

OUR BUSINESS

As a Group, Shoprite is Africa's largest fast-moving consumer goods retailer. Its core business is in food retailing, complemented by furniture, pharmaceuticals, hospitality, ticketing, digital commerce, financial and cellular services.

Through its wide range of customer-facing brands, value-added services, and B2B and customer-facing logistics services, the Group employs over 149 000 people and operates across numerous industries to deliver its comprehensive product and services offering.

Customer facing brands

Corporate stores

- SHOPRITE
- Usave
- checkers
- checkers Foods
- checkersHyper
- OK Furniture
- House & Home
- LiquorShop
- LiquorShop
- Petshop
- littleme

Digital commerce

- checkers sixty60

Cellular

- knect


Pharmaceutical

- Medirite+ Pharmacy

OK Franchise division

OK Foods, OK MiniMark, OK Express, Sentra, OK Liquor, Megasave (wholesale)



Branded private labels

- Low price leadership (supermarket private labels): Ritebrand (Shoprite), Ubrand (Usave) and Checkers Housebrand (Checkers and Checkers Hyper)
- Best value (branded products): Pot-o-Gold (tinned products), Farmer's Choice (poultry), Zip (cola), Lovies (nappies), Cape Point (frozen seafood), and Foreign Ground (coffee)
- Premium cross-category range: premium product range within one private label: Simple Truth, Forage and Feast
- General merchandise: Essentials (small appliances), Ottimo and Platinum (premium appliances), Bushbaby (outdoor products; tents and gazebos), Jolly Tots (baby accessories), Super Power (batteries) and Schultz (power tools)
- Fresh Foods: Bella Vita, Café Culture, Simply Great, Ready to Cook, Ready to Braai, Oh My Goodness
- Fruit and Vegetables: Freshmark, Padkos
- Meat Market: Championship Boerewors, Steakhouse Classic, Farmstead (pork), Kalahari Biltong, Old Smokehouse (smoked products), Cattleman (beef), Dorsland Wors, Rooikrantz Boerewors
- Medirite (health products)

Branded value-added services

Financial services and customer rewards

- SuperSwift
- MoneyMarket
- X SAVINGS
- X FREE CASHBACK

Ticketing

- COMPUTICKET
- Computicket travel

Hospitality

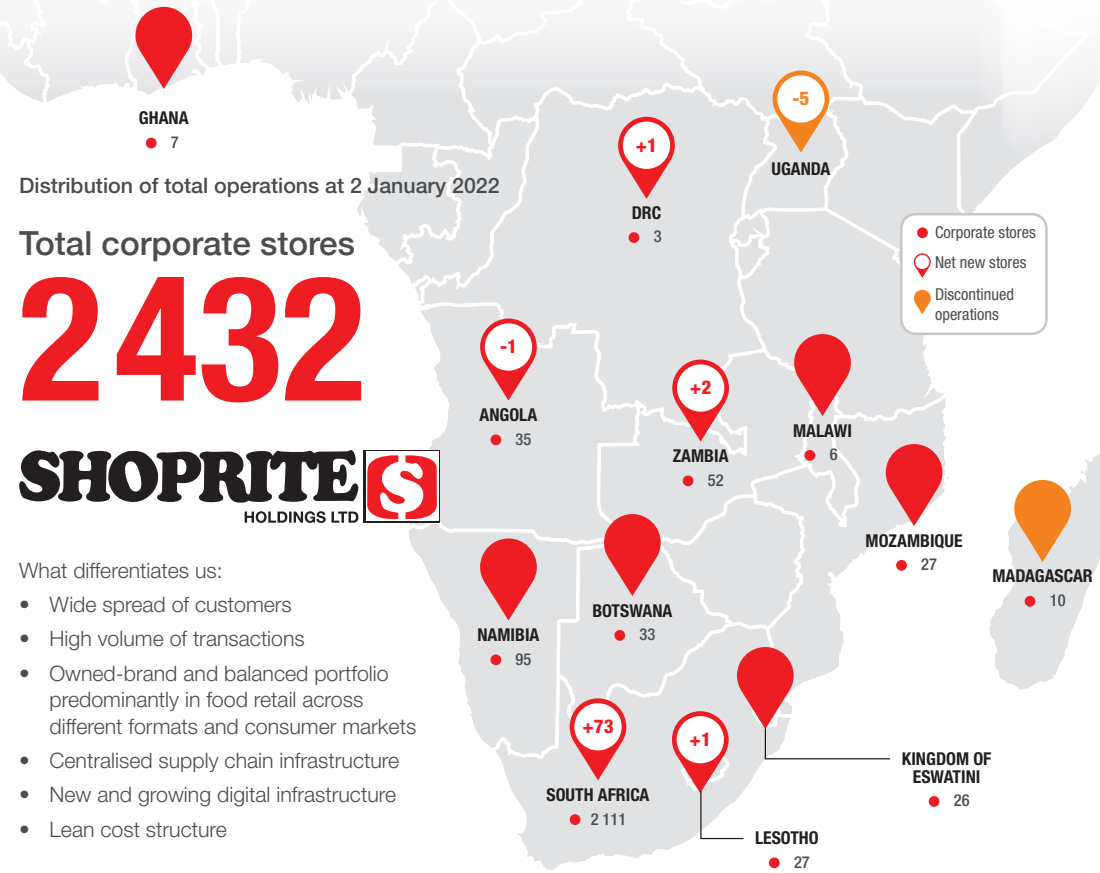
- GFS Checkers Food Services

Pharmaceutical

- Transpharm

Retail media

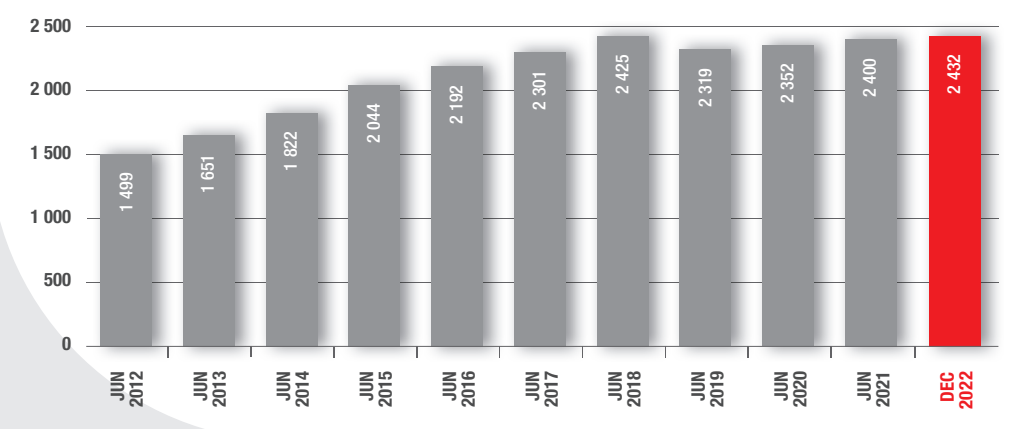
- rainmaker



What differentiates us:

- Wide spread of customers
- High volume of transactions
- Owned-brand and balanced portfolio predominantly in food retail across different formats and consumer markets
- Centralised supply chain infrastructure
- New and growing digital infrastructure
- Lean cost structure

Number of corporate stores over a 10-year period



B2B and customer-facing logistics services

Financial services and customer rewards

- SuperSwift
- MoneyMarket
- X SAVINGS
- X FREE CASHBACK

Ticketing

- COMPUTICKET
- Computicket travel

Hospitality

- GFS Checkers Food Services

Pharmaceutical

- Transpharm

Retail media

- rainmaker

STRATEGY AND INVESTMENT CASE

The Group's vision is distilled into a future-fit strategy.

Although we continuously evolve and adapt, we remain resolute in our commitment to customers to be Africa's most accessible, affordable and innovative retailer. We have revised our strategic drivers to be more aligned with how the world around us has changed. The race for reach through digital technologies has become more critical and moved the dial on how we "enable precision retailing". We are beginning to realise a return on investment as strategic initiatives underpinning this commitment become meaningful in terms of their impact on the business.



A Smarter Shoprite

- A truly customer-first culture
- Develop future-fit channels
- Enable precision retailing



Closing the gap in key segments

- Trusted, profitable private labels
- Grow share in premium and fresh food
- A stronger franchise offer



Winning in the long term

- Future-fit talent
- Unlock alternative revenue
- Leverage platform advantage

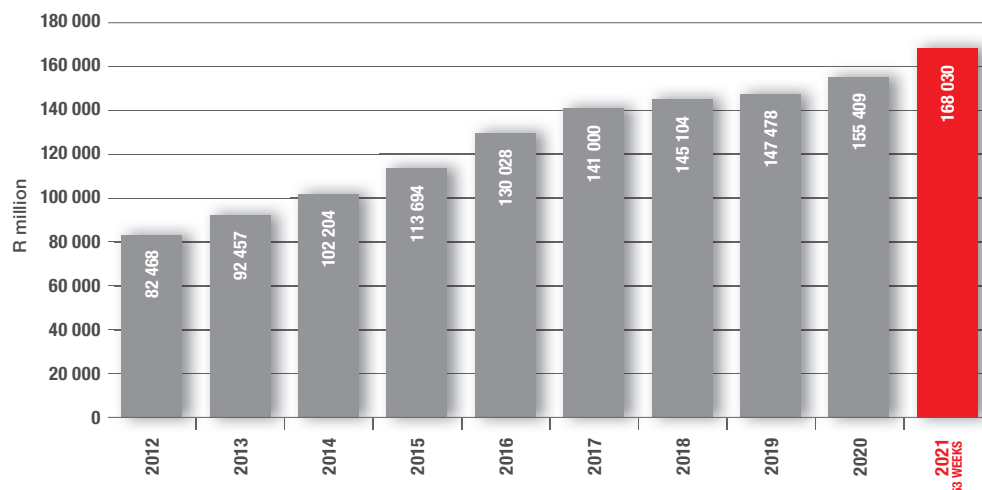


UNAUDITED RESULTS FOR THE 26 WEEKS ENDED 2 JANUARY 2022

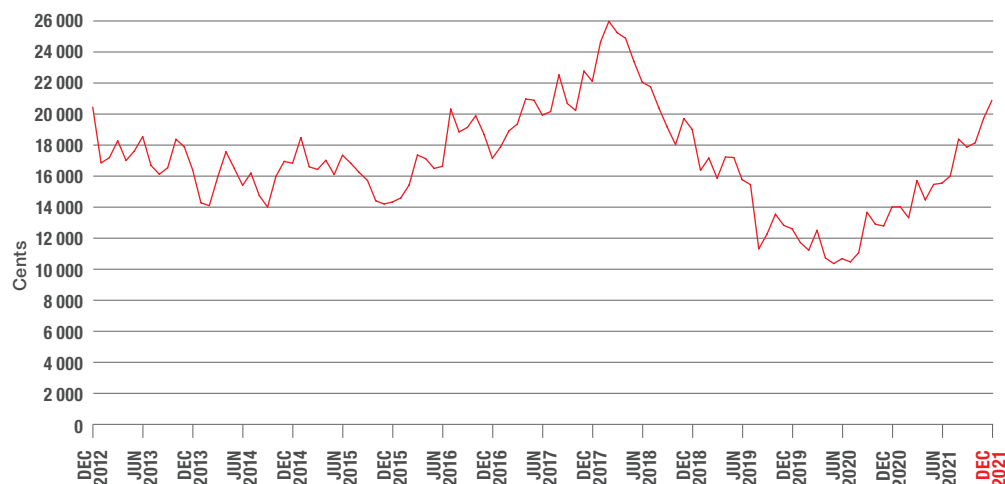


The Group's long-term performance is illustrated below through comparative sales figures as well as the share price performance over a 10-year period:

Annual sales



Shoprite Holdings Ltd share price

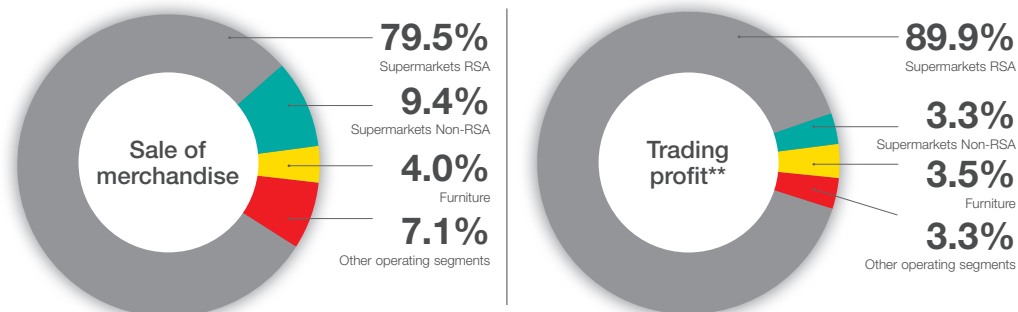


Financial highlights

	Change %	Unaudited 26 weeks 2 Jan '22 Rm	Restated* unaudited 26 weeks 27 Dec '21 Rm
Continuing operations			
Sale of merchandise	10.0	91 125	82 820
Trading profit	14.5	5 422	4 737
Earnings before interest, income tax, depreciation and amortisation (EBITDA)	12.9	7 854	6 958
Profit before income tax	28.4	3 901	3 039
Basic headline earnings from continuing operations	24.1	2 853	2 299
Performance measures			
Diluted headline earnings per share from continuing operations (cents)	25.2	519.3	414.8
Dividend per share declared (cents)	22.0	233.0	191.0
Trading margin (%)		6.0	5.7
Analysis per reportable segment			
Sale of merchandise			
Supermarkets RSA	11.3	72 433	65 074
Supermarkets Non-RSA	8.4	8 607	7 941
Furniture	(6.5)	3 600	3 849
Other operating segments	8.9	6 485	5 956
Total continuing operating segments	10.0	91 125	82 820
Discontinued operations		322	2 034
Total operating segments including discontinued operations	7.8	91 447	84 854

* Restated for the classification of the Group's Kenyan, Ugandan and Madagascan operations as discontinued operations in accordance with IFRS 5: Non-current Assets Held for Sale and Discontinued Operations. Refer to note 2 of the condensed consolidated interim financial statements for details of the adjustments recognised for each individual line item (see <https://www.shopriteholdings.co.za/content/dam/SENS/INT2021-Mar2022.pdf> for more).

Contribution to total continuing operating segments



** Trading profit excludes the impact of hyperinflation adjustments.