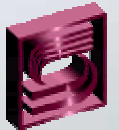


# Steinhoff International Holdings Ltd



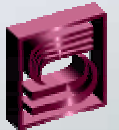
## Audited Results for the Year to 30 June 2001

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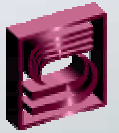
Page 1

# Steinhoff International Holdings Ltd



## Agenda

- 1. Welcome** **B.E. Steinhoff**
- 2. Synopsis of Results** **F.J. Nel**
- 3. Presentation of Steinhoff Europe results** **M.J. Jooste**
- 4. Presentation of Steinhoff Africa results** **D.M. vd Merwe**
  - **Logistics by** **K.J. Grové**
- 5. Questions and Discussions**



# Chairman's Welcome

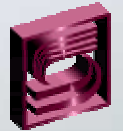
**Mr. Bruno Steinhoff**

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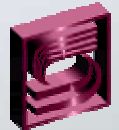
Page 3

# Earnings per Share



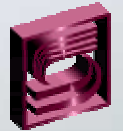
	30 Jun '01 cents per share	30 Jun '00 cents per share	% increase
E.P.S.	78	55	42 %
Headline E.P.S.	67	52	29 %

# Headline earnings Recon



	30 Jun '01 R '000	30 Jun '00 R '000	% increase
<b>Attributable Earnings</b>	<b>644 182</b>	<b>432 711</b>	<b>49 %</b>
• Capital gain on Sale of Trade marks	(179 282)	—	—
• Closure Cost of German Manufacturing Plant	44 384	—	—
• Goodwill	37 531	—	—
• Profit on Disposal of Assets	—	(26 586)	—
<b>Headline Earnings</b>	<b><u>546 815</u></b>	<b><u>406 125</u></b>	<b>35 %</b>

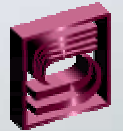
# Revenue



	30 Jun '01 R '000	30 Jun '00 R '000	% increase
Total Revenue	<u>5 773 532</u>	<u>4 594 086</u>	26 %

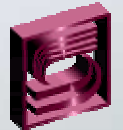


# Revenue by division



	30 Jun '01 R '000	30 Jun '00 R '000	% increase
<b>Manufacturing</b>	<b>4 087 206</b>	<b>3 419 197</b>	<b>20 %</b>
<b>Wholesale &amp; Distribution</b>	<b>1 686 326</b>	<b>1 174 889</b>	<b>44 %</b>

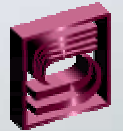
# EBIT per division



	30 Jun '01 R '000	30 Jun '00 R '000	% increase
<b>Africa</b>	179 182	185 098	(3)%
<b>European Union</b>	293 471	174 190	68 %
<b>Eastern Europe</b>	144 807	117 748	23 %
<b>Australia</b>	3 133	(3 695)	—



# Margin Analysis



30 Jun '01

30 Jun '00

%

%

**Africa**

**8**

**10**

**European Union**

**14**

**10**

**Eastern Europe**

**10**

**14**

**Australia**

**6**

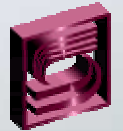
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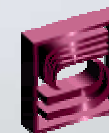
Page 9

# Financial highlights



	30 Jun '01 R '000	30 Jun '00 R '000
<b>Net asset value per share (cents)</b>	<b>363</b>	<b>274</b>
<b>Return on shareholders' funds (%)</b>	<b>21</b>	<b>21</b>
<b>Dividend per share (cents)</b>	<b>12</b>	<b>9</b>
<b>Gearing ratio (%)</b>	<b>9</b>	<b>29</b>
<b>Cashflow per share (cents)</b>	<b>77</b>	<b>7</b>

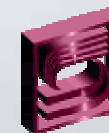
# Abridged Consolidated Income Statement for the year ended 30 June 2001



	Note	30 June '01 R ' 000	30 June '00 R ' 000	% increase
<b>Revenue</b>		5,773,532	4,594,086	26%
Operating income before depreciation		679,586	536,334	27%
Depreciation		(98,923)	(77,001)	
Operating income after depreciation		580,663	459,333	26%
Exceptional items	1	134,898	26,586	
Earnings before goodwill, interest and taxation		715,561	485,919	47%
Goodwill amortised		(37,531)		
Earnings before, interest and taxation		678,030	485,919	40%
Net finance charges		(46,648)	(51,125)	
<b>Earnings before taxation</b>		631,382	434,794	45%
Taxation		(27,130)	(16,091)	
<b>Earnings after taxation</b>		604,252	418,703	44%
Share of associate income		38,111	13,276	
Attributable to outside shareholders		1,819	732	
Income attributable to shareholders		644,182	432,711	49%
<b>Note 1: Exceptional items ( R ' 000 )</b>				
		179,282		
			26,586	
		(44,384)		
		134,898	26,586	

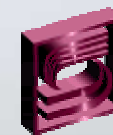
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2001

# Abridged Consolidated Balance Sheet at 30 June 2001



	30 June '01 R ' 000	30 June '00 R ' 000
<b>ASSETS</b>		
<b>Non-current assets</b>		
Property, plant and equipment and intangible assets	1,672,345	1,522,880
Investments and loans	546,190	260,293
Deferred tax asset	9,541	
	<u>2,228,076</u>	<u>1,783,173</u>
<b>Current assets</b>		
Accounts receivable	1,695,383	1,482,760
Inventories	768,409	741,068
Cash and cash equivalents	988,905	454,641
Net cash balances	786,764	290,845
Near cash financial instruments	202,141	163,796
	<u>3,452,697</u>	<u>2,678,469</u>
<b>Total Assets</b>	<u><u>5,680,773</u></u>	<u><u>4,461,642</u></u>
<b>EQUITY AND LIABILITIES</b>		
<b>Capital and reserves</b>		
Ordinary shareholders' equity	3,013,800	2,203,563
Outside shareholders' interest	10,037	16,733
	<u>3,023,837</u>	<u>2,220,296</u>
<b>Non-current liabilities</b>		
Deferred taxation	4,529	9,830
Long term liabilities	426,723	203,375
Long term licence fee liability	287,250	
	<u>718,502</u>	<u>213,205</u>
<b>Current Liabilities</b>		
Net interest bearing	631,186	729,093
Accounts payable and provisions	1,307,248	1,299,048
	<u>1,938,434</u>	<u>2,028,141</u>
<b>Total equity and liabilities</b>	<u><u>5,680,773</u></u>	<u><u>4,461,642</u></u>

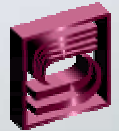
# Abridged Cash Flow Statement for the year ended 30 June 2001



	30 June '01 R ' 000	30 June '00 R ' 000
Operating profit before working capital changes	827,770	532,952
Net changes in working capital	(93,847)	(407,823)
Cash generated from operations	<u>733,923</u>	<u>125,129</u>
Net finance costs	(46,648)	(51,125)
Dividends paid	(17,365)	(8,472)
Dividends received	5,610	
Taxation	(43,192)	(9,560)
Net cash inflow from operating activities	<u>632,328</u>	<u>55,972</u>
Net cash outflow from investing activities	(347,395)	(539,425)
Net cash inflow from financing activities	<u>277,012</u>	<u>745,290</u>
Net increase in cash and cash equivalents	561,945	261,837
Effects of exchange rate changes on cash and cash equivalents	(27,681)	(3,581)
Cash and cash equivalents -beginning of period	<u>454,641</u>	<u>196,385</u>
Cash and cash equivalents - end of period	<u>988,905</u>	<u>454,641</u>



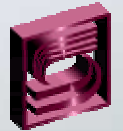
# Steinhoff International Holdings Ltd





**Bruno Steinhoff (63) : Chairman**

**Markus Jooste (40) : CEO**



**Markus Jooste (40) : MD**  
**Norbert Steinhoff (53) : MD – Corporate Relations**

- Ian Topping (41)
- Paul vd Bosch (38)
- Frank Eberle (38)
- Andreas Bogdanski (38)
- Gabor Wilhelm (47)

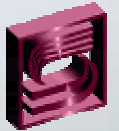
**Danie vd Merwe (43) : MD**

- Derrick Matthew (52) – MD Bedding  
Martin Herr (52) – MD Case Goods  
Mike Lawrence (52) – MD Upholstery
- Richard Copley (52)
- Tony York (52)
- Jed Krige (44)
- Jan J vd Merwe (56)
- Stephen Marshall (33) - Marketing
- Lawrence vd Merwe (52)

**Jan HN vd Merwe (41) : MD**

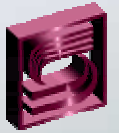
- Jan HN vd Merwe (41)
- Johan Geldenhuys (44)
- Enrico Liebenberg (45)
- Stehan Grobler (41)
- Ray Cox (59)

# Vision



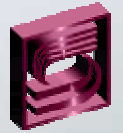
**To be a World Class,  
Integrated, Global,  
lifestyle supplier of  
household goods and  
related products.**

# Steinhoff Europe

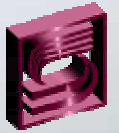


- **United Kingdom**
- **Van Den Bosch Beheer BV**
- **Germany**
- **Poland**
- **Hungary**

# Steinhoff Africa



- **Local Furniture**
- **Exports**
- **Raw Materials**
- **Sawmilling**
- **Australia**
- **India**
- **Logistics**



# Logistics in Steinhoff Africa

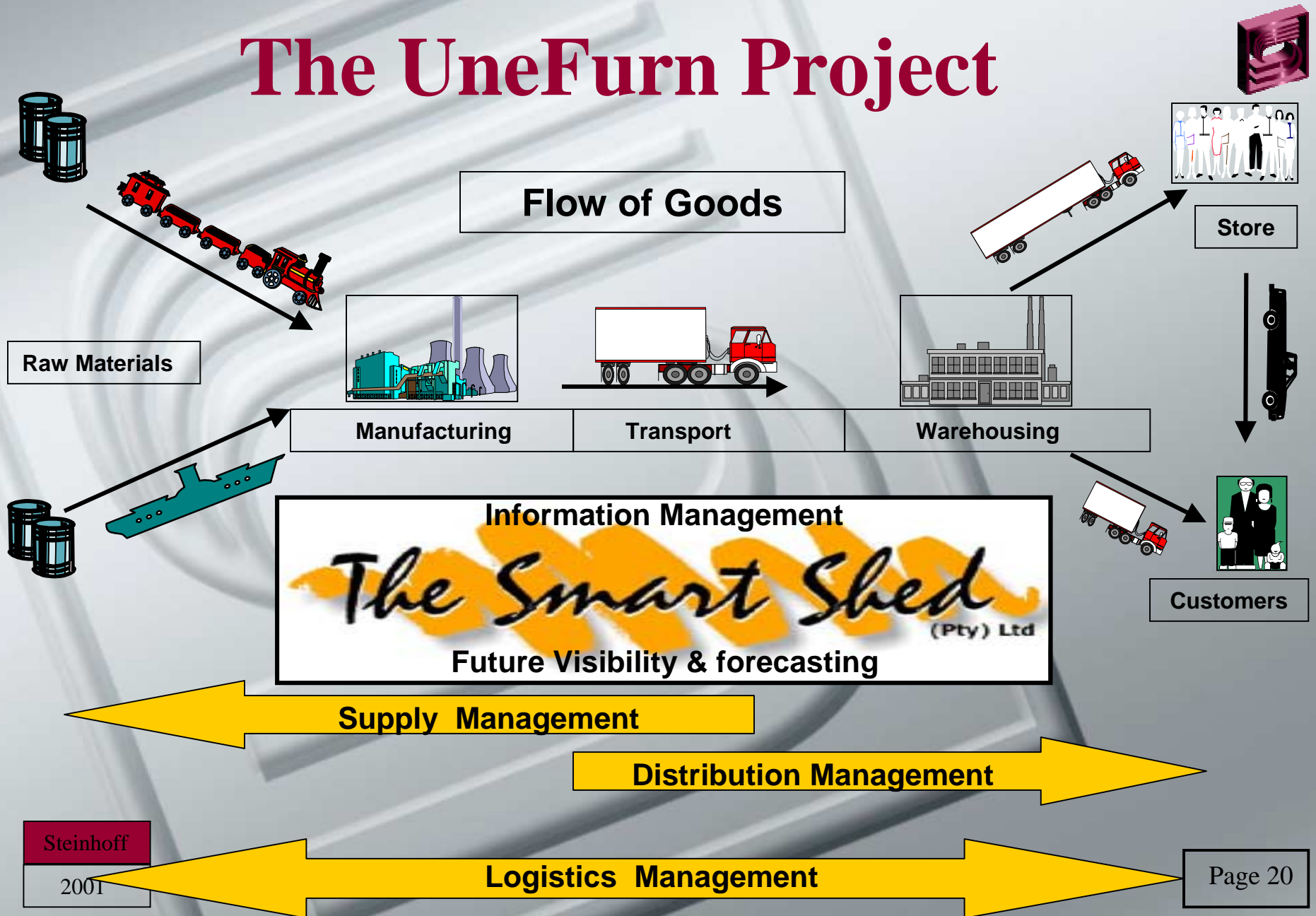
- Jo Grové

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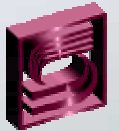
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# The UneFurn Project



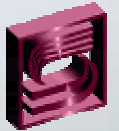


# Why is this critical to Business?



**By 2004, enterprises that fail to re-engineer rigid supply chain structures and employ collaborative commerce-enabling technologies will suffer from lower profitability and decreased competitiveness (0.9 probability).**

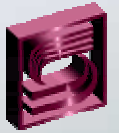
# Two Distinct Approaches to e-Business



- Tinkering with the business
  - Focus on simple processes
    - Simple buying and simple selling
  - Focus on automating transactions
- Transforming the business
  - Focus on dramatically increasing overall efficiency and effectiveness and EPS
  - Improving ALL of your value-creation processes
    - Focus on building a high velocity Industry



# In which ways is it different?



## Typical Marketplace

- Indirect Goods
- Horizontal Market
- Not Mission Critical
- Not Time Sensitive
- Addresses Basic - eCommerce needs
- Non-Collaborative
- Ignores Logistics

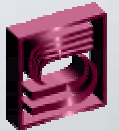
Simple



- Direct Goods
- Vertical Market
- Mission Critical
- Highly Time Sensitive
- Addresses the entire Supply Chain
- Collaborative
- Integrated Logistics

Complex

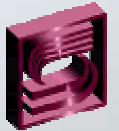
# Key Milestones Achieved



- Right Business Model
- Right Application Partner - i2
- Virtual Business to minimise fixed costs
- Stage 1 Pilot On-Time & in Budget
- Business benefits well quantified
- Great Stage 1 players
  - Sealy & Lubners
- Intensive media and Industry interest
- On-track for success



# Corporate Activities



Subsequent to year-end, the following agreements were concluded:

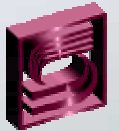
- Relyon plc
- Relyant Supply Agreement
- Freedom Group Ltd
- Marshall Furniture
- Mondi Ltd
- Thesens
- Unitrans Ltd
- Woodline

## New Facility

- Steincraft



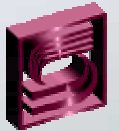
# Future Prospects



- Continued growth of market share in Germany
- Improved penetration of new Euro-dominated single-currency market
- Growing exports from Eastern Europe derived through increased efficiencies and productivity
- Opportunities offered by developing Eastern European economies
- Expansion of product range of Case Goods in Eastern Europe
- Rapid expansion in the United Kingdom through the Relyon acquisition

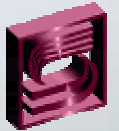


# Future Prospects

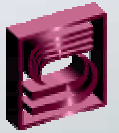


- **Increased exports from Steinhoff Africa to European Union, America and Australia**
- **Development of Australian market through alliance with Freedom Group**
- **Forming of new strategic alliances**
- **Increased wholesale in relation to own manufacturing**
- **Increase reliance on branding**
- **International logistics development**
- **Continued currency gains**

# Contact information



- **ISIN Code ZAE00016175**
- **[www.steinhoffinternational.com](http://www.steinhoffinternational.com)**
- **Info @ [steinhoff.co.za](mailto:info@steinhoff.co.za)**



**Thank You**

Steinhoff

2001

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