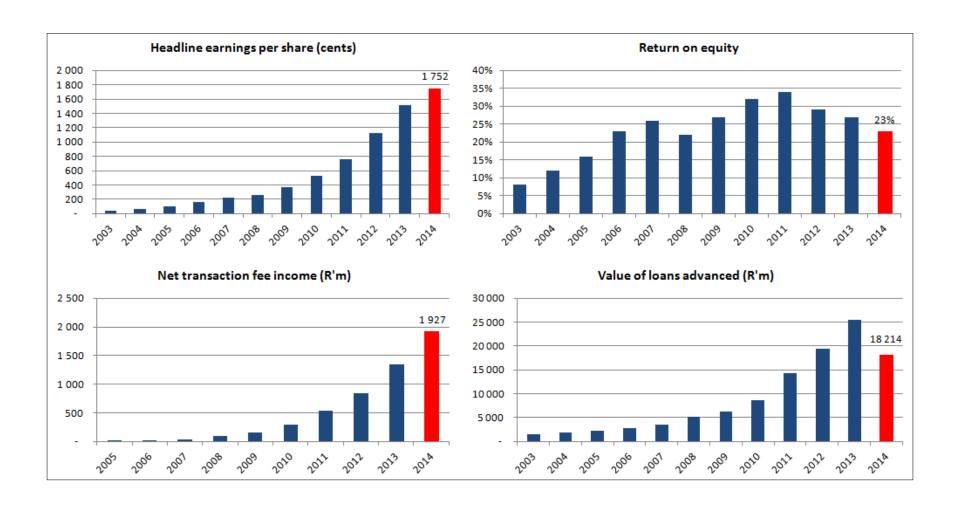
















### **Opportunity in transaction** banking

- Urban
- ■Young: 20-35 yrs
- Higher income
- More electronic transacting



### Transacting - Primary bank market share











| Main Bank<br>Account | ABSA | FNB  | Standard | Nedbank     | Capitec |
|----------------------|------|------|----------|-------------|---------|
| 2010                 | 37.9 | 25.3 | 24.5     | 10.5        | 5.4     |
| 2011                 | 35.9 | 25.6 | 23.3     | 11.0        | 6.7     |
| 2012                 | 34.3 | 25.6 | 23.4     | 10.9        | 9.1     |
| 2013                 | 30.5 | 25.1 | 24.9     | 10.7        | 12.7    |
| '                    |      |      |          | Source AMPS |         |





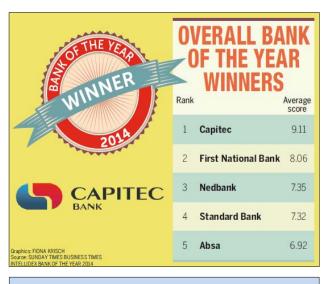


#### **AWARDS**





in South Africa



SUNDAY TIMES BANK OF THE YEAR

2014 HIGHLIGHTS 3RD ANNUAL INTERNET BANKING SITEISFACTION® IN SOUTH AFRICA REPORT

"Capitec Bank is South Africa's leader in providing online banking consumer satisfaction"





### **Core advantages**

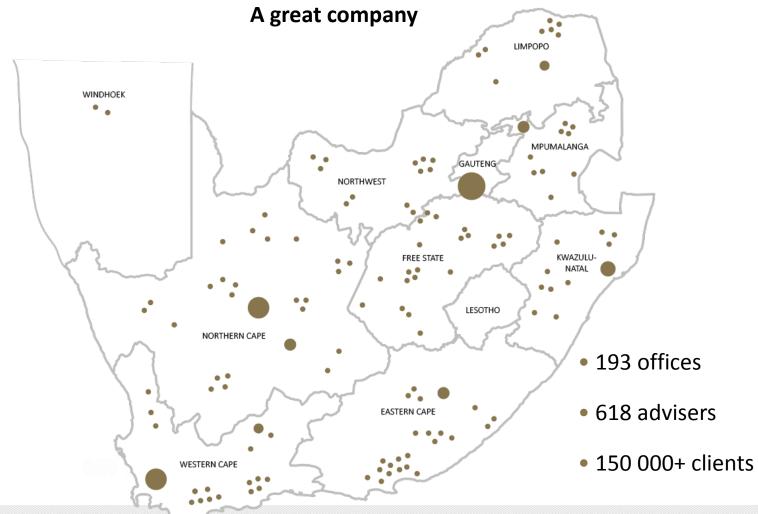
- Simple products, easy to understand pricing
- Conservative provisioning and write-off policy
- Diverse funding base
- Transaction fees providing substantial additional income with substantial room for growth
- Audited results published less than 1 month after year-end
  - that speaks of a brilliantly run company!















### Recurring headline earnings grew by 44% for FY 2014...

| Consolidated results (Rm)                 | Feb-2013  | Feb-2014  | <u>%</u> <u>\times \times \tim</u> |
|---|-----------|-----------|---|
| Income                                    | 1,860     | 2,592     | 39%   |
| PBT                                       | 136       | 384       | 182%  |
| Headline earnings                         | 174       | 244       | 41%   |
| - Recurring headline earnings             | 174       | 251       | 44%   |
| - Non-recurring headline earnings         | (1)       | (7)       | n/a   |
| Weighted average number of shares (000's) | 1,131,880 | 1,220,524 | 8%  |
| HEPS (cents)                              | 15.4      | 20.0      | 30%   |
| Recurring HEPS (cents)                    | 15.4      | 20.6      | 34%   |

| Cost: Income Ratio | 67% | 64% |  |
|--------------------|-----|-----|--|
| Debt: Equity Ratio | 15% | 9%  |  |
| Return on Equity   | 21% | 24% |  |





#### **FY2014 – EXECUTION YEAR**

### Structure

- Three divisions and nine licenses
- Office centralisation
- Sold or closed underperforming businesses

### **People changes**

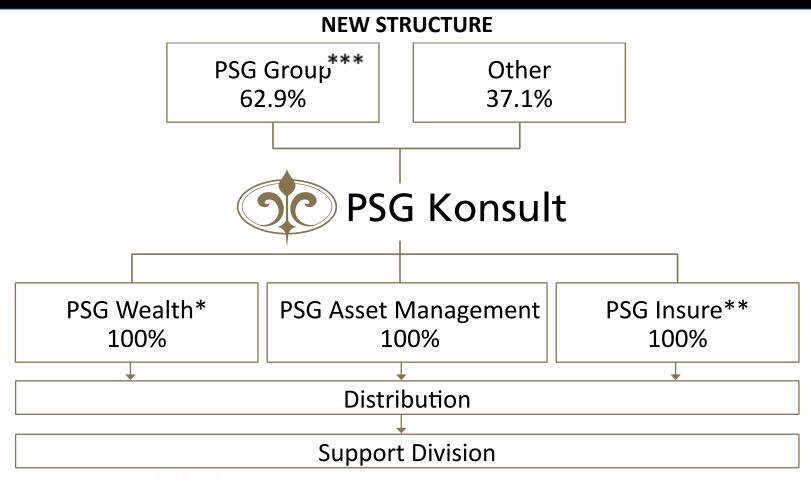
- Performance driven
- Incentive based
- Hired industry talent

### **Business processes**

- Governance structures
- Greater risk management
- Customer processes







<sup>\*</sup> Includes PSG Employee Benefits



<sup>\*\*</sup> Includes Western National Insurance

<sup>\*\*\*</sup> Holding after year-end (at year end PSG's shareholding was 64.7%)



#### RECURRING HEADLINE EARNINGS BY DIVISION

| Recurring headline earnings * | FY2013 <u>Rm</u> | <u>%</u> | FY2014 <u>Rm</u> |
|-------------------------------|------------------|----------|------------------|
|                               |                  |          |                  |
| Wealth Management             | 126              | 32%      | 167              |
| Asset Management              | 31               | 75%      | 54               |
| Insurance                     | 17               | 71%      | 30               |
| Total                         | 174              | 44%      | 251              |

<sup>\*</sup> All overhead costs are fully allocated

All three divisions posted credible earnings growth year on year...





#### **OUR BRAND IS GETTING STRONGER**

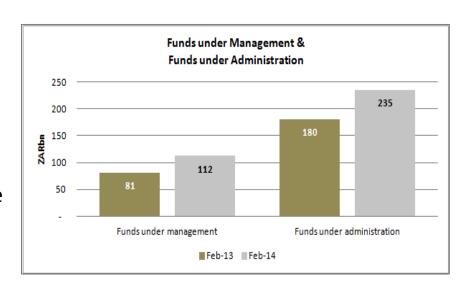
We are gaining industry recognition on all fronts...

#### **PSG Wealth:**

SA Stockbroker of the year 2013 (3<sup>rd</sup> year running)

#### **PSG Asset Management:**

- Multiple Raging Bull and Morningstar awards
  - Flexible Fund No. 1 over ten years
  - Equity Fund No. 1 over five years
  - Balanced Fund No. 3 over five years
- PlexCrown Top 4 Collective Investment Scheme Q4 2013



#### **PSG Insure:**

- Santam Personal Lines Broker of the year 2013 (3<sup>rd</sup> year running)
- Santam Portfolio Administration Broker of the year 2013





#### **BUSINESS CHARACTERISTICS**

- Equity market dependent
- Administration businesses people / systems dependent
- Not balance sheet intensive

- Cash generative
- Vulnerable to regulatory change



### Listing



- PSG Konsult intends to list in June this year
  - We are proud of what all those involved in building PSG Konsult have achieved over the past 18 years
- PSG's philosophy remains that if a company is listed management will take full responsibility for its performance
  - Performance becomes a sense of pride
  - Performance should inevitably improve
- Yes, it creates an additional entry point into PSG
  - However, PSG's share price tracks its SOTP value
  - So if a listing drives management to better performance and shareholders rather want to buy into the underlying, it will drive PSG's SOTP and share price higher









#### **HIGHLIGHTS**

- Largest for profit private school group in South Africa
- 31 campuses; 27 263 learners
- Invested more than R1bn in 2013 (R2bn since 2011)
- Solid profits
  - EBITDA +114%;
  - HEPS +87% (exceeded PLS guidance)
- Investment grade bond rating (BBB-); Secured credit rating (A-)





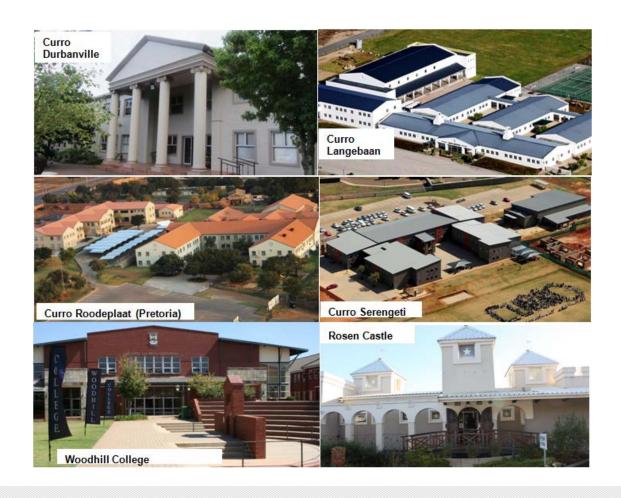
#### **CURRO BRANDS**

| CURRO Private Schools • Skole                | Average R2600<br>pm (Primary)<br>R3700 pm<br>(High schools) | Max 25 learners<br>Academic, sport, culture<br>Sufficient variety of subjects          |
|--|---|--|
| SELECT Private Schools  WOODHILL COLLEGE     | R5000 – R6500<br>pm   | Established campus Convenience Location Wide variety of subjects                       |
| MERIDIAN  Private Schools  NORTHERN  Academy | R1000 – R1600<br>pm   | 35 – 70 per class<br>Academic focus<br>Support by class assistants<br>Some extra mural |
| CURRO Castle Nursery Schools · Kleuterskole  | R2000 – R2500<br>pm   | Full day care Convenience and safety Cognitive development programs                    |



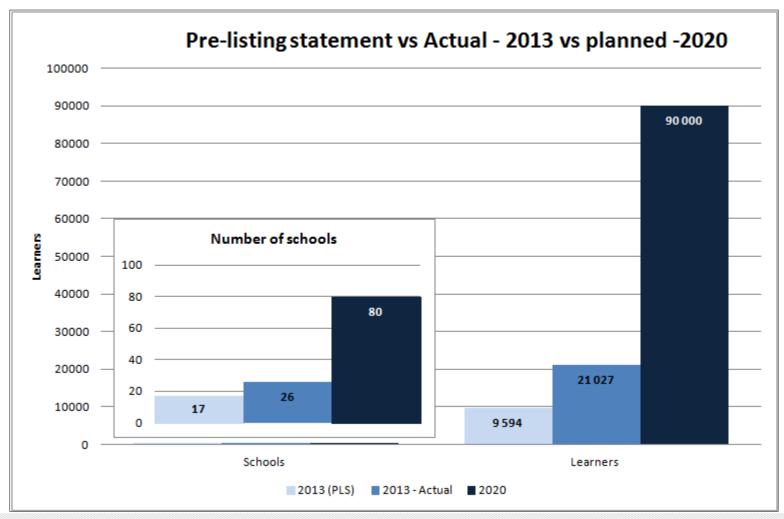


#### **CURRO SCHOOLS**













### **High activity**

2013...

#### New schools

- Curro
  - Mount Richmore (Ballito)
  - Westbrook (Port Elizabeth)
- Meridian
  - Karino (Nelspruit)
  - Northern Academy Secondary (Polokwane)
- Curro Castle
  - George

New schools

- Curro
  - Brackenfell (Cape Town)

...2014

- Kathu
- Monaghan (Lanseria)
- Secunda
- Meridian
  - Cosmo City
  - Newcastle
  - Mahikeng
  - Soshanguve (Pretoria)
- Curro Castle
  - Somerset West
  - Waterfall
- Select
  - Grantleigh





#### **Developments 2014**

- R500m expansion to existing campuses
- R630m building schools
- 25 sites (R270m) in land banking
- Acquisitions: always in the offering
- Total investments of R1.4bn

## New growth funding to come from:

- ■±R1bn bond issue
- ■R590m rights issue @R20 per share ratio 1:10 (fully underwritten by PSG)





### **J-Curve effect**

|                              |                         | 2012               |                 |                  |                        |                         | 2013               |                 |                          |
|------------------------------|-------------------------|--------------------|-----------------|------------------|------------------------|-------------------------|--------------------|-----------------|--------------------------|
| % of<br>eventual<br>capacity | Number<br>of<br>schools | Learner<br>numbers | EBITDA<br>R'000 | EBITDA<br>margin | % of eventual capacity | Number<br>of<br>schools | Learner<br>numbers | EBITDA<br>R'000 | EBITD <i>A</i><br>margir |
| 0-25                         | 5                       | 1 316              | (6 234)         | (20%)            | 0-25                   | 7                       | 2 668              | (2 653)         | (4%)                     |
| 25-50                        | 6                       | 3 107              | 9 5 1 0         | 12%              | 25-50                  | 6                       | 4 017              | 24 094          | 21%                      |
| 50-75                        | 5                       | 3 590              | 32 465          | 27%              | 50-75                  | 8                       | 6 119              | 43 553          | 21%                      |
| 75-100                       | 6                       | 4 460              | 43 129          | 35%              | 75-100                 | 5                       | 8 223              | 89 994          | 38%                      |
|                              | 22                      | 12 473             | 78 870          | 22%              |                        | 26                      | 21 027             | 154 987         | 25%                      |









#### **STRATEGY**

- Stakes in high growth companies
- Active involvement
- Capital light, cash generative businesses
- Distinct knowledge of select industries

- Priority industries (current):
  - Education (distance education focused for scalability)
  - Services (Financial, Labour, Energy, Mining, Retail)
  - Technology (for its scalability and ability to be exported)
- Long term investors

Hopefully more Capitec's, Konsult's and Curro's





#### **CURRENT PORTFOLIO**













|                             | PSG Private Ed | quity SOTP V | aluation |        |        |              |
|-----------------------------|----------------|--------------|----------|--------|--------|--------------|
| Rm                          | % Stake        | Feb-12       | Feb-13   | Feb-14 | % IRR  | Period (yrs) |
|                             |                |              |          |        |        |              |
| CA Sales                    | 51%            | -            | 199      | 239    | (7%)   | 1.8          |
| Precrete                    | 53%            | 160          | 123      | 150    | 23%    | 7.7          |
| CSG                         | 16%            | 32           | 54       | 148    | 39%    | 5.8          |
| Poynting                    | 28%            | -            | -        | 82     | >1000% | 0.3          |
| African Unity               | 48%            | 71           | 74       | 74     | 29%    | 9.9          |
| Spirit                      | 28%            | 46           | 51       | 62     | 31%    | 4.3          |
| GRW                         | 38%            | 63           | 62       | 60     | (5%)   | 6.5          |
| Impak                       | 77%            | 21           | 51       | 59     | 5%     | 2.3          |
| Protea                      | 50%            | 38           | 38       | 39     | 35%    | 6.3          |
| Propell                     | 30%            | 18           | 18       | 20     | 8%     | 5.8          |
| Energy Partners             | 39%            | 14           | 11       | 14     | 3%     | 3.1          |
| IT SI                       | 47%            | -            | -        | 2      | n/a    | 0.4          |
| SNC                         | 24%            | 8            | -        | -      | n/a    | 2.4          |
| Sold investments            |                | 257          | -        | -      |        |              |
| TOTAL ASSETS                |                | 728          | 681      | 949    | 16.0%  |              |
| SOTP value per notional sha | ire (cps)      | 77           | 80       | 94     |        |              |
| SOTP per share % growth     |                |              | 4%       | 18%    |        |              |
|                             |                |              |          |        |        |              |





#### **CORPORATE ACTION**

#### New acquisitions

- 16% stake in Poynting Holdings with a further agreement to subscribe for convertible pref (27% stake if converted)
  - AltX listed specialist antenna manufacturer and distributor
- 47% stake in IT Schools Innovation
  - Provider of cutting edge e-learning solutions to schools

#### **Existing portfolio**

- Followed R10m rights issue at Impak to fund growth
- Concluded merger between M&S and BDM to create CSG Holdings
- Increased stake to 53% in Precrete
- CA Sales concluded Pack&Stack and SMC transactions









| SUM-OF-THE-                           | PARTS VALUATI | ON     |        |                 |
|---------------------------------------|---------------|--------|--------|-----------------|
| Rm                                    | Feb-12        | Feb-13 | Feb-14 | y-o-y<br>Growth |
|                                       |               |        |        |                 |
| Capitec                               | 641           | 653    | 586    | (10%)           |
| PSG Group                             | 463           | 607    | 882    | 45%             |
| Curro                                 |               | 396    | 717    | 81%             |
| Kaap Agri                             | 75            | 149    | 253    | 70%             |
| Pioneer                               |               | 193    | 253    | 32%             |
| Cash                                  | 296           | 127    | 152    | 19%             |
| Other                                 | 156           | 230    | 210    | (9%)            |
| Assets sold                           | 25            | 6      | 1      |                 |
| Total assets                          | 1 656         | 2 361  | 3 054  |                 |
| Total liabilities                     | (467)         | (527)  | (518)  |                 |
| Total Sum-of-the-parts                | 1 189         | 1 834  | 2 536  |                 |
| Intrinsic value per share (rand)      | 88            | 136    | 188    |                 |
| Intrinsic value per share (rand) (CGT | 7.4           | 442    | 455    |                 |
| adjusted)                             | 74            | 113    | 155    |                 |
| Liabilities to assets                 | 28%           | 22%    | 17%    |                 |









|   |     | <u>Feb 13</u>           | <u>Feb 14</u>    | 4 Apr 14         |
|---|-----|-------------------------|------------------|------------------|
| Sum-of-the-parts Sum ofthe-parts per share                                | 26% | R3,903m<br><i>R3.99</i> | R4,921m<br>R5.02 | R5,034m<br>R5.14 |
| Sum of the parts (see-through) Sum of the parts per share (see-through)   | 21% | R4,164m<br>R4.35        | R5,155m<br>R5.26 | R5,465m<br>R5.58 |
| Recurring headline earnings Recurring headline earnings per share (cents) | 16% | R251,1m<br>25.7         | 292,1m<br>29.8   |                  |
| Headline earnings<br>Headline earnings per share (cents)                  | 28% | R196,3m<br>20.1         | R252,5m<br>25.8  |                  |

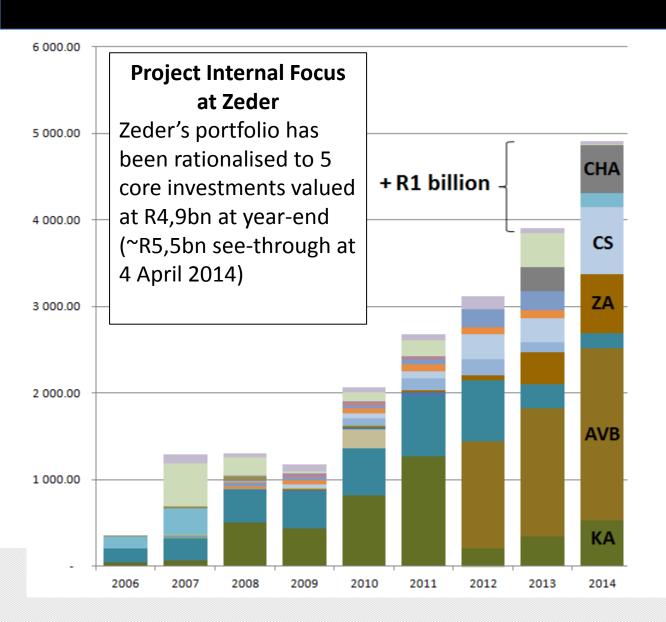




|  | <u>20</u> | <u>2012</u> <u>2013</u> <u>20</u> |          | 2014    |          |         |
|--|-----------|-----------------------------------|----------|---------|----------|---------|
| Company  | Interest  | Rm                                | Interest | Rm      | Interest | Rm      |
| Agri Voedsel/Pioneer                                   | 44.7%     | 1 230.4                           | 45%      | 1 475.2 | 47.4%    | 1 960.0 |
| Capespan   | 40.9%     | 293.0                             | 37.1%    | 284.2   | 72.1%    | 777.2   |
| Zaad Holdings  | 25.1%     | 49.8                              | 92.0%    | 368.9   | 92.0%    | 678.8   |
| Chayton  |           |                                   | 73.4%    | 276.9   | 76.7%    | 560.4   |
| Kaap Agri  | 33.4%     | 205.5                             | 34.9%    | 343.2   | 39.9%    | 527.8   |
| Other  |           | 1 337.1                           |          | 763.8   |          | 406.5   |
| Total investments                                      |           | 3 115.8                           |          | 3 512.2 |          | 4 910.7 |
| Cash and cash equivalents                              |           | 77.5                              |          | 692.2   |          | 376.1   |
| Other net liabilities                                  |           | (108.6)                           |          | (301.1) |          | (365.4) |
| SOTP value   |           | 3 084.7                           |          | 3 903.3 |          | 4 921.4 |
| Number of shares in issue (m)                          |           | 978.1                             |          | 978.1   |          | 980.2   |
| SOTP value per share (rand) See-through SOTP value per |           | 3.15                              |          | 3.99    |          | 5.02    |
| share (rand)   |           | 3.48                              |          | 4.35    |          | 5.26    |



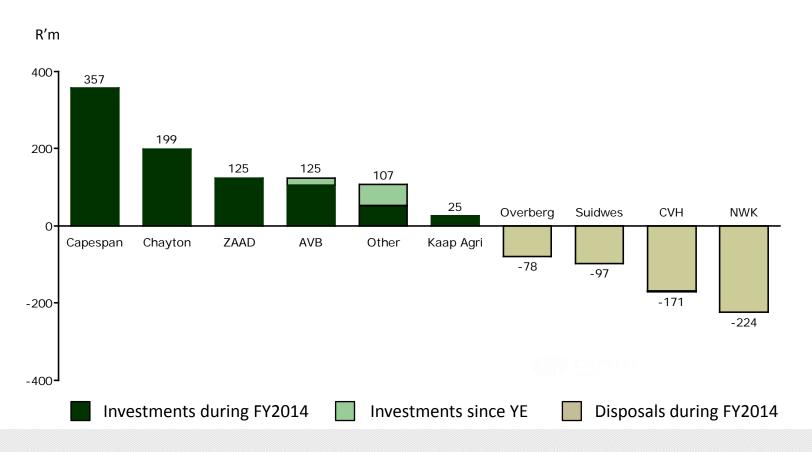








During FY2014 investments totaling R879m were made while R529m was realised through disinvestments from non-core exposures.





### **Zeder: Pioneer Foods**



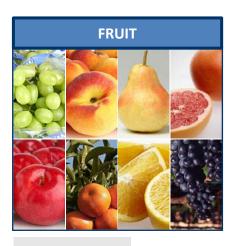
- Very good investment to date
  - Capital invested ~ R890m
  - Market value of investment ~ R2,417m
- Recent earnings growth encouraging
  - RHEPS increase for y/e Sep 2013 of 12%
  - H1 trading update: RHEPS to increase by between 38% and 52%
- Significant growth opportunities
  - End of capex cycle
  - Operational efficiencies
  - Growth categories/geographies
- Motivated and dynamic management
  - Phil Roux and senior team driving
  - Renewed focus throughout organisation
- Quantum Foods to be listed and unbundled in second half of 2014



# Zeder: Capespan



# Internal realignment and renewed strategic focus delivered good results and outlook remains positive.













- Very good FY results
  - Recurring HE up 28% to R127m
  - Dividends paid up 45% to 14.5cps
- Increased fruit volumes (5.5%) for the 1<sup>st</sup> time since 2007 – 46m cartons (43% non-RSA)
- Volume recovery in logistics containers increased by 120% to 28
   746
- Outlook for 2014 remains stable
  - Renewed focus by global marketing entities
  - Introduction of open business model
  - Re-establish group's value proposition to customers



# Zeder: Capespan



# Through its investment in Golden Wing Mau, Capespan has established a credible entry into the growing Chinese market



- Capespan has 25% interest in Golden Wing Mau
- Company started trading in Shenzhen in 1997
- 40 fruit production bases in China
- 15 regional packing/ storage facilities in key areas
- 40 distribution centres, covering 80 cities in China - total employees over 2500
- Daily provides fresh fruit to over 2000 supermarket outlets throughout China covering consumer market of 500m people



# Zeder: Kaap Agri



Through an improved strategy and motivated execution Kaap Agri continues to deliver strong results and has additional growth plans.



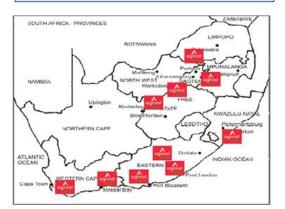
- 101<sup>st</sup> year of existence
- 167 operating points
- Strong FY results
  - Revenue up 22% to R5.5bn
  - Recurring HE up 26% to R129m
  - Dividend up 43% to R35m
- Positive energy in management
- Focus is to grow organically and through M&A
  - Geographical expansion
  - Range extension



# Zeder: ZAAD (holding company of seed businesses)

Agricol and KKSB are category leaders spanning a broad product range with complementary geographical footprints and brands

#### **Strong footprint**





#### **Broad product range**



#### Trusted brands





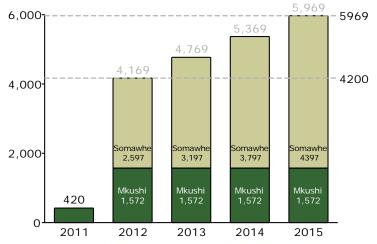




# Zeder: Chayton



# A total of 4,200 irrigated hectares have been completed within 24 months and additional capacity is currently being added





- Operations under control and efficiency improvements being implemented
- Harvested yields ahead of budget but wheat pricing weak
- Solid investment thus far but high entry price
- Somawhe excellent investment that offers opportunity to scale
- Recently acquired Mpongwe Milling in Zambia's Copperbelt
  - 50,000 tons of maize and 24,000 tons of wheat milled annually
  - Synergies with the farm operations





# Appendix: additional info on PSG Private Equity





#### **Business** model

- Innovative, scalable and affordable education solution (Gr. 0-12)
- Facilitation and self study, enabled by technology and IP
- Franchise model, comprehensive service provider
- Market: home school, center and smaller private schools
- Leads to a qualification, i.e. matric (NSC)

- Price point: ~R8,000 p.a. per learner (varies by Grade)
- Business opportunity for entrepreneurs and teachers
- Growth target: From 7,000 learners today to 90,000 learners by 2020



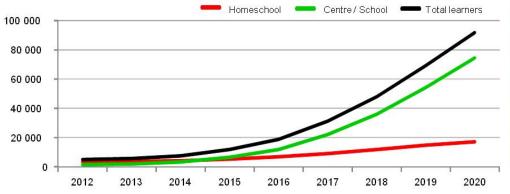
#### Schools market (2007-2013)

|                 |            | Learners   |      |        | Schools |      |  |
|-----------------|------------|------------|------|--------|---------|------|--|
| School type     | 2007       | 2013       | CAGR | 2007   | 2013    | CAGR |  |
| Public schools  | 10 737 847 | 10 876 986 | 0.2% | 22 020 | 22 572  | 0.4% |  |
| Model C         | 1 014 695  | 1 095 711  | 1.3% | 1 471  | 1 483   | 0.1% |  |
| Private Schools | 354 089    | 507 993    | 6.2% | 1 043  | 1 542   | 6.7% |  |
| 0-500 learners  | 167 102    | 233 830    | 5.8% | 806    | 1 205   | 6.9% |  |
| 500+ learners   | 186 987    | 274 163    | 6.6% | 237    | 337     | 6.0% |  |
|                 |            |            |      |        |         |      |  |
| Total           | 12 106 631 | 12 480 690 | 0.5% | 24 534 | 25 597  | 0.7% |  |

Impak targets highest growth segment

#### Impak growth target

#### Learners growth aspiration







#### **Business** model

- Energy efficiency services
- Rolling out asset rental model to increase share of savings
- Pick n Pay verified savings >30% (>R400m since 2011)



















- Forward integration into contractors and equipment suppliers
- Gear asset rental model via energy efficiency fund





#### **Business** model

- Outsourced services group (labour and service contracts)
- Facility management contractor (catering, cleaning and security)
- Expertise in management of large numbers of employees and relevant legislation
- African exposure
- Mining expertise





















- Acquisitive growth and African expansion
- Benefit from consolidation in outsourced labour suppliers due to increased regulation



#### **Business** model

- Specialist antenna player (IP)
- Design and manufacture of antennas
- Design and sell broadcasting equipment and systems
- Chinese manufacturing capability
- >60% revenue from outside SA





- **Commercial**: Growth in wireless technology, mobile data and machine to machine communication provides great opportunity for growth
- **Defence**: business established more clients, more products
- Aucom: experts in digital television (opportunity in Africa migration)
- A few good acquisitions



#### **Business** model

- Outsourced service provider to FMCG principals
  - Full agent model outside SA
  - Merchandising services in SA
- Aggregator and distributor of FMCG goods in African countries where own distribution model by principals doesn't make sense

















- Has acquired comprehensive footprint of businesses as follow:
  - RSA, Botswana, Namibia, Zimbabwe, Mozambique, Swaziland
- Leverage principal relationships across portfolio of businesses for organic growth



#### Business model

- Providing the mining industry with world class mining & safety solutions preventing fatalities and injuries through fall of ground
  - Underground secondary support: shotcrete, anchors, construction, etc
  - Specialised mining: highly efficient mining of development meters
- Large player in the platinum sector (Western, Northern and Eastern Limb)

- Diversify (organically and acquisitively) into additional
  - Sectors: gold, coal, copper, chrome, construction
  - Regions: Mpumalanga, Zimbabwe, Zambia, DRC
  - Products: Acting as agent for safety related mining consumable products
- Double revenue to R1bn by 2020



#### Business model

- Invest in mid-market LBO transactions
- Invest in businesses with stable, good earnings
- Use debt aggressively, incentivise management

- Evolve from a private equity investor into a diversified operating company, from majority equity ownership to outright ownership of successful, profitable businesses
- Enable greater access to cash flows in underlying businesses, which will improve access to funding and reduce cost of capital
- List the business



#### Business model

- Education technology solution
- Provide e-learning platform any tablet, any publisher e-book, any context
- Best solution in SA, unique in the world
- PSG provided capital to fast-track development and increase sales force, assist to scale



- 2012 : 3 schools
- 2013: 11 schools
- 2014:51 schools (to date)
- Sign up 500 schools ASAP (sticky business)



#### **Business** model

- Namibian opportunity (start-up)
  - "Secured" unsecured lending
  - Embedded credit life insurance
- Salary deduction code government employees (1 in 5 Namibians)



- Current loans market size (government employees) N\$2bn
- Letshego's (biggest player in Namibia) current market share 50%, Entrepo target 30%
- Loan book of N\$700m after 4 years
- PAT of N\$100m after 6 years



#### **Business** model

- Long term insurance company
- Wholesaler of risk
  - Group risk (funeral, credit life, EB)
  - Group health (i.e. NBCRFLI)
  - Investment products



- Extend license to all categories
- Develop better distribution
- Launch new products



#### **Business** model

- Niche financing company
  - Sectional title finance (body corporates & home owners associations)
  - Working capital solutions (supply chain finance)
- Focus on niche markets where traditional banks do not/cannot compete



- Section title business major player, little competition
- Partnered with leading <u>supply chain finance provider</u> in the world to offer multi-bank financing platform in SA



#### **Business** model

- Patented breakthrough nanofiber technology
- 5-10 times faster than best available commercial alternatives
- Lowest cost and highest throughput contract manufacturing
- Technology licensing for commercial scale manufacturing
- Become the global technology platform for nanofiber based products



- Initial focus is on biomedical market
  - 3D tissue scaffolds
  - Advanced wound care
- Scouting for a USA based co-investor to help unlock USA market



#### **Business** model

- Manufacturer and supplier of top quality heavy commercial trailers & bodies
- Service centers & sales showrooms in Cape Town and Johannesburg
- SA market leader in chemical, food-grade, dry bulk, bulk feed & fuel tankers
- Recently launched refrigerated and dry-van trailer products with excellent response from the market
- Major clients are blue chip logistic and transport companies

- Further diversification: launch of flat deck, curtain-sider and tipper products
- Expand footprint through accredited dealerships & service center franchises
- Grow aftermarket revenue through parts sales and maintenance contracts
- Double revenue to R2bn by 2020





