

20 March 2017

To whom it may concern,

This is to confirm that Merchants, has been using BEEToolkit and Supplier Management System to monitor and strategies our B-BBEE score. Both tools have been very instrumental in enabling Merchants to achieve its B-BBEE targets. We continue to derive value from these tools which also enable scenario planning and appropriation of budget as per the projections.

The toolkit is highly recommended as it is an enabler to optimising BBEE performance. For further information as may be necessary please contact me, on 084 536 5017 or E-mail: Sydwell.Shikweni@merchants.co.za .

Kind regards



Sydwell Shikweni

Transformation Director, Merchants BPO