

**Group services**

# Group services



To achieve operating efficiencies and provide centralised management of activities, we provide certain services to our operating entities on a centralised basis from our South African headquarters with assistance from regional headquarters.

Certain group services are also provided to our operating entities by Steinhoff Europe, Steinhoff Africa or Steinhoff Asia Pacific as the case may be.

## Financial management

Our financial management department implements and oversees procedures which must be followed in preparing financial reports and tax assessments. It also ensures that adequate risk control measures are in place. This includes proper insurance cover for directors' liability, product liability, business interruption, credit default debts, and the group's assets.

## Internal control and audit

The internal control and audit department is mainly responsible for independent financial, internal control and operational system reviews and audits. This department also evaluates and assesses risk management processes and internal control frameworks. This includes financial and non-financial controls over all processes in the group contributing to the achievement of organisational objectives.

## Human resources

Human resources is generally managed through regional human resources divisions. The group's head of human resources receives reports from each division, which, in turn, receives reports from each operating unit.

We currently have succession-planning procedures in place for management and senior employees. These contingency plans include, when required, outside recruitment, selection and assessment procedures and proper training for successor employees. In accordance with South African legislation, human resources also implements and oversees training programmes to ensure that historically disadvantaged employees receive specific training and development.

## Information technology

Information technology decisions and day-to-day management within the group are managed at regional division level and overseen centrally by group services IT management. Although implementation, roll out, and subsequent maintenance and support are conducted at regional division level, group services IT management conducts regular onsite visits to evaluate system performance and future development plans.

Given the disparate operational requirements and the variety in infrastructure between the different regions and industries where we operate, we have made the decision not to implement a single platform or application solution.

We have implemented a worldwide standard to which all our divisions must comply with certain guidelines when implementing any form of new technology.

## Legal

We currently have 11 licensed legal counsel. They are all actively involved in internal legal issues, such as drafting agreements, and the oversight of the group's statutory and legal reporting requirements. Matters which are country-specific are outsourced to accredited practitioners.

## Strategic development

Our strategic development is driven by management at regional division level, who develop proposals for possible joint ventures, mergers and acquisitions, special projects and potential growth areas and expansion of current divisions.

These initiatives are supported by the different members with specified skills and expertise.

## Tax

We have formed an inhouse tax department to ensure compliance worldwide.

## Technical support

Group services provides technical support in connection with factory layouts, plant and equipment procurement as well as rendering advice on production processes to enhance efficiencies.

## Treasury services

Our treasury services department organises adequate funding to enable us to explore or realise strategic opportunities and developments. Based on feasibility reports and the decisions on a particular opportunity, we decide whether and what type of funding to procure, manage and maintain.

## Group services:

The teams include the following members:

### Financial management

Michael Angeles (34), BComm, ACA

Stuart Crichton (26), BBus (Acc)

Judy Davey (45)

Bradley Drutman (33), CA(SA), ACA

Michael Eggers (34), MBA

Pieter le Roux (27), CA(SA)

Mariza Nel (33), BComm, ACMA (UK)

Frans Olivier (27), CA(SA)

Iwan Schelbert (44), BAcc

Dirk Schreiber (35), MBA

Lynette Tredoux (41), BCompt (Hons), CTA

Rod Urbina (37), BComm, ACA

### Internal control and audit

Dries de Wet (36), BTech Cost and Management Accountancy,

Nat Dip Cost & Mgmt Acc

Tammy Kowalsky (32), BComm (Hons), CA(SA)

Joan Murphy (39), BSc (Hons), Grad Dip Pers Trng Mgmt, CIPD (UK), AHRI

Jan Opperman (48), CA(SA)

Christine Polson (32), Dip HR Mgmt

### Human resources

Johan Geldenhuys (50), BA (Hons), MBA

Tina Jakeman (50), MSc

Dianne Jones (46), Dip Teach, Dip Empl Rel, AHRI

Elwira Makareinis (50), Diploma personnel management

Katarzyna Miskiewicz (34), MBA

Stephan Nieuwoudt (39), BComm (Hons)

Dorota Siedziniewska (39), Graduate personnel management

Michael Stadie (47), Economics training

### Information technology

Theo Finkeldey (38), Economics training

Enrico Liebenberg (50), BComm

Viv Makila (55), BEng

Jacques van Wyk (38)

### Legal

Avon Boooyse (34), BComm, BProc

Hans-Ulrich Bussas (51), BLaw

Marie-Aurelie Girard (38), BA, LLB

Gesche Hannig (31), BLaw

Julia Pajkert (27), BLaw

Shaun Pelsler (35), BLC, LLB

Rod Simpson (30), BEc, LLB, Solicitor, F Fin (Aust)

### Corporate services and strategic development

Theo de Klerk (37), BComm (Hons), CTA, HDip Tax

Ben la Grange (32), CA(SA)

Nico Siebrits (46), CA(SA)

### Tax

Yvette Boshoff (32), CA(SA)

Magdalena Kostowska (33), BLaw

Philip Robinson (31), CA(SA)

Werner Smal (33), CA(SA)

### Technical support

Ray Cox (64), Dip Mgmt

Wayne McNamara (37), Nat Dip Indus Eng

Philip Naude (28), MBA

### Treasury services

Raj Bhardwaj (35), BBus, ACA

Helmut Apel (42), SAIFM

### Other services

Derrick Matthew (58), (Corporate branding), Dip Marketing and Bus Mgmt

Gareth McFarlane (46), (Africa credit), BA (Hons), CIS, MBL

Themba Siyolo (44), (Transformation Executive), SEP Harvard, IRDP Stellenbosch, HRM GSB UCT

Oliver Störk (41), (Central Service), Degree Bus Admin