



OUR DISTRIBUTION CENTRES

We procure and move goods into stores where they are sold to consumers looking for fresh food, groceries, building materials and liquor. This process relies on our infrastructure (warehouses and distribution centres), logistics, technology and relationships.

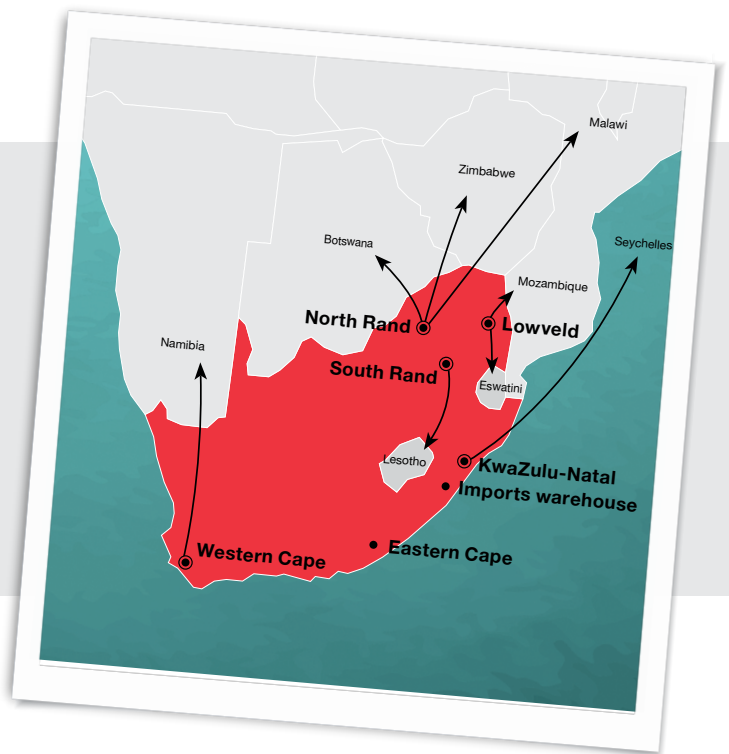
TOTAL CASES DISPATCHED PER ANNUM

	2020	2019	2018
South Africa (excluding Build it and S Buys)	246.0 million	243.9 million	231.7 million
Ireland (excluding Appleby Westward)	23.9 million	33.3 million	33.6 million
Ireland (including Appleby Westward)	37.4 million	43.7 million	45.2 million
Switzerland	28.0 million	25.2 million	26.0 million
Poland	5.9 million	N/A	N/A



SOUTH AFRICA

SPAR South Africa has six regional distribution centres for fresh and dry groceries and liquor, a Build it (Imports) warehouse for building materials and an S Buys distribution centre for pharmaceutical distribution. Satellite warehousing hubs reduce transport costs on certain routes.



SOUTH RAND DISTRIBUTION CENTRE

Divisional Managing Director

Brett Botten

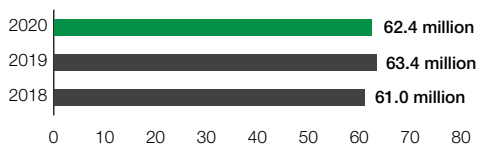
(Desmond Borrageiro from 1 March 2021)

Total floor space

66 500 m²

Number of stores serviced

Cases dispatched



	2020	2019	2018
SUPERSPAR	102	102	95
SPAR	108	110	118
KWIKSPAR	28	30	30
SPAR Express	13	8	5
SaveMor	3	2	–
TOPS at SPAR	204	200	192
Build it	71	71	71
Pharmacy at SPAR	31	27	20
Total	560	550	531

NORTH RAND DISTRIBUTION CENTRE

Divisional Managing Director

Desmond Borrageiro

(Jerome Jacobs from 1 March 2021)

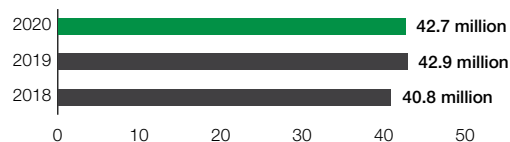
Total floor space

53 317 m²

Number of stores serviced

	2020	2019	2018
SUPERSPAR	63	63	61
SPAR	81	80	79
KWIKSPAR	13	13	14
SPAR Express	7	6	5
SaveMor	21	17	16
TOPS at SPAR	142	138	131
Build it	58	59	55
Pharmacy at SPAR	32	31	27
Total	409	407	388

Cases dispatched



KWAZULU-NATAL DISTRIBUTION CENTRE

Divisional Managing Director

Max Oliva

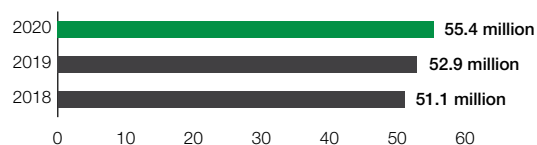
Total floor space

69 112 m²

Number of stores serviced

	2020	2019	2018
SUPERSPAR	99	93	92
SPAR	55	57	58
KWIKSPAR	23	24	25
SPAR Express	18	13	8
SaveMor	6	8	8
TOPS at SPAR	164	159	153
Build it	82	83	83
Pharmacy at SPAR	17	15	16
Total	463	451	443

Cases dispatched



EASTERN CAPE DISTRIBUTION CENTRE

Divisional Managing Director

Angelo Swartz

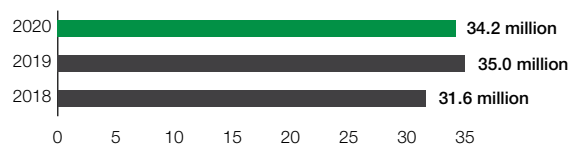
Total floor space

44 485 m²

Number of stores serviced

	2020	2019	2018
SUPERSPAR	49	49	47
SPAR	45	48	49
KWIKSPAR	16	17	16
SPAR Express	5	3	2
SaveMor	15	11	10
TOPS at SPAR	121	123	119
Build it	46	46	46
Pharmacy at SPAR	5	6	5
Total	298	303	294

Cases dispatched

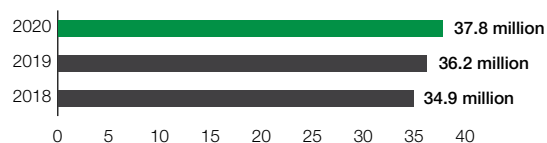


WESTERN CAPE DISTRIBUTION CENTRE

Divisional Managing Director
Alison Zweers

Total floor space
40 405 m²

Cases dispatched



Number of stores serviced

	2020	2019	2018
SUPERSPAR	41	41	39
SPAR	90	86	88
KWIKSPAR	42	42	40
SPAR Express	12	10	6
SaveMor	18	23	6
TOPS at SPAR	168	162	144
Build it	57	58	57
Pharmacy at SPAR	32	29	24
Total	457	440	403

LOWVELD DISTRIBUTION CENTRE

Divisional Managing Director
Martin Webber

Total floor space
21 416 m²

Cases dispatched



Number of stores serviced

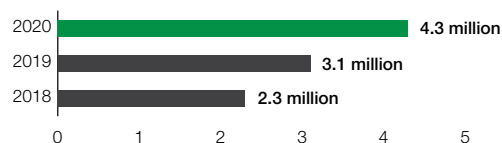
	2020	2019	2018
SUPERSPAR	24	24	22
SPAR	37	37	36
KWIKSPAR	2	–	–
SPAR Express	2	4	2
SaveMor	10	8	8
TOPS at SPAR	43	40	35
Build it	78	73	65
Pharmacy at SPAR	15	12	9
Total	210	198	177

BUILD IT (IMPORTS) DISTRIBUTION CENTRE

Divisional Managing Director
Rob Lister

Total floor space
10 000 m²

Cases dispatched



Number of stores serviced

	2020	2019	2018
Total	392	390	376

S BUYS DISTRIBUTION CENTRE

Divisional Managing Director
Jeremy Nicol

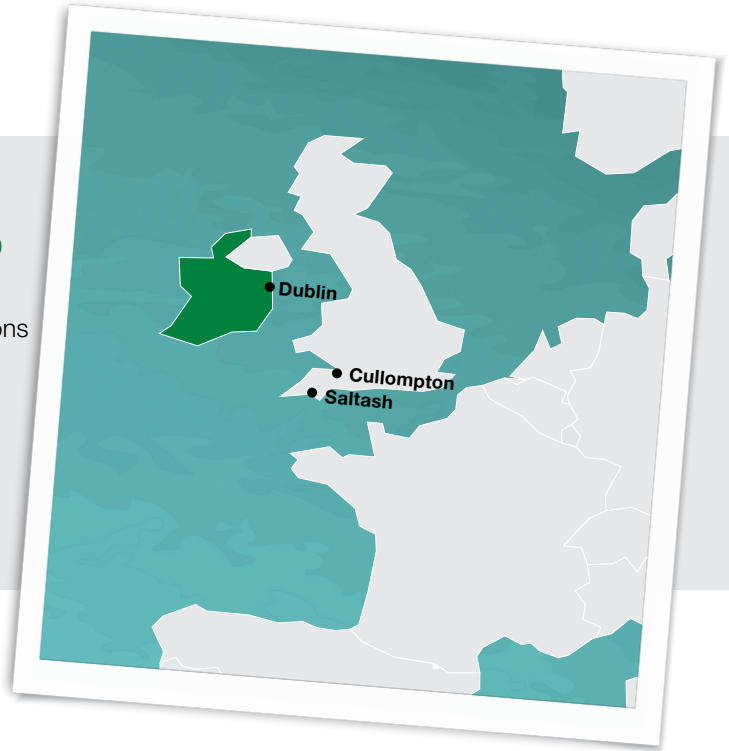
Total floor space
2 295 m²

The nature of pharmaceutical deliveries is not comparable to present cases dispatched or stores serviced. Please see Pharmacy at SPAR stores referenced above.



IRELAND AND SOUTH WEST ENGLAND

The national distribution centre located in Kilcarberry, West Dublin, services BWG Group's retail and wholesale operations in Ireland. In addition, there are 22 Value Centre Cash & Carry outlets located nationwide. The Appleby Westward facilities in South West England service a chain of SPAR stores.

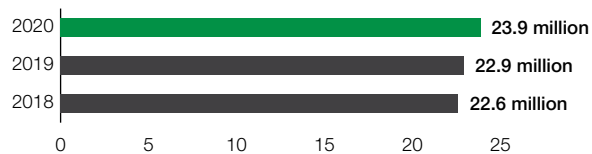


BWG FOODS DISTRIBUTION CENTRE

Chief Executive Officer
Leo Crawford

Total floor space
24 000 m²

Cases dispatched



Number of stores serviced

	2020	2019	2018
SPAR	400	406	402
Londis	136	133	130
EUROSPAR	51	51	53
MACE	219	217	216
XL	235	247	248
Gala	37	36	34
Fresh	7	—	—
Out of Appleby Westward	306	270	288
Total	1 391	1 360	1 371

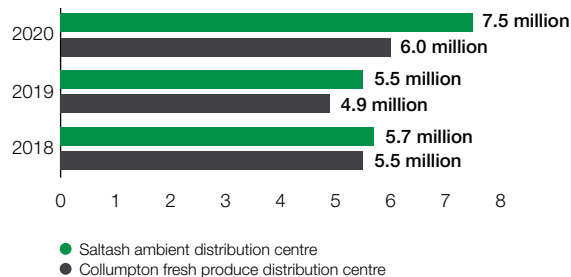
APPLEBY WESTWARD LOGISTICS DISTRIBUTION CENTRE

Chief Executive Officer
Mike Boardman

Total floor space
Saltash ambient distribution centre
7 209 m²

Total floor space
Cullumpton fresh produce distribution centre
1 904 m²

Cases dispatched



Number of stores serviced

	2020	2019	2018
Out of Saltash ambient distribution centre	306	277	276
Out of Cullumpton fresh produce distribution centre	306	277	276
Total	306	277	276



SWITZERLAND

The modern logistics centre in St Gallen handles the distribution to the SPAR Switzerland operations in German-speaking Switzerland.

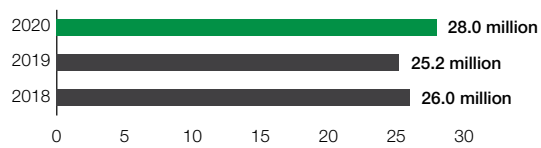


ST GALLEN DISTRIBUTION CENTRE

Chief Executive Officer
Rob Philipson

Total floor space
33 000 m²

Cases dispatched



Number of stores serviced

	2020	2019	2018
SPAR	161	155	155
SPAR Express	31	31	26
MAXI	67	81	87
PAM	72	53	41
C-store	2	2	11
Total	333	322	315



POLAND

The business in Poland is new to the group for 2020. It has a wholesale distribution system consisting of warehouses in Warsaw (Northern and Eastern Poland), Poznań (Central, Northern and Western Poland) and Czeladź (Southern Poland). The latter two are currently operational. The Warsaw distribution centre (7 206 m²) will become operational as the business gains scale.



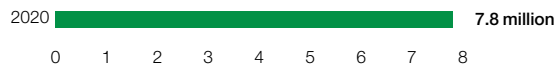
POLAND DISTRIBUTION NETWORK

Chief Executive Officer
Tomasz Syller

Total floor space
Poznań distribution centre
15 030 m²

Total floor space
Czeladź distribution centre
8 092 m²

Total cases dispatched



Number of stores serviced

	2020
SPAR	107
EUROSPAR	26
Piotr i Paweł	25
SPAR Express	61
Total	219