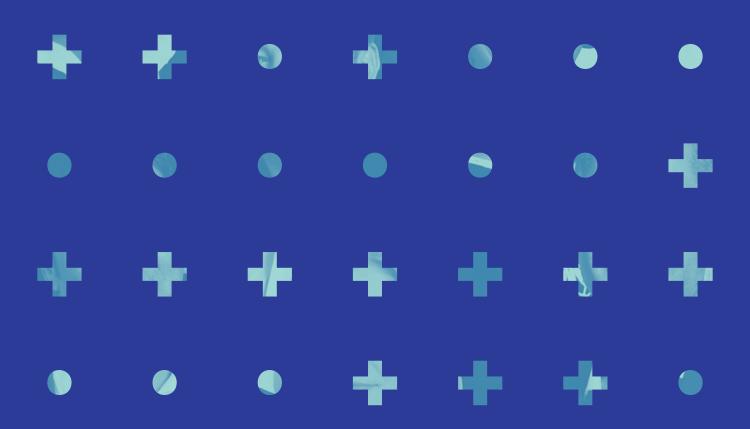


TRANSFORMATION

Investing in South Africans



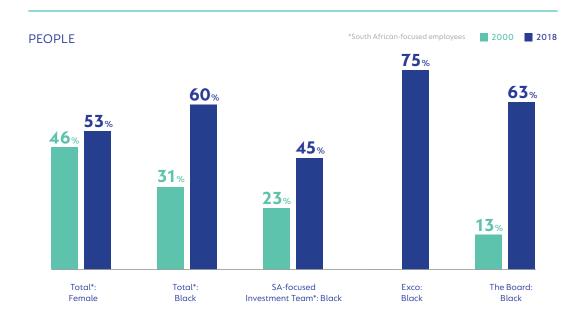
We inhabit a universe that is characterised by diversity.



KEY ACHIEVEMENTS

The Coronation transformation journey began at the genesis of our business a quarter of a century ago. The year was 1993, and South Africa was on the cusp of true democracy.

Fuelled by the collective will to achieve economic transformation, the foundations for meaningful social change were laid.



TRANSFORMATION JOURNEY

OWNERSHIP

Coronation launches the first employee-only empowerment transaction in South Africa through the sale of 10% of its business to The Imvula Trust

2018

More than 20% black owned, as measured in terms of the Financial Sector Code

EDUCATION & DEVELOPMENT

Founding of the Coronation Bursary Programme

2007

Launch of the Coronation Employee Bursary Fund

INDUSTRY

Partners in the launch of Namibia Asset Management, the first Namibian-controlled asset manager

1999

Founding and funding of African Harvest Asset Management

2001

Founding and funding of Kagiso Asset Management

2004

Establishment of the Coronation Growing Entrepreneurs Programme

2006

Establishment of the Coronation Stockbroker Business Support Programme

2016

Founding sponsor of ASISA Stockbroker Development Programme

2017

Supported the creation of Intembeko Investment Administration, an independent black-owned investment administration company

3

OUR TRANSFORMATION JOURNEY

Coronation is built on the founding values of long-term investing, client centricity and being performance driven. From zero clients and 18 employees, we've earned the trust of millions of South Africans to become one of the country's leading investment managers. We are an investment-led business with a strong culture of ownership – 25% of the company is owned by employees.

As an independent, long-term investment manager we understand the importance of clients. It is by placing our clients' needs at the forefront of all our decision making that we have built an enviable track record of exceptional performance across all the portfolios that we manage.

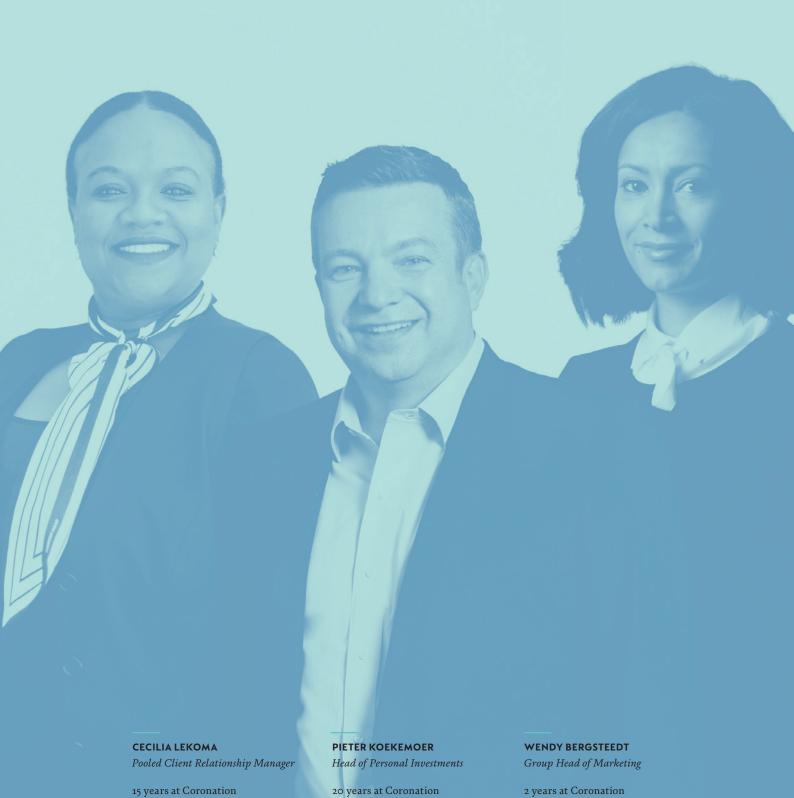
At Coronation, our only true assets are our people, and we operate as a meritocracy that greatly values teamwork. We are a group of diverse and talented individuals who share a passion and responsibility for delivering exceptional results for our clients.

For a quarter of a century we have dedicated time and resources to ensure that real transformation is embedded in our culture, our values and how we do things on a day-to-day basis.

We understand that for transformation to be effective it has to be meaningful, substantive and sustainable. It is an integrated component of our business strategy.

Over the years we have made meaningful strides in transforming our business and have used our influence to effect change across the broader financial services industry. While by no means at our end goal, we are proud of what we have achieved. In the pages that follow, we detail our journey to date.

We are a group of diverse and talented individuals who share a passion and responsibility for delivering exceptional results for our clients.



We are a group of diverse and talented individuals who share a passion and responsibility for delivering exceptional results for our clients.

TRANSFORMATION THROUGH OWNERSHIP

A unique business structure of employee ownership

Employee ownership is an integral part of our culture and a defining characteristic of our business. From the outset, we have always endeavoured to create an environment where our people are empowered to make decisions for the long-term benefit of our clients and the business. In living this philosophy, our choice of empowerment partner was always clear.



EQUAL TO ALMOST R4 BILLION

IN TERMS OF CORONATION'S MARKET CAP

*as measured in terms of the Financial Sector Code

In 2005, we partnered with our black employees in the creation of The Imvula Trust (Imvula), the first employee-only black economic empowerment deal in the country. By working exclusively with our own people, we produced a partnership that would have the most meaningful impact on our business and, over time, achieve true and meaningful social change. In the creation of a new generation of owners, we made a long-term investment in our people, our business and the economy.



BLACK INDIVIDUALS

HAVE DIRECTLY BENEFITED

FROM THE ECONOMIC UPLIFTMENT AFFORDED THROUGH THEIR PERSONAL SHAREHOLDING IN CORONATION.

THE TRANSACTION WAS GUIDED BY THE FOLLOWING KEY PRINCIPLES:

- True direct economic ownership from inception
- A uniquely ungeared structure
- All current and future black employees of Coronation to participate irrespective of role
- · No limitations or rules to trading

THE ECONOMIC HISTORY OF IMVULA

1 APRIL 2005	Coronation sells 10% of its shareholding in Coronation Investment Management (Pty) Limited to the Imvula Trust (Imvula) at a market-related price.
29 AUGUST 2012	Imvula settles all of its remaining debt, enabling all beneficiaries to participate fully in dividend payments.
28 FEBRUARY 2013	Imvula's 10% shareholding in Coronation Investment Management (Pty) Limited converts to a direct 10% shareholding in Coronation Fund Managers Limited - unlocking the full value created by the structure through ease of trade.

9

TRANSFORMING FROM WITHIN

Excellence through diversity

Our people are our greatest asset. While we may have grown to become one of the most successful asset management companies in South Africa, we remain true to our boutique culture of teamwork, excellence, and being performance-driven.

Coronation is a meritocracy in which every employee has a meaningful and measurable contribution to make in ensuring our continued success. After all, it is on their collective intellect, capability and motivation that the business depends every day.

Over the years, we have successfully recruited, trained and retained exceptional black talent, some of whom now hold critical management roles within the business: 75% of our executives are black; 60% of our total South African markets-focused employee complement are black, of which almost 60% are female; and within the South African markets-focused investment team of 44 individuals, 45% are black.

The current skills deficit experienced across many sectors of the country's economy means that black talent is hard to find and even harder to retain. To assist in growing and deepening the investment industry's pool of talent, we have created a number of internship programmes (detailed overleaf) as well as permanent black trainee analyst roles within our investment team. Our intention in creating this pipeline of skills development is to nurture great talent for our business and the industry as a whole.

To ensure that our employee complement reflects the citizens of the country, and that diversity prevails across all levels of the business, we follow a disciplined recruitment and selection process.

STRENGTH OF DIVERSITY

OF OUR SA MARKET-FOCUSED EMPLOYEES

60% 53%

ARE BLACK ARE FEMALE

54%

OF MIDDLE MANAGEMENT ARE FEMALE **67**%

4 OUT OF 6 MANAGERS
WHO RUN OPERATIONAL
AND CLIENT-FACING
DEPARTMENTS ARE BLACK

78%

OF NEW APPOINTEES*

ARE BLACK

49%
OF OUR NEW
APPOINTEES*
ARE FEMALE

*2018 financial year

OF OUR SA-FOCUSED INVESTMENT TEAM

45%

ARE BLACK

67%
2 OUT OF 3 SENIOR
MANAGERS
WITHIN THE INVESTMENT
TEAM ARE BLACK

40%

6 OUT OF 15PORTFOLIO
MANAGERS ARE BLACK

OF OUR EXECUTIVES AND BOARD

A75%BO25%

OF THE COMPANY EXECUTIVES ARE BLACK

25% OF THE COMPANY EXECUTIVES ARE FEMALE 63%
OF THE BOARD OF
DIRECTORS ARE BLACK

38%
OF THE BOARD OF DIRECTORS ARE FEMALE

TRANSFORMING FREMPOWERING women in the workplace

While the output of our business is premised on being race and gender neutral, we are proud to have a majority female workforce with an average tenure of more than 18 years at top management level and ranging between five and eight years across all other areas of our business.

We encourage the ongoing development of all our employees, and are pleased with the number of female employees who participate in opportunities to advance their careers:

STUDYING TOWARDS A TERTIARY QUALIFICATION ENROLLED TO WRITE CFA EXAMS IN 2018

ENROLLED FOR THE ASISA TRAINING ACADEMY'S COLLECTIVE INVESTMENT SCHEMES COURSE ATTENDING BESPOKE
PREPARATORY
MANAGEMENT UPSKILLING
WORKSHOPS

57%

44%

88%

37%

ATTENDING THE CORONATION MANAGEMENT THINK LABS*

UNDERGOING COMMUNICATION TRAINING UNDERGOING EXCEL-FOCUSED TRAINING

> 60%

42%

61%

*aims to equip new and existing leaders with the skills to manage and retain top talent



CASE STUDY:

Empowering school girls

Coronation is actively involved in mentoring school girls from underprivileged communities and creating opportunities for them to learn about leadership, life skills and managing money.



Our annual Women's Day event, hosted and facilitated by Coronation Senior Executive Kirshni Totaram, brings together both women in business and girls from underprivileged schools through talks by inspirational female leaders from across the globe. In August 2018, we hosted roughly 400 female clients and school girls at our Cape Town and Johannesburg events.

In 2018, we launched a mentorship programme for promising female school girls, aged between 14 and 15, who form part of our high school scholarship programme. Also hosted by Kirshni, these sessions are aimed at inspiring independent thinking by broadening the students' knowledge about money management and life lessons beyond the formal school curriculum.



The ongoing development of people is critical to our success and that of the industry. While we may not always be in a position to meet the career aspirations of every employee, we facilitate their growth and play an important role in their training and development.

We are proud of the numerous investment analysts and operations employees who have since left our employ to take up senior positions in the financial services industry.

All employees, irrespective of role or tenure, are encouraged to deepen their knowledge and skills through on-the-job learning, part-time study and by attending conferences and workshops. Since 2017, we have partnered with the Lean In Foundation. While this international initiative is aimed at empowering women to achieve their goals in their personal lives and careers, we include both our male and female employees as part of our Lean In circles. We are delighted that more than 25% of our employees are circle members. In addition, we offer support in

the form of the Coronation Mentorship Programme and independent coaching where requested. The mentorship programme provides guidance on the company culture and work environment, as well as industry insight. Across the business, we currently have 12 active mentors who offer guidance to both employees and students on our bursary programme. In terms of coaching, this individual support programme is offered where employees identify the need to establish certain skills and techniques that will enable them to reach their full potential.

Each year, we dedicate significant spend to achieving this critical component of our performance-driven culture.

The ongoing development of people is critical to our success and that of the industry.



The ongoing development of people is critical to our success and that of our industry.

In developing a pipeline of talent, we currently offer two paths for graduate trainees:

INTERNAL INTERNSHIP

This extremely successful two-year work experience programme for unemployed graduates was launched in 2012, with 13 new graduates enrolling in 2018. Over the past six years, a total of 55 graduates have benefited from this initiative. Currently, 15

graduates (all of whom are black and more than half are female) are enrolled, and 21 individuals who completed the programme have been employed in permanent positions within our business (18 of whom are black).

EXTERNAL INTERNSHIP

To further transform the industry through the development of much-needed skills, we launched our external intern programme during the course of 2016 – a partnership with one of our suppliers, eComply, to provide graduate internships for a 12-month period.

The programme is aimed at developing specific skills currently found to be in short supply in the marketplace. In addition, our bursary programme (> please refer to page 20) also plays an integral role in achieving transformation through skills development.

Coronation also supports young South Africans through programmes that help them gain work experience or exposure to the investment industry:

YOUTH EMPLOYMENT SERVICES PROGRAMME

Coronation is a participant in the Youth Employment Services (YES) initiative, a partnership between government, business, labour and civil society. Led by president Cyril Ramaphosa, the initiative forms part of the CEO Initiative and aims to create employment for one million young South Africans over the course of the next three years.

Under the programme, businesses have the option to create one-year paid positions for individuals between the ages of 18 and 35, sponsor the salary for a one-year placement in a small or medium enterprise, or to help young people start and grow their own businesses through seed funding.

YOUNG INVESTOR PROGRAMME

Coronation sponsors the recently-launched Young Investor Programme (YIP) at the University of the Western Cape (UWC). YIP provides the opportunity to 'learn by doing' and helps students put their theoretical investment knowledge to practical use. Students perform investment exercises that focus

on selecting investment opportunities, reviewing financial headlines and conducting company analyses and virtual trading. The students also participate in workshops and have the opportunity to interact with industry professionals.



Since 1993, more than 100 bright, young, previously disadvantaged students from underprivileged areas all over South Africa have been given the chance to achieve their dream of a better future through the Coronation Bursary Programme.

BURSARIES & Sqb8LARSHIPS

ALLOCATED TO DESERVING YOUNG SOUTH AFRICANS

The programme funds full tertiary bursaries to study at any recognised university within South Africa, awarded on merit and financial need. Over the period of study, students are supported by trained tutors and matched with a Coronation mentor to assist with integration into university life. Furthermore, all students have the opportunity to gain practical work experience through vacation work, primarily at our Cape Town head office.

Candidates also have the opportunity to be financed by the Coronation Employee Bursary Fund, which was created in 2007 through voluntary donations made by Coronation employees. In acknowledgement of the vital role played by education in releasing individuals from a life of poverty, we extended our reach to include high school students in 2012. Since then, we have provided 92 scholarships to previously disadvantaged students through our involvement with the South African Innovative Learning Intervention.

TRANSFORMING AND GROWING OUR INDUSTRY

Enterprise development

Pre-dating black economic empowerment legislation in South Africa, we pioneered a number of corporate initiatives that have contributed to transformation and the development of skills in the asset management and financial services industry in Southern Africa.

Our most notable successes include:

- Partnering in the launch of the first Namibiancontrolled asset manager to form Namibia
 Asset Management in 1996;
- The establishment and funding of African Harvest Asset Management in 1999 (subsequently bought out by Cadiz Asset Management);
- The launch of Kagiso Asset Management,
 a joint venture with Kagiso Trust Investments,
 in 2001; and
- Partnering in the launch of Intembeko
 Investment Administration (IntIA), South
 Africa's first 100% black-owned and managed
 investment administration company, in 2018

AFRICAN HARVEST ASSET MANAGEMENT

(subsequently bought out by Cadiz Asset Management)

OUR INVOLVEMENT

A joint venture between Coronation Holdings and the National Empowerment Corporation (as it was known at the time), African Harvest Limited was listed on the JSE in 1998 primarily as an empowerment capital raising business.

At inception, Coronation Fund Managers' then CEO, Leon Campher, took on the role of African Harvest CEO. The primary operating subsidiaries were the asset management and investment banking businesses.

KEY HIGHLIGHTS

The asset management business continues as Cadiz Asset Management and the investment banking business as Vunani Securities. A significant number of the industry's leading players were part of the African Harvest stable.

NAMIBIAN HARVEST

(today Namibia Asset Management)

OUR INVOLVEMENT

Launched in 1996 as a joint venture between Coronation and a group of Namibian shareholders, led by the late Aaron Mushimba. The first Namibian controlled asset manager in Namibia.

In terms of the arrangement, Coronation was responsible for all operational (asset management and infrastructural) aspects of the business, including the training and transfer of asset management skills to Namibian employees.

KEY HIGHLIGHTS

Namibia Asset Management continues to operate as a listed Namibian entity, managing more than N\$20 billion as at 30 September 2018. It is one of the most successful asset management companies in Namibia.

KAGISO ASSET MANAGEMENT

OUR INVOLVEMENT

Established in 2001 as a subsidiary (51%) of the South African empowerment group Kagiso Trust Investments, Coronation was a significant shareholder and partner with a 49% share in the operation. The business was created as a result of the strong business relationship between Coronation and Kagiso Trust Investments. Coronation was a 25% shareholder in Kagiso Trust Investments and enjoyed a long-standing working relationship with Eric Molobi (a Coronation board director for many years) and JJ Njeke.

Coronation provided the initial infrastructure (offices, dealing desk, unit trust licence), resources and training of employees until such time as Kagiso Asset Management became self-sustaining and profitable.

KEY HIGHLIGHTS

In 2005, Coronation sold its shareholding in Kagiso Asset Management to key employees, thereby facilitating an owner-managed, black empowered business that now manages more than R40 billion (as at 31 December 2017) in client assets.

INTEMBEKO INVESTMENT ADMINISTRATION

OUR INVOLVEMENT

In the past year, Coronation, along with PPS Investments (PPSI), supported the establishment of Intembeko Investment Administrators (IntIA) which will provide dedicated and independent investment administration services.

KEY HIGHLIGHTS

Once operational, IntlA will be one of the first black-owned and managed providers of investment administration services in South Africa, administering a combined R310 billion in assets. The business is expected to be fully operational by December 2018.



As a custodian of a significant portion of the South African savings pool, we are responsible for the procurement of stockbroking services on behalf of our many clients.

Over the years, we have taken bold steps to strictly and carefully apply our 'preferred supplier' criteria to include a growing number of black stockbrokers. In facilitating this progress, the Coronation Business Support Programme was conceived in 2006, which 10 years later has inspired the launch of the Association for Savings and Investment SA (ASISA) Stockbroker Development Programme.

Since 2006

>R280m

IN BROKERAGE

ALLOCATED TO BLACK
EMERGING STOCKBROKERS

Over the years, we have taken bold steps to strictly and carefully apply our 'preferred supplier' criteria to include a growing number of black stockbrokers.



Over the years, we have taken bold steps to strictly and carefully apply our 'preferred supplier' criteria to include a growing number of black stockbrokers.

CORONATION BUSINESS SUPPORT PROGRAMME

The groundbreaking and ambitious Coronation Business Support Programme (BSP), was launched in 2006 as a sustainable and effective intervention to grow niche black stockbrokers in the South African financial services industry.

The starting point for the BSP was to conduct an exhaustive process of tenders and due diligence to handpick a small number of niche black stockbrokers as programme participants. This was a vital step in our approach to providing not only upfront financial allocations, but also measurable support and assistance in the development of long-term sustainable businesses.

From the outset, we committed a minimum of 10% of our South African equity annual brokerage to successful participants. This we committed upfront for a period of three to five years, enabling the participants to hire staff, develop resources and plan for the longer term. The participants also benefited from our operational and strategic management support and guidance in managing and growing strong and sustainable enterprises. This vital component of the BSP proved invaluable during a period of significant change in the stockbroking industry. Were it not for the insights and hands-on support of Coronation management and staff, many of these companies would not be in existence today.



In 2015, we recognised that to further accelerate the growth potential of the black stockbroking community and accomplish greater industry impact, we needed to recruit broader support from the asset management industry. To achieve this we approached ASISA regarding the creation of an enhanced infrastructure to provide deeper management support from the asset management industry. On 1 August 2016, the ASISA Stockbroker Development Programme (SDP) was piloted with six of the country's leading asset management

companies as sponsors (of which Coronation is one). Three of the participants of the Coronation programme qualified to form part of the ASISA programme, while the balance (and other qualifying black stockbroking business) continue to benefit from both financial and management support from Coronation in line with our stated BSP guidelines and objectives.

For more details on the SDP, \rightarrow please see page 31.



CASE STUDY:

Empowering young analysts through the Vunani Securities Training Academy



Funded by Coronation, the academy has trained 23 analysts to date, producing leading analysts and economists as well as achievers in various industries.

Vunani Securities has been a Coronation BSP programme participant since the programme's inception more than 10 years ago. Over this period Vunani Securities has grown to become a significant player in the industry, focusing on domestic stocks and a broad covering in the mid-cap segment of the market.

As a result of their participation in the BSP, Vunani Securities has greatly expanded its training capability as part of the Vunani Securities Training Academy, which it inherited in 2010 from Kagiso Securities upon its takeover of the business. The academy trains previously disadvantaged graduates to become rated equity analysts and offers them exposure to international markets and standards. It involves intensive on-the-job training and mentorship over a period of one year during which trainees are expected to write and present reports.

ASISA STOCKBROKER DEVELOPMENT PROGRAMME

The ASISA Stockbroker Development Programme (SDP) is built on the learnings and solid foundations of the Coronation Business Support Programme (BSP) as detailed on pages 30 to 31. Launched in August 2016, the SDP's purpose is to accelerate and further unlock the growth potential of South African black stockbroking houses, their employees and the value-added offerings provided to the investment community. The programme's vision, while piloted with six sponsors and five participants, is to broaden participation by both sponsors and participants over time.

Prior to launch, the programme's steering committee undertook a rigorous selection process to identify five black stockbroking houses (Legae Securities, Navigare Securities, Noah Capital, Prescient Securities and Vunani Securities) with the greatest

potential to develop into stand-alone businesses and compete against the larger, more entrenched stockbrokers in the local industry. All prospective participants were required to qualify on a minimum of 51% black ownership (as defined by the B-BBEE codes) and a turnover of less than R100 million per year (as defined by the B-BBEE codes). The process thereafter ranked each business on its overall business model, team composition, transformation and skills development, infrastructure, compliance and financial performance.

For a prolonged period, each participating brokerage house will receive bespoke business development support, technical stockbroking mentorship and access to industry specialists.

KEY ACHIEVEMENTS SINCE INCEPTION OF THE PROGRAMME INCLUDE:

- 24 new jobs created across the five participants
- Participants have benefited from six workshops, 64 hours of boot camps and 16 hours of one-on-one mentorship

In 2019, the programme will extend its business development support and mentorship to all qualifying small black-owned stockbroking houses within the industry to achieve greater industry impact.

Coronation is proud to be part of this augmented approach developed to create meaningful and material transformation within South African black stockbroking.



Our holistic approach to preferential procurement affords us the opportunity to meaningfully contribute to the economic growth and empowerment of all South Africans.

Through this programme we aim to broaden our reach to a growing number of predominantly black-owned and black female-owned supplier businesses, thereby encouraging the formation of new enterprises and the creation of much-needed employment opportunities.

The strict implementation of our procurement policy guides the continual increase in the procurement of services from B-BBEE accredited suppliers. It also requires that we identify potential future B-BBEE accredited suppliers.



BROADENING OUR REACH
TO B-BBEE ACCREDITED SUPPLIERS

Through our supplier oversight programme, regular due diligences are conducted to confirm existing and prospective supplier credentials. Where necessary we exert our influence over those suppliers where transformation progress is in conflict with our procurement policy, or the objectives upon which we have agreed with suppliers. We remain committed to awarding a greater proportion of spend to empowered suppliers over time.

Independent Financial Adviser (IFA) Development Programme

We are a sponsor and funder of Asisa's IFA Development Programme, launched in late 2015. The aim of this programme is to provide business development support to black IFAs by equipping them with practical practice management skills and knowledge.

The programme also includes an IFA internship for talented black individuals to gain theoretical knowledge and practical work experience at one of the country's top IFA practices.

Since inception, the programme has trained 92 black IFA practices and created internship opportunities for 60 individuals.

TRANSFORMING THE BROADER COMMUNITY

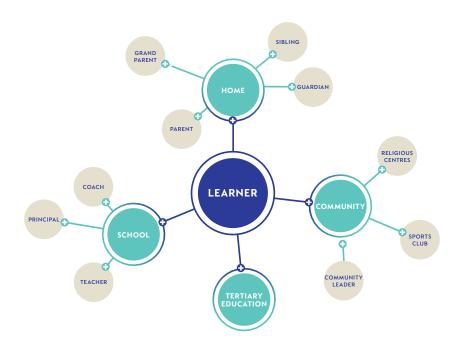
Uplifting society and nurturing inspired and ambitious learners

The foundation of society rests on the communities in which we operate and to which our employees return home each day. Our role as a business is to create opportunities through establishing and contributing to long-term programmes that empower individuals and result in meaningful change in people's lives.

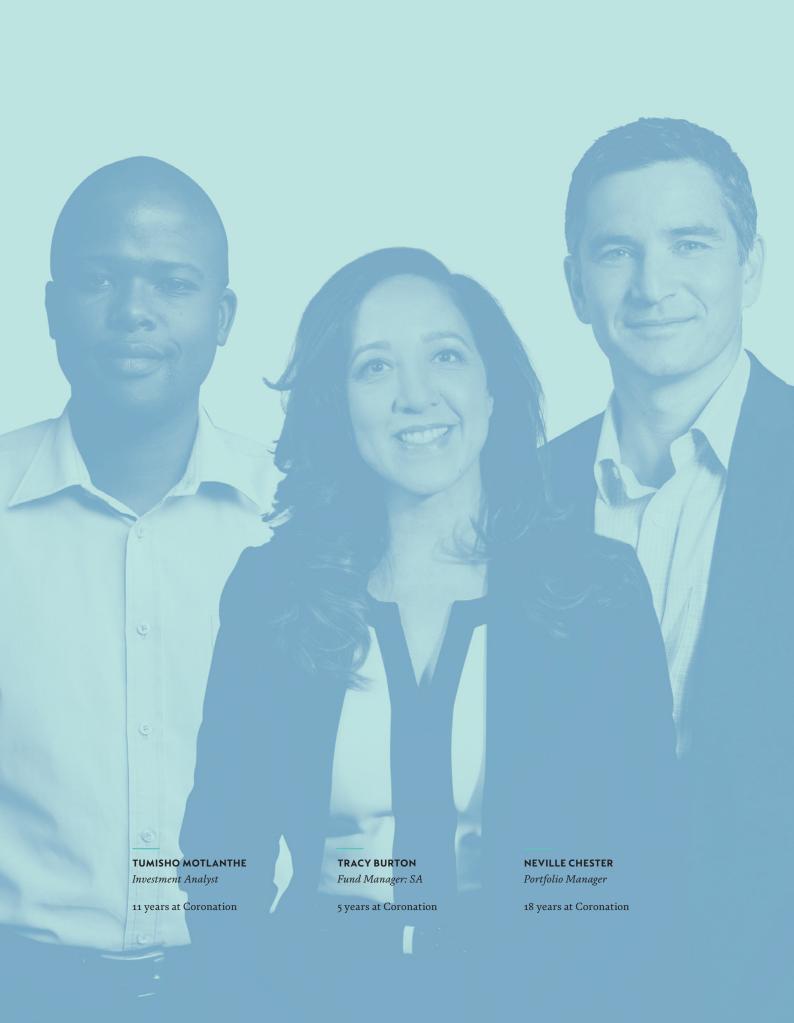
Our recently launched CSI initiative, Capsule, is a truly uplifting intervention. Capsule follows a unique and holistic approach to addressing the country's education crisis by working with entire school communities in a collaborative approach.

Capsule integrates a number of our established CSI programmes (as detailed on p.39) to form

an ecosystem of support through which children, educators, parents and principals in a single geographic area may benefit from more than one of our interventions. A critical aspect of the programme is the crucial role of involving parents in their child's school career.



Providing children with a *good education* is *at the core* of all our efforts.



An ecosystem of high-impact interventions

Providing children with a good education is at the heart of all our efforts. The Coronation Reading Adventure Rooms, launched in 2010, focuses on improving literacy among children in grades R to 3 from indigent primary schools. It achieves this by transforming classrooms into inspiring learning environments and by providing educators with specialised training, tools, education material and mentorship.

Our Counting with Coronation programme, launched in 2012, helps children to develop key mathematical skills from an early age. The programme supports hundreds of foundation-phase teachers in impoverished communities to strengthen their maths knowledge and implement practical teaching strategies.

Building on the success of the Coronation Growing Entrepreneurs Programme, we launched our youth-focused Coronation School Gardens programme in 2010. The programme teaches primary school learners valuable entrepreneurial skills such as growing their own produce. The programme also equips educators and caretakers to support learners in maintaining school gardens and encourage entrepreneurship through Saturday markets.

Full details of Capsule and other CSI programmes can be found on our website,

www.coronation.com.

OUR SOCIAL IMPACT FOOTPRINT



We believe that true transformation can only be meaningful, substantive and sustainable if it is treated as a long-term commitment.

Our unique approach to transformation is consistent with our key values and is embedded in our culture.

Our transformation video can be viewed on our website: www.coronation.com/za/institutional/transformation

All our transformation statistics are quoted as at November 2018.

Coronation Fund Managers Limited is a full member of the Association for Savings and Investment SA (ASISA). Coronation Asset Management (Pty) Ltd (FSP 548) and Coronation Investment Management International (Pty) Ltd (FSP 45646) are authorised financial services providers.

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