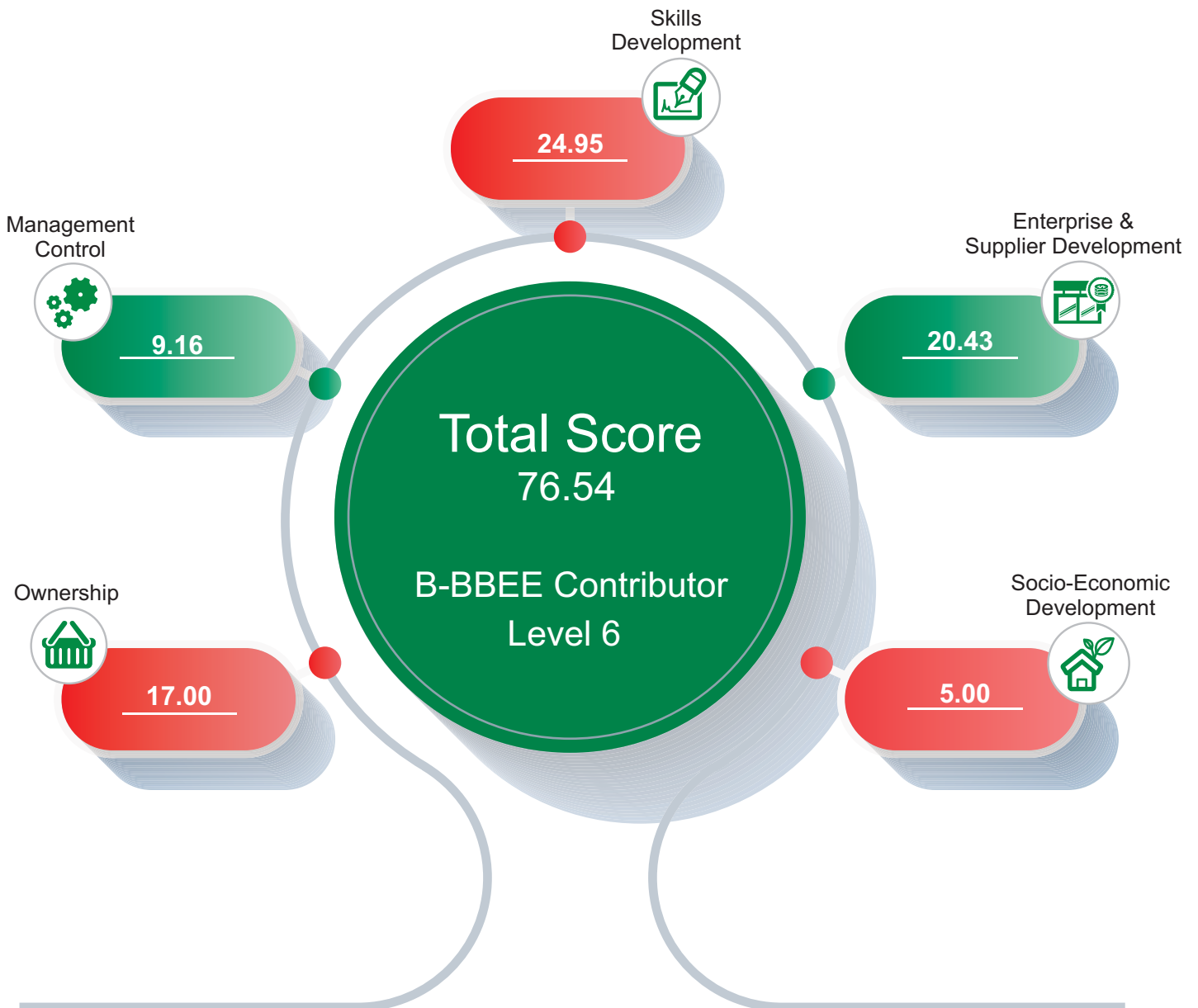


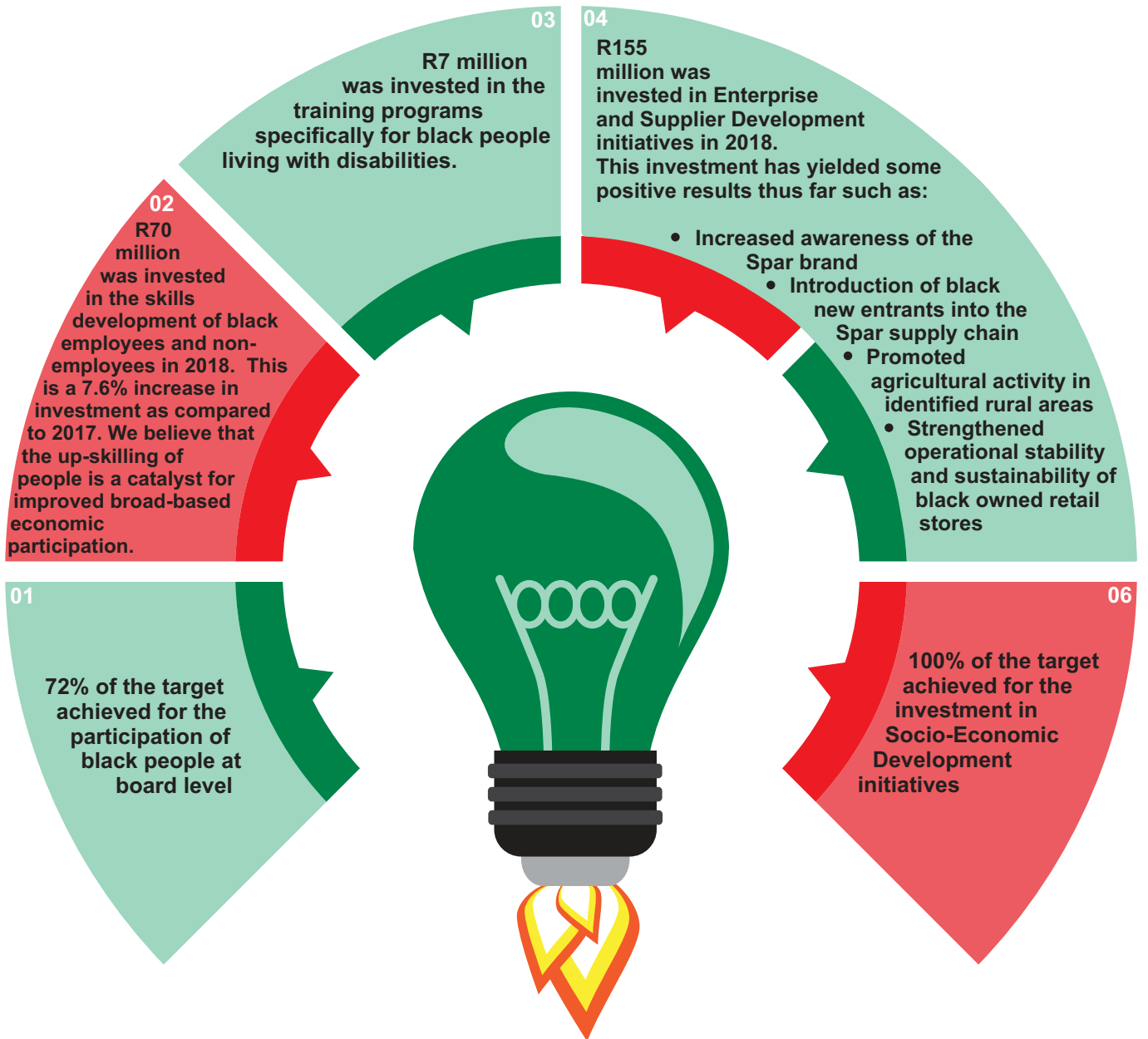
SPAR LIMITED
2018 B-BBEE
SCORECARD ANALYSIS



Overall B-BBEE level:



Key Highlights:




Areas of improvement

A large red circular graphic with a white center, positioned in the top-left quadrant of the page.

**Increased participation
of black people at executive
management level**

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**Increased black female
participation at an overall
management level**

A large green circular graphic with a white center, positioned in the bottom-left quadrant of the page.

**Improved performance
under
Preferential Procurement,
with the focus on
black owned
EME's & QSE's**

A large red circular graphic with a white center, positioned in the bottom-right quadrant of the page.

**Engagement
with key
non-compliant suppliers**