



Key Takeaways

Angelo Swartz - Group CEO

Key Achievements



Strategic Exit from Poland Operations

Improved overall efficiency

Renegotiation of Banking Arrangements in Ireland

Enhanced cash flow management

Strengthened financial position

Reduction of Total Group Debt

Reduced from R12 billion to R9 billion

Plans to reduce further

Addressing Underperforming Assets

“Fix or exit” strategy to optimise performance

Disciplined capital allocation strategy

Proactive Measures in Challenging Trading Conditions

Elimination of unnecessary costs

Balanced with protecting profitability

ERP Rollout

KZN stabilised and generating profits

Plotted path for risk mitigated future rollouts

Leadership transition



Successful Leadership Transition



Appointment of

Angelo Swartz | Group CEO
Megan Pydigadu | Group COO
Reeza Isaacs | Group CFO

Further Leadership Appointments



Natasha Andrykowsky | Group Strategy Executive
Brigitte Da Gama | Group HR Executive
Zihle Nonganga | Group Investor Relations Executive
Thami Silwana | National Liquor Executive
Gerhard Ackerman | National Merchandise Executive

Commitment to



A strong, diverse,
and inclusive
leadership culture

Building Financial Resilience



Key milestones achieved in balance sheet optimisation

- SA debt restructured & Ireland parental guarantee removed
- Focus on further reducing debt and responsibly allocating capital



Cost Optimisation Measures

- Operational efficiency improvements
- Workforce optimisation and training
- Better supply chain management and procurement strategies

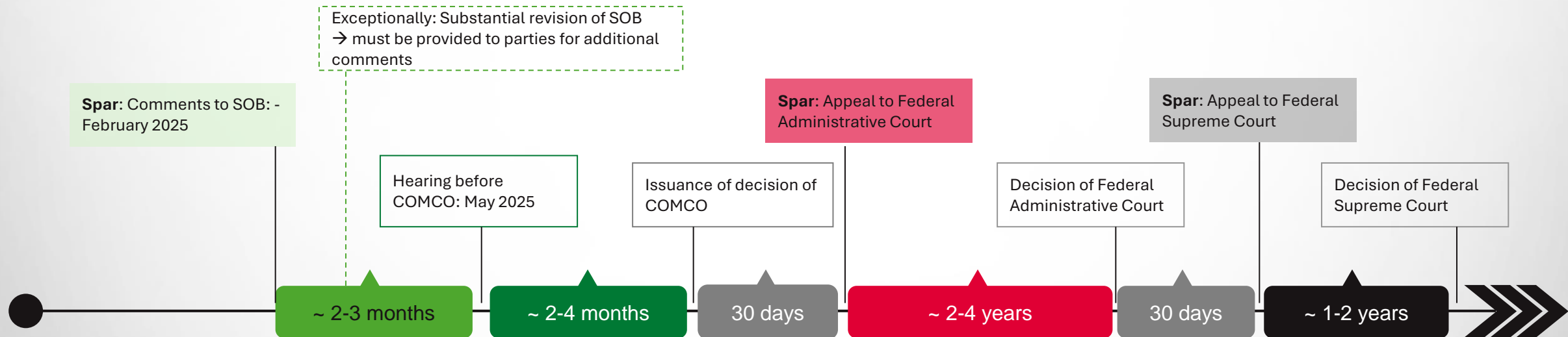


Strategic Growth Initiatives

- Plans for long-term expansion

Switzerland – intention to sanction

Further procedural steps





SPAR SA

Successful Integration of SAP

- Key areas of the business have seen efficiency improvements
- Enhancements in processes, inventory management, and reporting

KZN DC returned to profitability

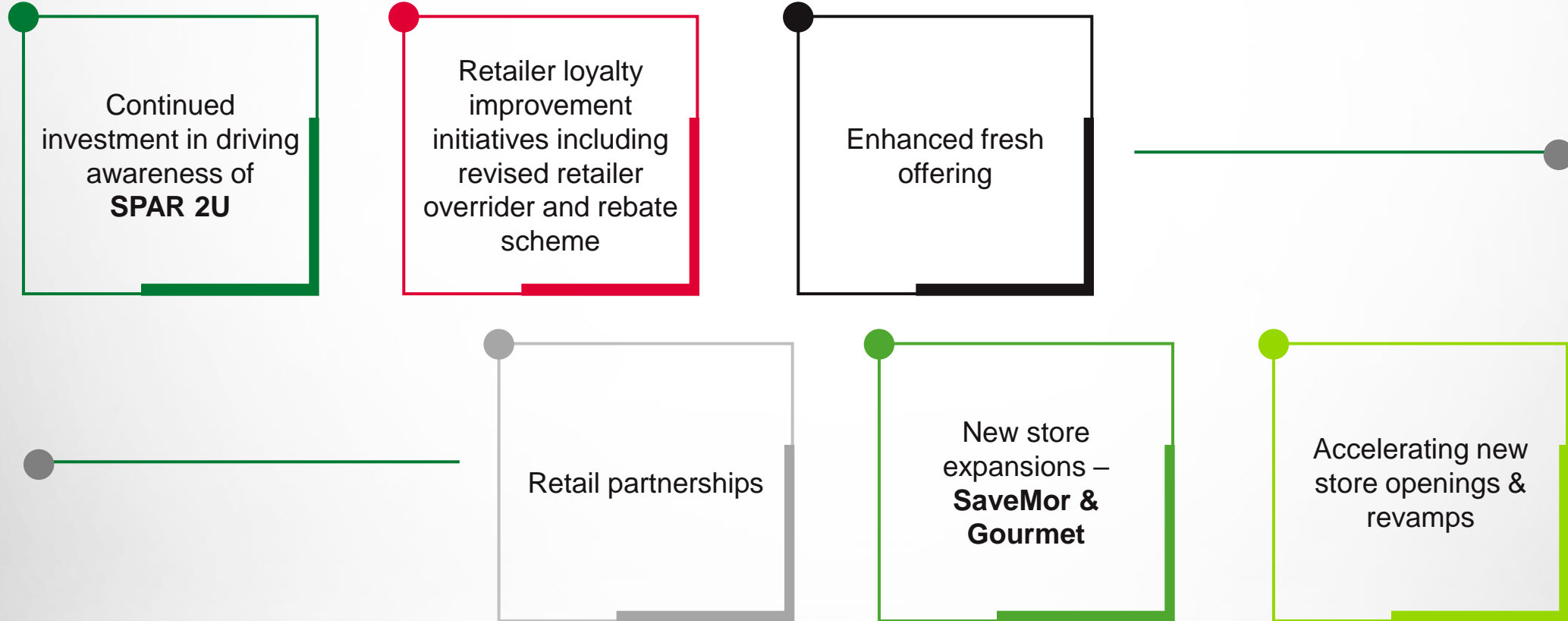
Enhanced governance with SAP Steering Committee & Business Transformation Committee

Risk mitigated rollout plan

- Prudent and cautious approach, balancing the need to mitigate risks while ensuring the completion of the rollout to support broader digitisation efforts

Driving SA top-line performance

Progress made on cost containment measures – driving top-line is key



The background of the slide is a photograph of a modern SPAR store building. The building features a large glass facade with a prominent gabled section. A SPAR sign is visible on the building's facade. In the foreground, a SPAR sign with a parking symbol and an arrow pointing right is visible on the left side.

Looking forward

Unwavering focus on Retailers



Key Focus on Profitability & Success of our retailers

Independent SPAR retailers crucial for long-term growth

Management Collaboration with retailers

Ensuring a competitive business model

Efficiency and Sustainability

- Maintaining efficiency in operations
- Promoting sustainable practices
- TOM*

*Target Operating Model

Key Priorities



Harden

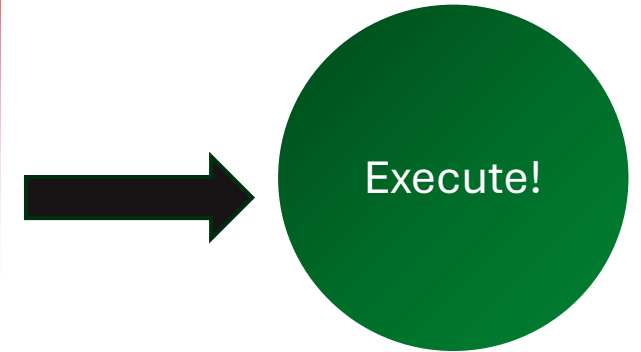
- SPAR Profitability
- Retail profitability
- IT transformation

Grow

- Format & Brand architecture
- Store expansion
- Driving SPAR 2U
- Launch of VAS* (Flex, SPAR Mobile, Retail Media)

Clarify

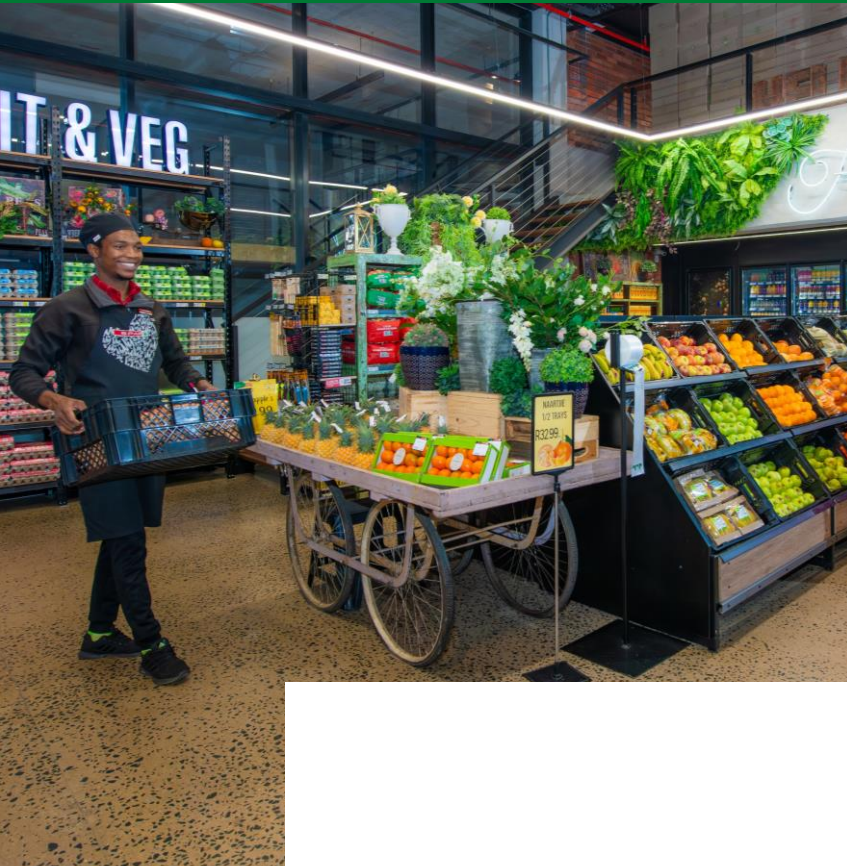
- Portfolio review
- Culture
- Review of TOM^ and Group structure



*Value Added Services

^Target Operating Model

Q & A



Thank you