PEPKOR
Holdings Limited

Annual results

for the year ended

30 September 2026





The Pepkor **retail platform**
. . . it's in our **DNA**

PEPKOR
Holdings Limited

Agenda

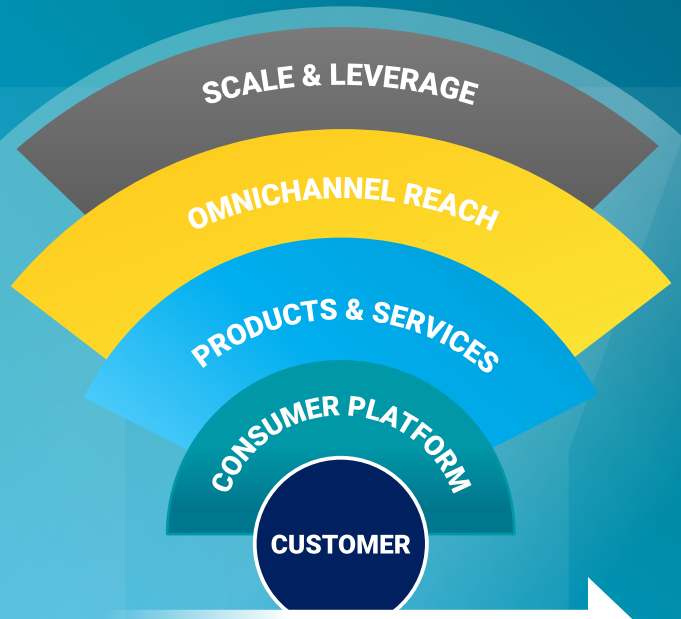
1	**Results overview**	Pieter Erasmus – CEO
2	**Financial results**	Riaan Hanekom – CFO
3	**Performance & strategic implementation**	
	Retail Platform	Sean Cardinaal – COO
	Financial Services & Connectivity	Garth Napier – CCO
	Omnichannel	
4	**Outlook**	Pieter Erasmus – CEO
5	**Q&A**	

PEPKOR
Holdings Limited

Results overview

PIETER ERASMUS
Chief executive officer

PEPKOR'S RETAIL-POWERED CONSUMER PLATFORM
CONTINUES TO OUTPACE BROADER MARKET CONDITIONS



Multiplying customer lifetime value



Retail Platform
- **6 744** stores **+699** stores
- Market share gains
- Acquisitions implemented

Financial Services
- **2.7m** active cellular rental customers — FoneYam
- **R1bn** profit contribution — abacus
- Building a bank — plusb

Informal Market Platform
- **R71bn** throughput
- **R1bn** operating profit >20% growth
- Planned merger announcement — SHOP2SHOP

+9.7%
HEPS
normalised excl. PlusB

>R100bn
revenue

R4.8bn
free cash flow

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PEPKOR
Holdings Limited

Financial results

Continuing operations

RIAAN HANEKOM
Chief financial officer

GROUP RESULTS – OVERVIEW

A YEAR OF INVESTMENT & RESILIENT RETAIL PERFORMANCE

CONTINUING OPERATIONS

+11.9% Revenue **R105.9bn** +7.3% excl. M&A & PlusB

+6.9% HEPS **171.3c** +9.7% excl. PlusB

+170bps Gross profit margin **41.5%**

+40.6% Cash generated from operations **R15.3bn** 88% cash conversion

+10.1% EBITDA **R17.5bn**

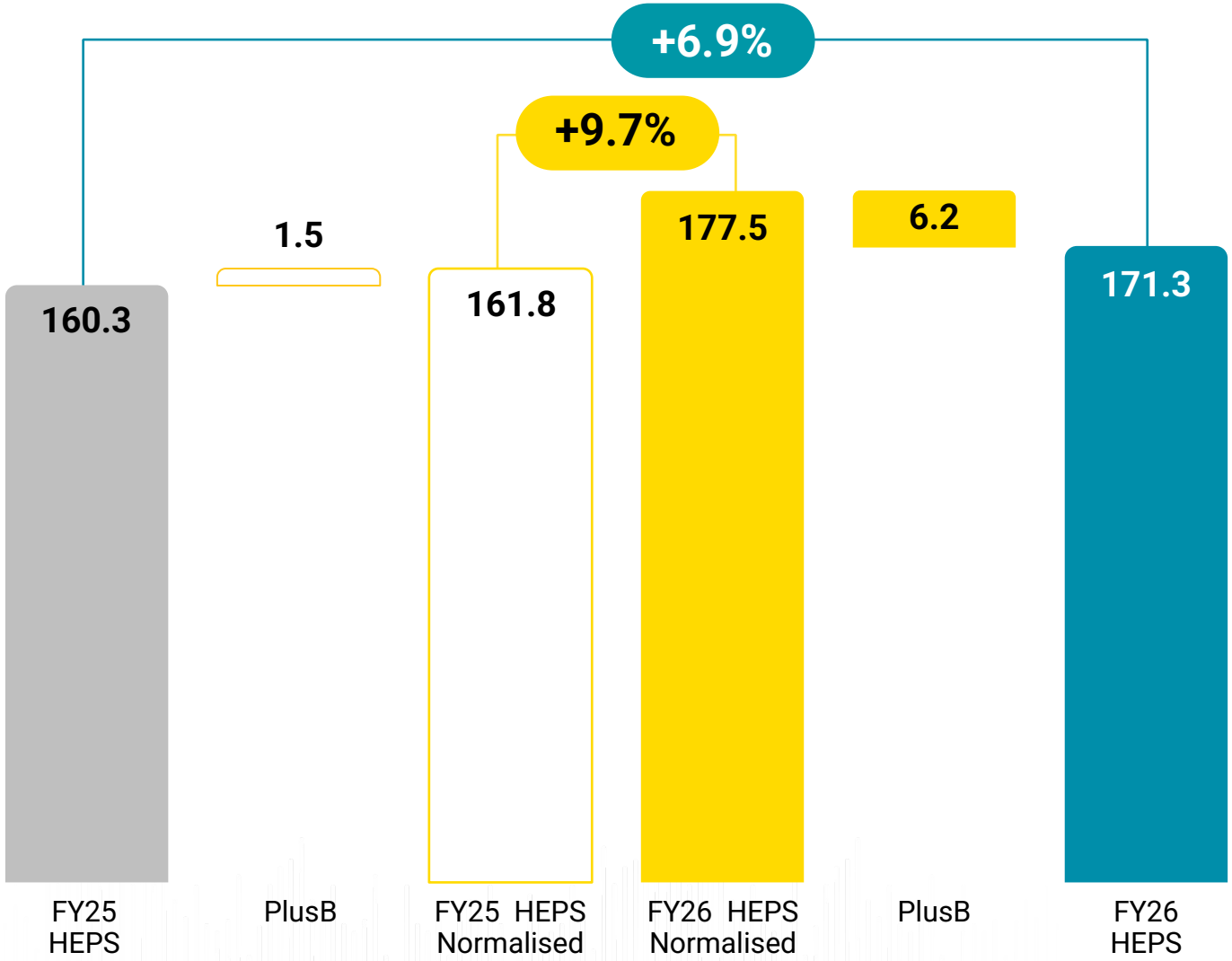
-100bps Return on net assets **23.0%**

+7.4% Operating profit* **R11.9bn** +9.0% excl. PlusB

*Before capital items

+9.3% Dividend **57.9c** Excl.non-cash impairments

FY26 HEPS
UPPER END OF MARKET GUIDANCE DELIVERED



MARKET GUIDANCE[1]:

Statutory HEPS



Normalised HEPS

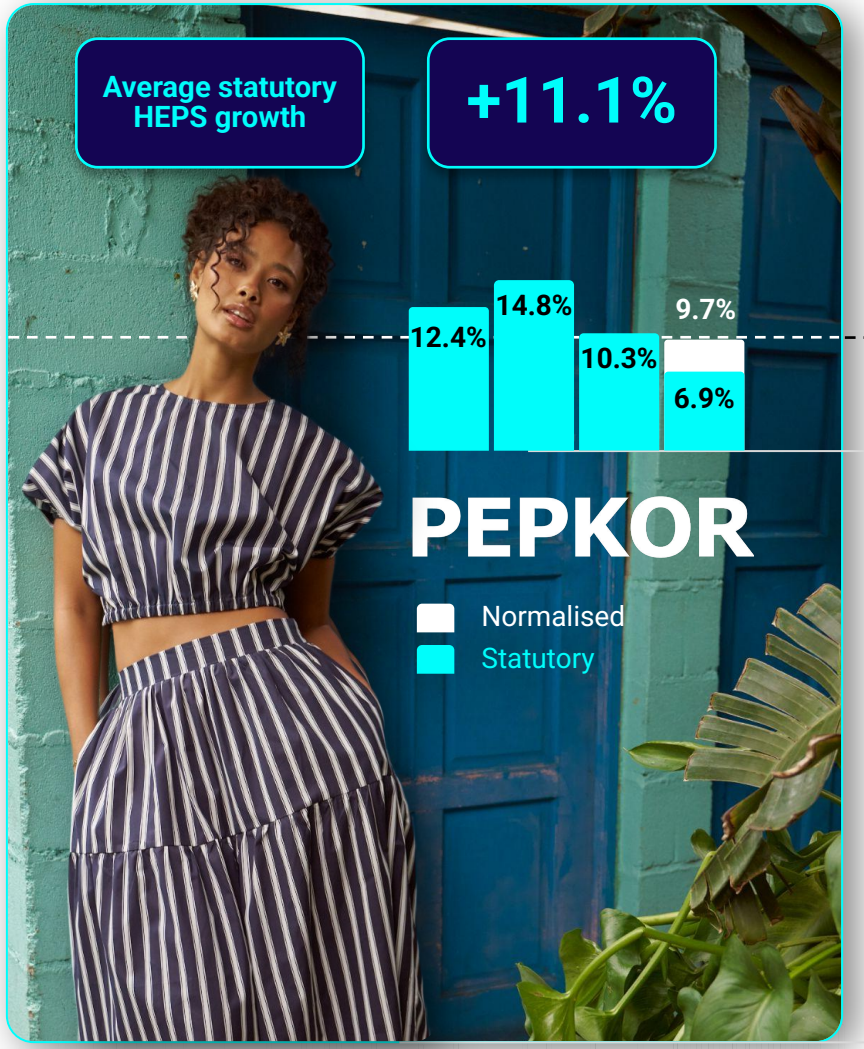


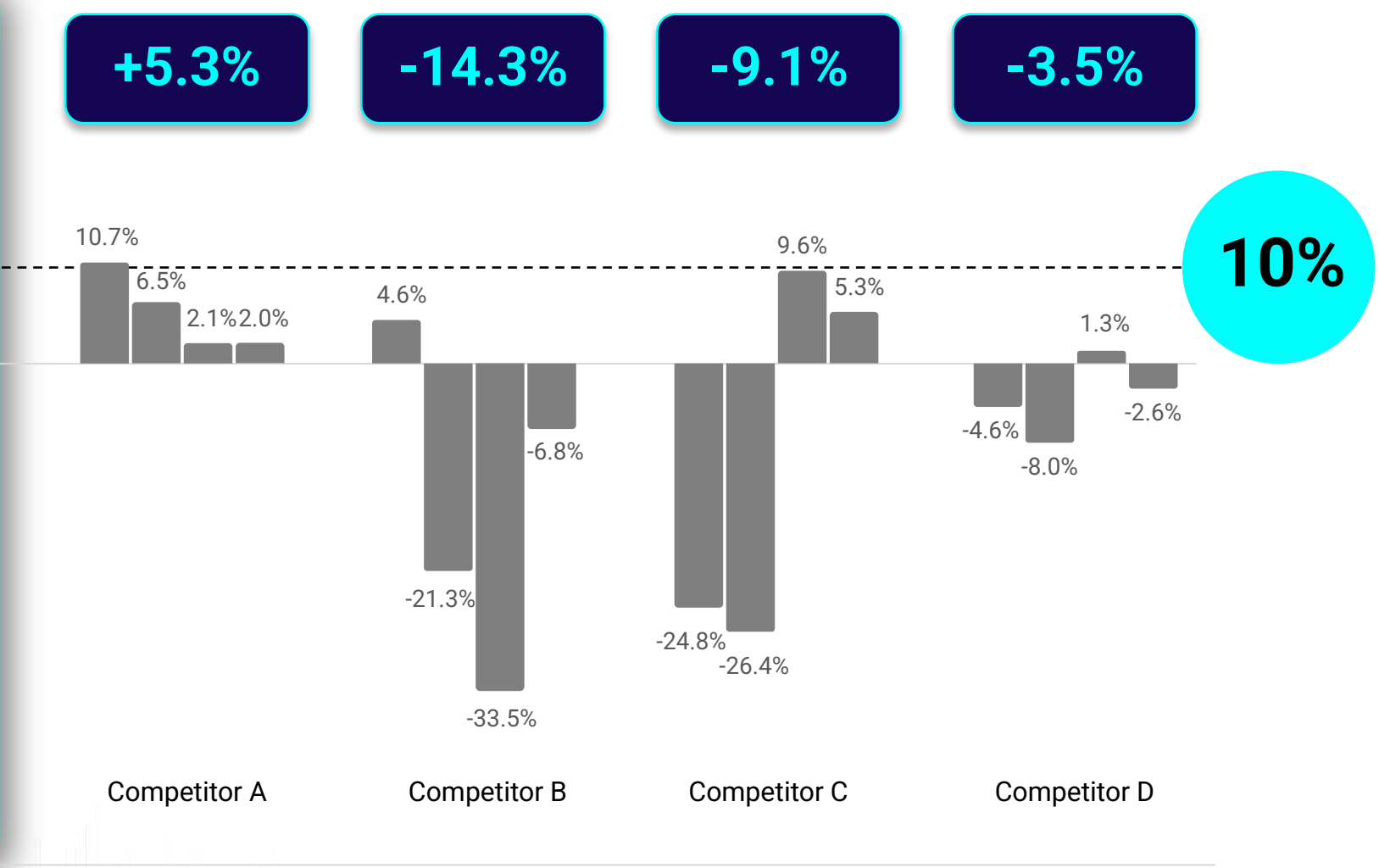
Statutory EPS



[1] Per trading update published on 14 September 2026

HEPS GROWTH VS PEERS
LAST FOUR REPORTING PERIODS





As per company reports, last four reported periods

CAPITAL ALLOCATION
PROPERTY STRATEGY EVOLUTION

STRATEGY

Historically – OWN distribution centres & head offices

Increased flexibility – distribution centre infrastructure & capability

2019 – Decision taken to not own DCs
- Three prime DCs identified for disposal
- External partner identified

2020 – COVID-19
- Partner withdrew

2021 – New RFP process
- Three external parties
- Partnered with YW Capital (backed by RMB)

STRUCTURE & IMPACT

35%
retained by Pepkor

65%
held by YW Capital

280 000 m²
Hammarsdale DC
PEP ACKERMANS

Kuilsriver DC
PEP

15 yrs
triple net leases





Neutral impact on earnings

Improved yield & returns

REPORTING SEGMENTS

SUM-OF-THE-PARTS – STRATEGIC BUILDING BLOCKS

FY26 Headline earnings contribution

79% ▲	2% ▼	10% ▲	9% ▲

1 Clothing & General Merchandise segment

PEP

ACKERMANS

PEPKOR Speciality

Retail credit

International

PEP Africa | AVENIDA

2 Furniture, Appliances and Electronics segment

PEPKOR Lifestyle

Retail credit — PEPKOR Lifestyle Finance

3 Financial Services segment

FoneYam

capfin

abacus

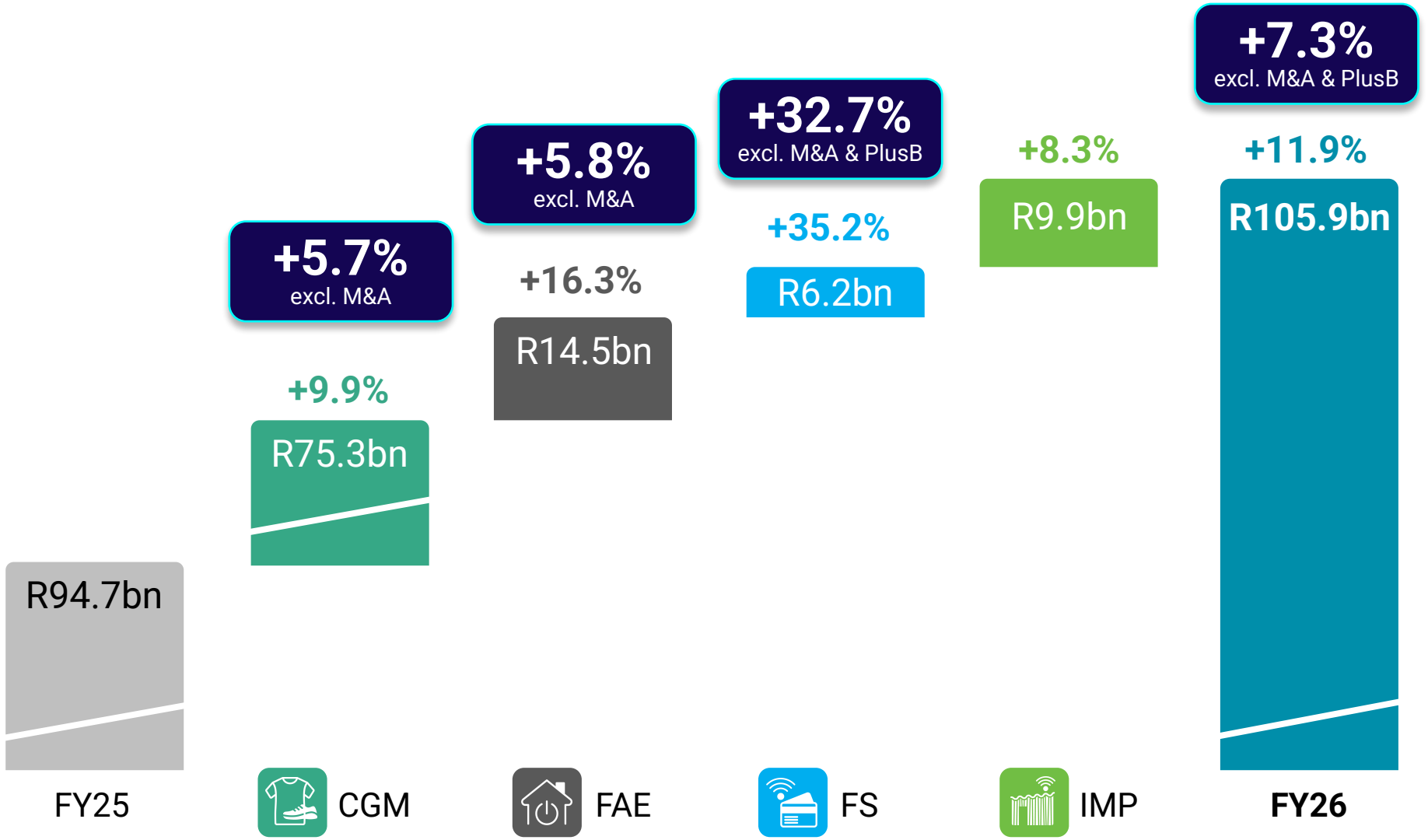
plusb

4 Informal Market Platform segment

flash

REVENUE – R100 BILLION REACHED

DOUBLE-DIGIT GROWTH – OFF A HIGH BASE



PRIOR YEAR BASE:

+12.2% growth

Two-pot
retirement reform

+9.6% 2-year CAGR
(excl. M&A & PlusB)

Future 3-YR
CAGR
Double digit

REVENUE
RETAIL PLATFORM – CLOTHING & GENERAL MERCHANDISE SEGMENT

71% of group revenue

+8.3%
excl. M&A

PEPKOR Speciality
+50.8%

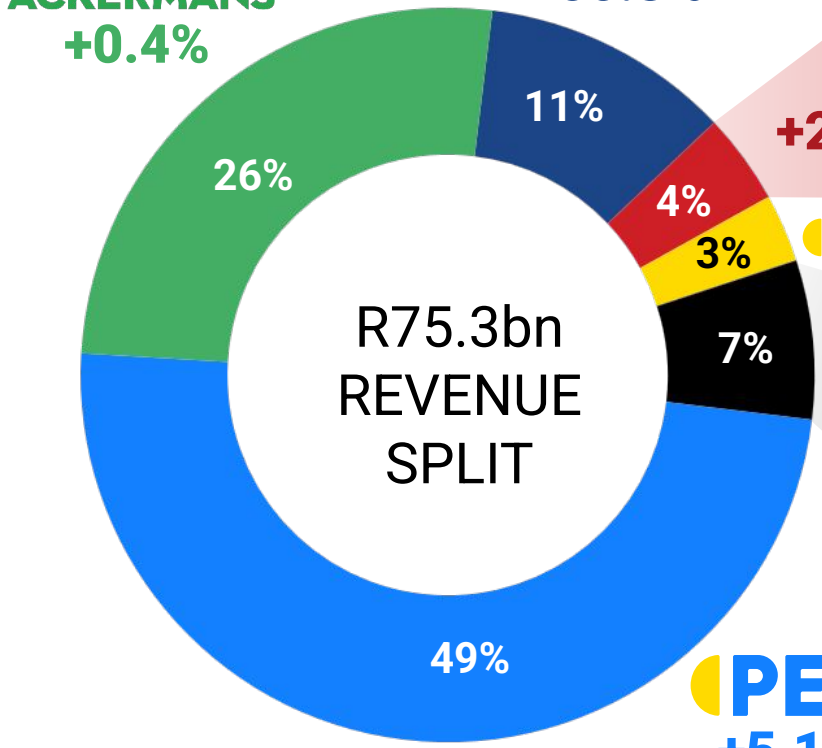
ACKERMANS
+0.4%

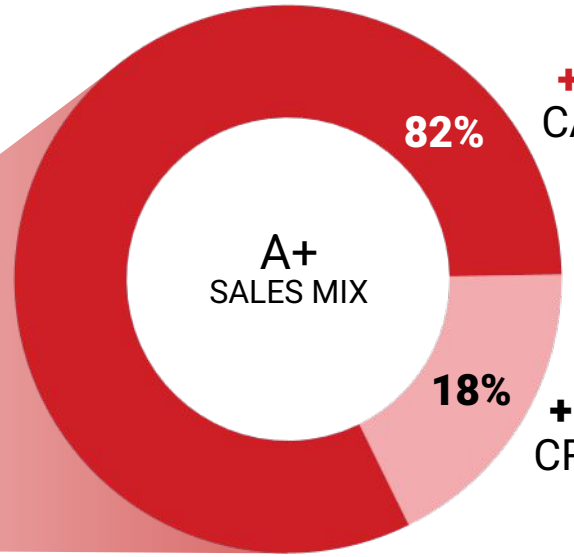
A+
+28.5%

PEP | Africa **+9.8%**

AVENIDA
+16.3%

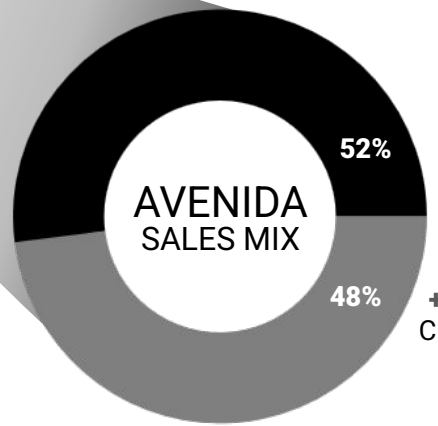
PEP
+5.1%





+6% CASH

+19% CREDIT



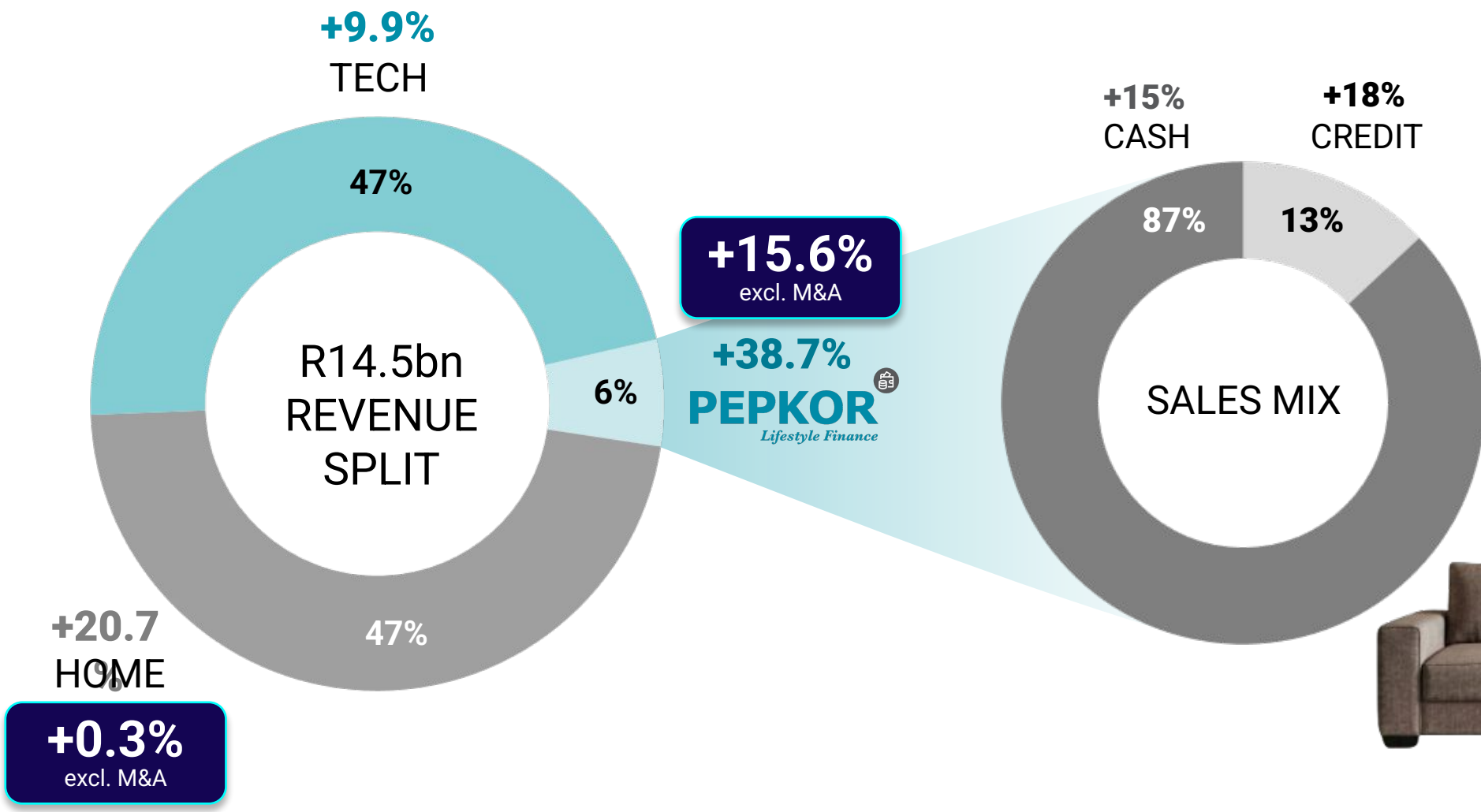
+3% CASH

+28% CREDIT



REVENUE
RETAIL PLATFORM – FURNITURE, APPLIANCES & ELECTRONICS SEGMENT

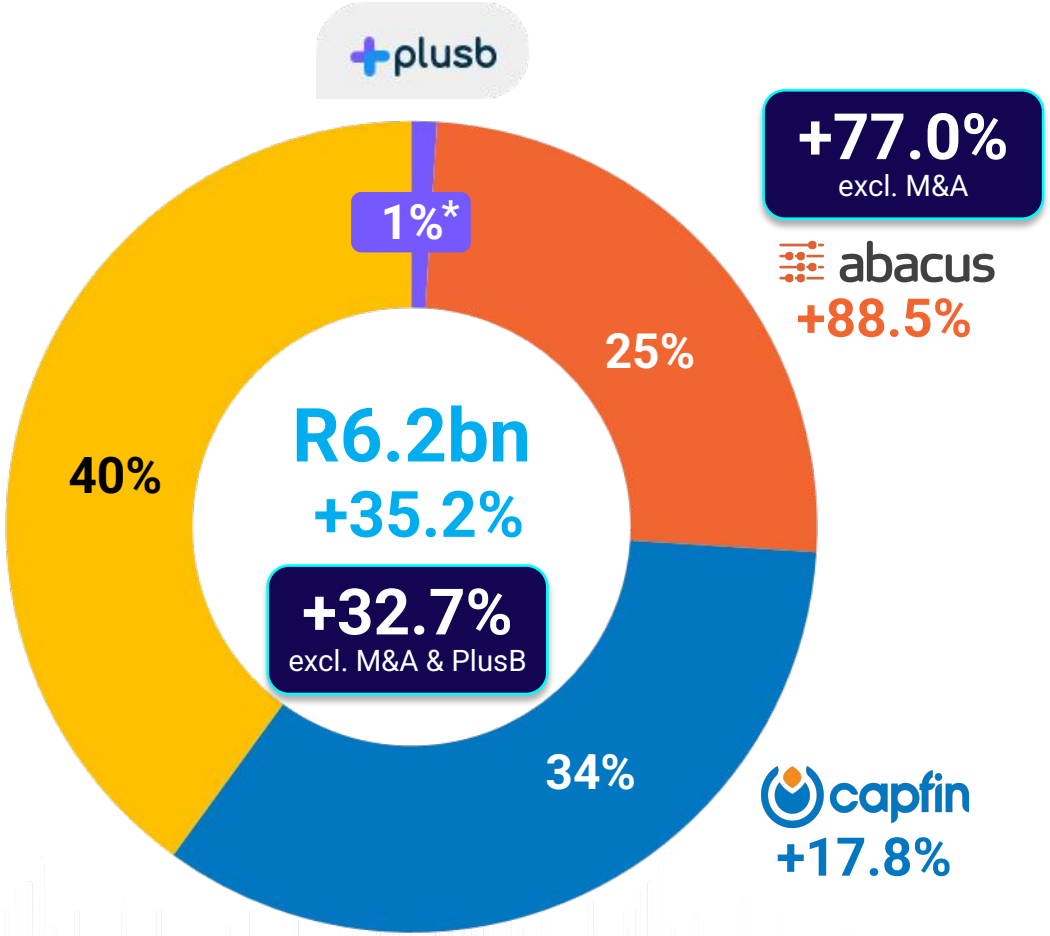
14% of group revenue





REVENUE
FINANCIAL SERVICES SEGMENT

6% of group revenue

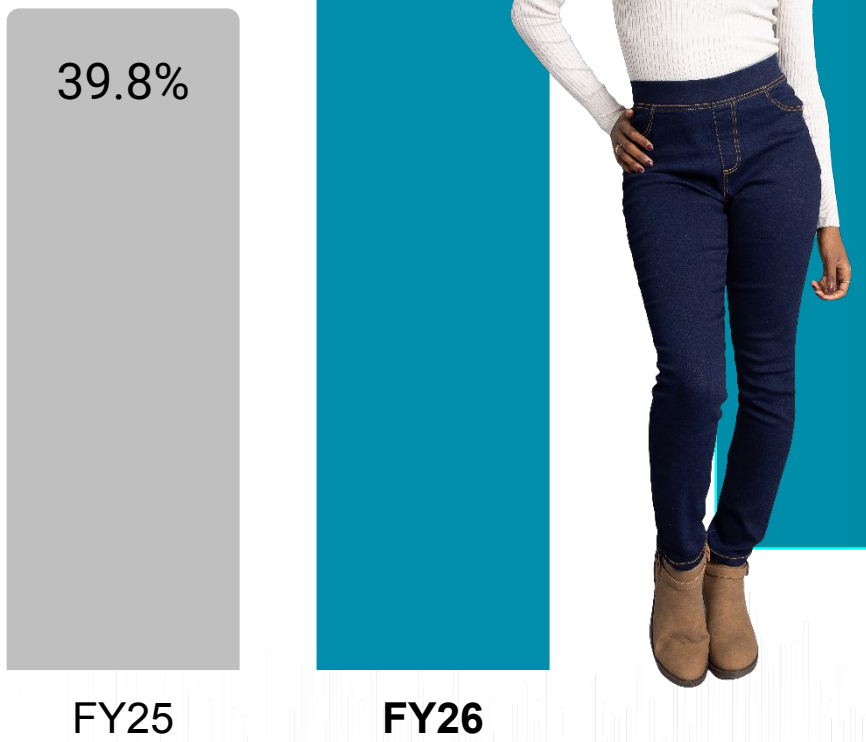




* CloudBadger income

GROSS PROFIT MARGIN STRENGTHENED

DRIVEN BY HIGH-MARGIN FINANCIAL SERVICES



Growth in financial services

Shipping credits in retail

Increased markdowns

Higher cellular mix

Future 3-YR average
39% – 41%

RETAIL GROSS PROFIT MARGIN

CGM
37.6% **+60bps**

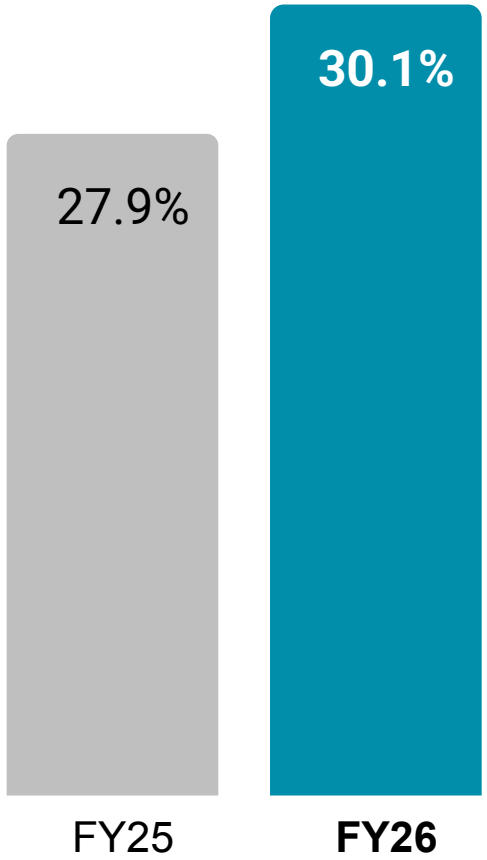
FAE
30.1% **+70bps**

FS
100.0%

IMP
21.3% **+60bps**

COST OF DOING BUSINESS
ELEVATED BY INVESTMENTS – DECELERATED IN H2

Future 3-YR average **27%-29%**



R22.2bn operating expenses[1]

+19.3%

H1: +21.8%

H2: +16.8%

Excl. M&A opex & PlusB

+11.5% opex growth[1]

R223m M&A costs

7 projects

FY25: R26m
FY26: R197m

LEGIT Choice. clothing
OK FURNITURE NON RSA STORES
SWAGGA
House & Home
STYLE
cloudbadger

Excluding other strategic investments

+8.0% opex growth[1]

- Distribution capability
- IT costs
- Customer acquisition

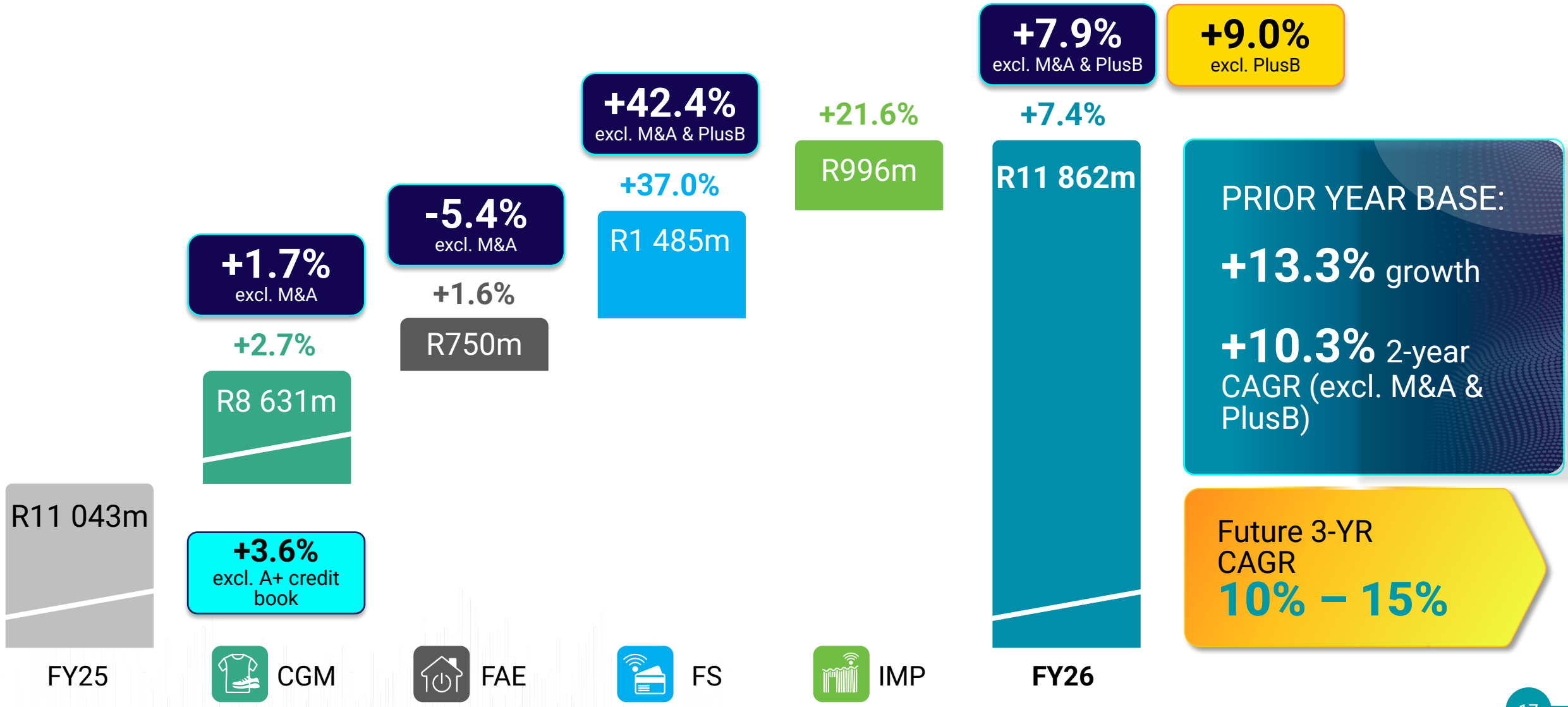
R12.1bn salary cost **+7.5%** normalised

R5.5bn property cost –IAS 17 **+4.7%** normalised

[1] Excludes depreciation, amortisation and debtors' costs

OPERATING PROFIT

DOUBLE-DIGIT GROWTH (2-YEAR CAGR EXCL. M&A & PLUSB)



PRIOR YEAR BASE:

+13.3% growth

+10.3% 2-year CAGR (excl. M&A & PlusB)

Future 3-YR CAGR
10% – 15%

Before capital items

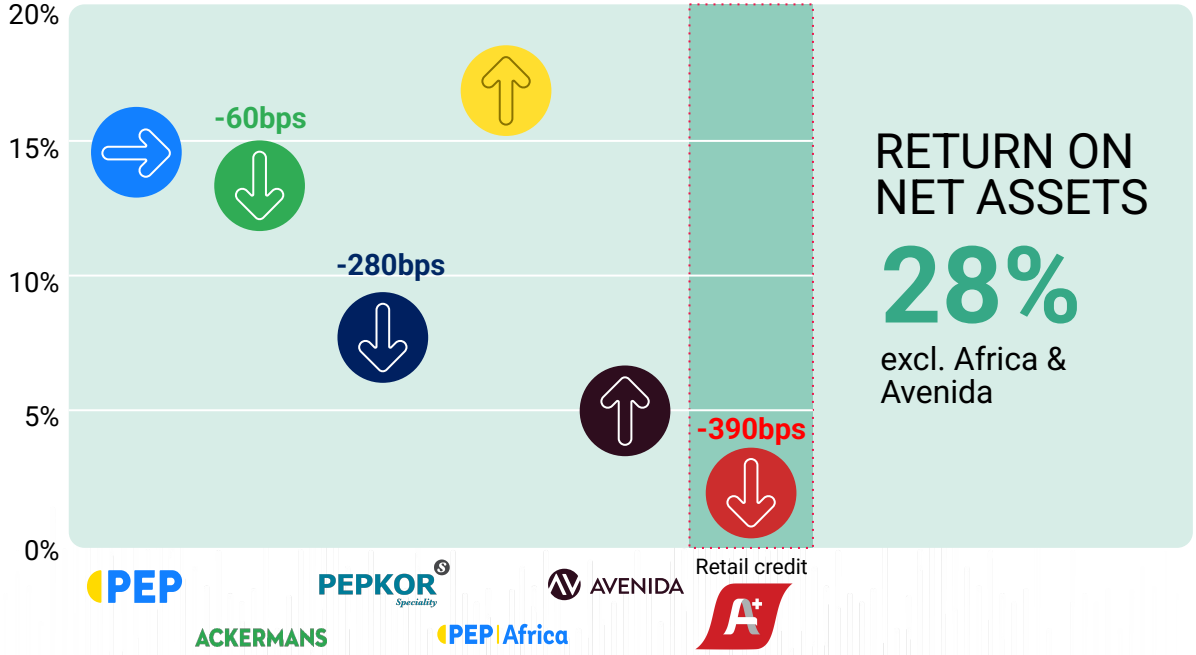
OPERATING PROFIT MARGIN

M&A & STRATEGIC INVESTMENT IMPACT

-50bps ↓ GROUP **11.2%** | **11.8%** excl. M&A & PlusB | **Maintained**

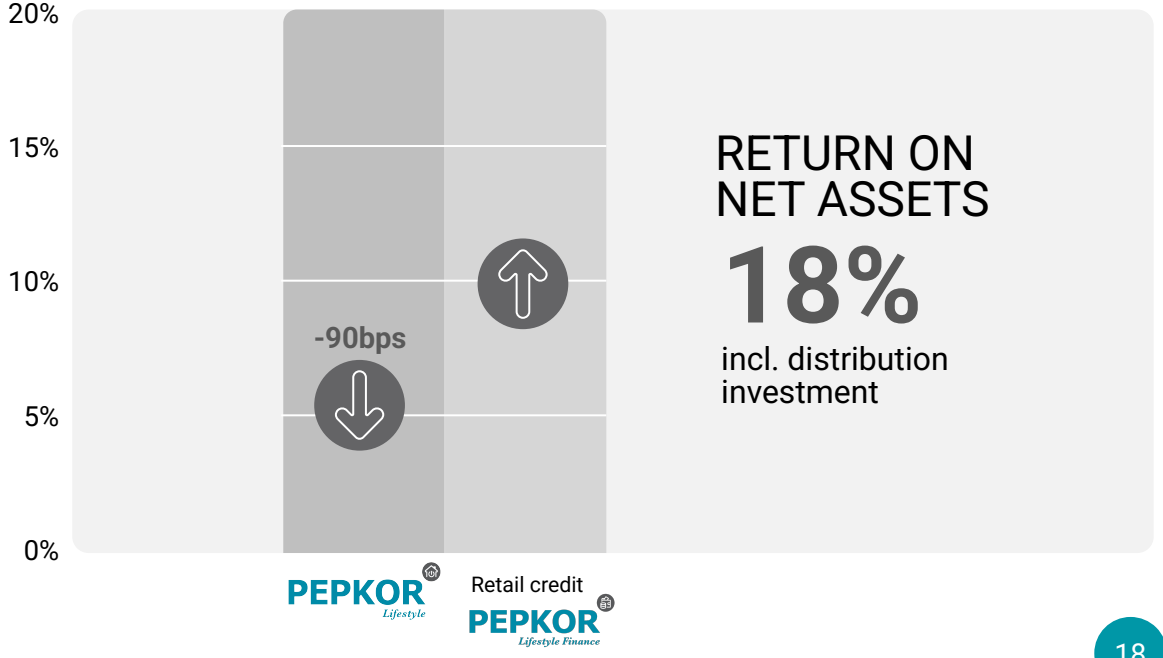
Future 3-YR average **11% – 13%**

-80bps ↓ CGM **11.5%** | **-40bps** excl. M&A



RETURN ON NET ASSETS **28%** excl. Africa & Avenida

-70bps ↓ FAE **5.2%** | **-60bps** excl. M&A



RETURN ON NET ASSETS **18%** incl. distribution investment

OPERATING PROFIT MARGIN

HIGH-MARGIN FINANCIAL SERVICES GROWTH

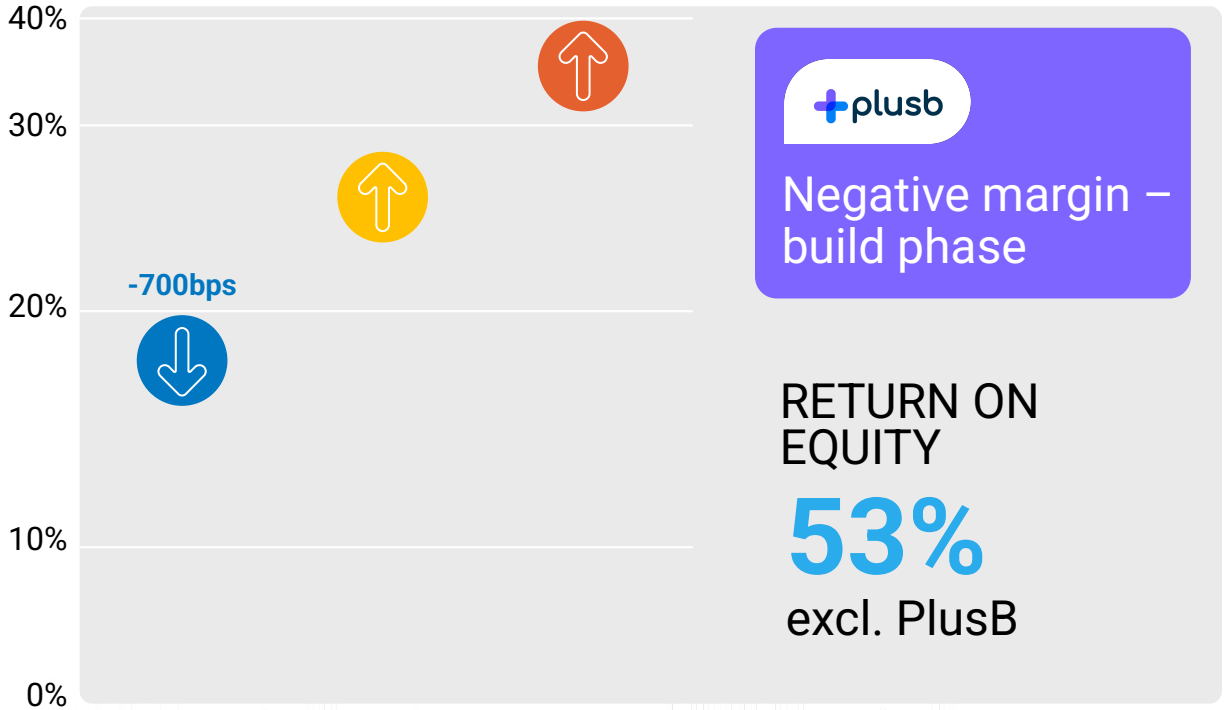
+30bps

Financial Services
23.9%

in 3 YRS
>30%

+110bps

Informal Market Platform
10.1%

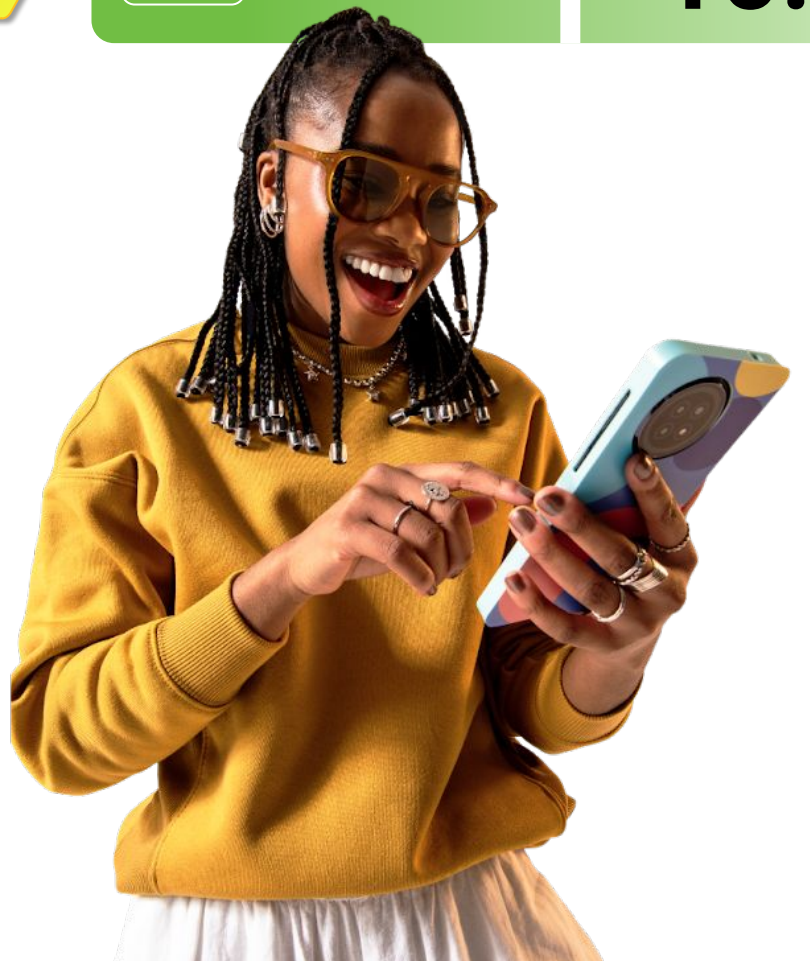


plusb

Negative margin – build phase

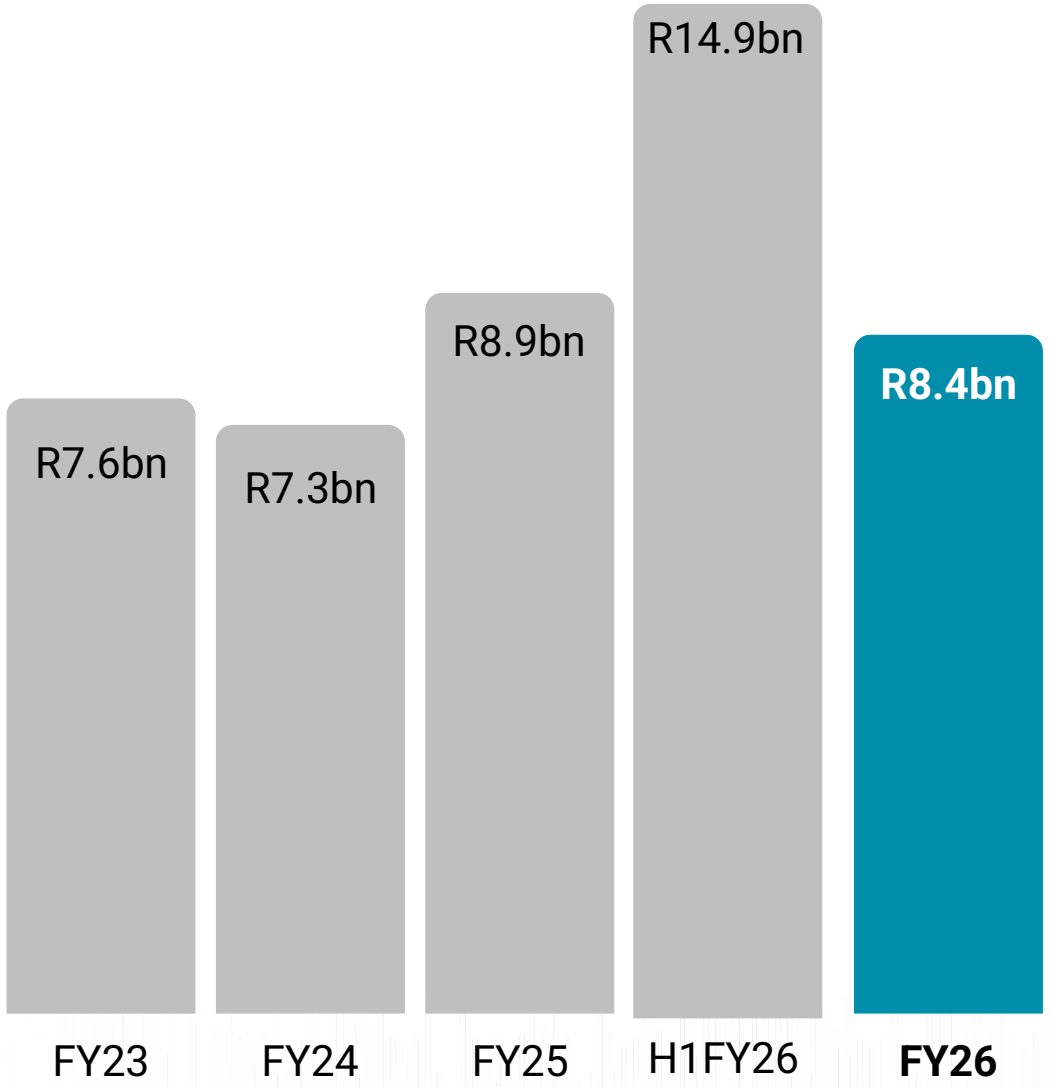
RETURN ON EQUITY
53%
excl. PlusB

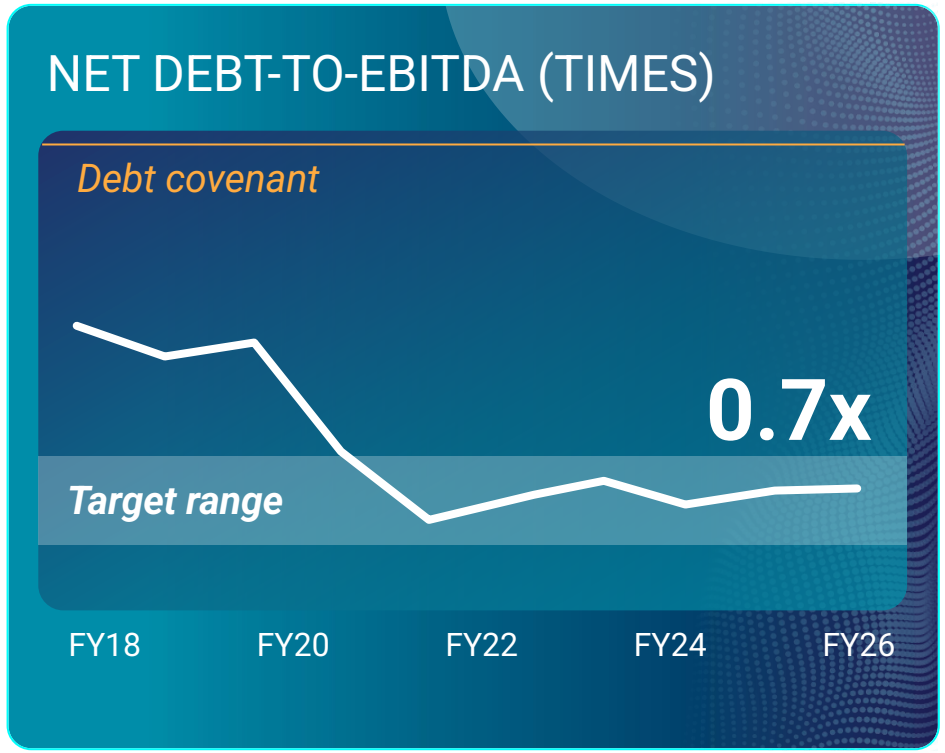
capfin FoneYam abacus



RETURN ON EQUITY
72%

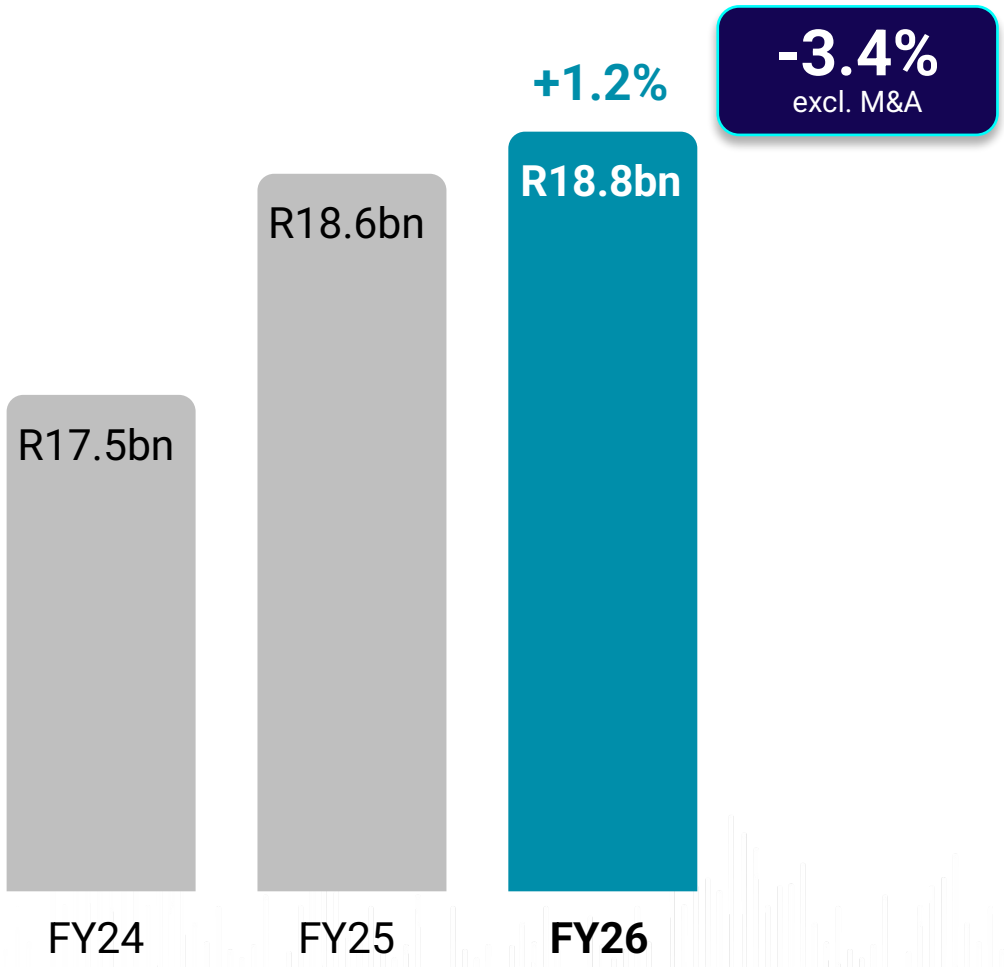
NET DEBT
WITHIN TARGETED RANGE WITH SUFFICIENT HEADROOM





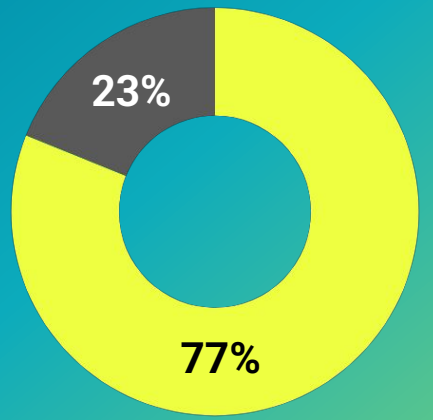


INVENTORY
CLEAN STOCK – GROWING BELOW SALES



R862m added by M&A

CFH – Winter stock cleared



- Replenishment & new inventory
- Old inventory

Delayed inflows

- Adverse weather
- Durban port disruption

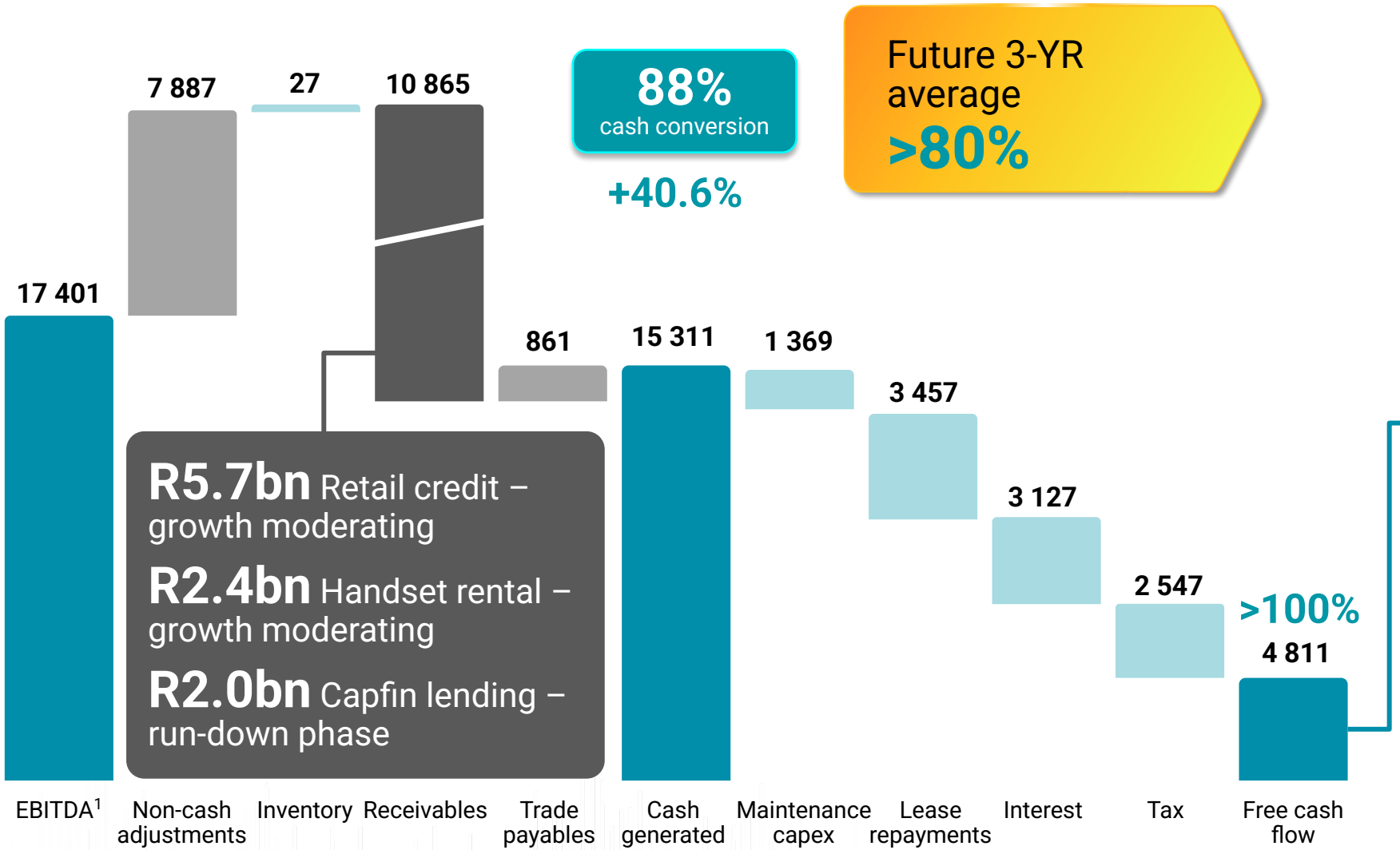
Lifestyle

- 87% <6 months old



R15.3BN CASH GENERATED

IMPROVED FREE CASH FLOW



88% cash conversion

+40.6%

Future 3-YR average **>80%**

>100%

R5.7bn Retail credit – growth moderating

R2.4bn Handset rental – growth moderating

R2.0bn Capfin lending – run-down phase

– R1.3bn Expansionary capex

– R2.5bn M&A

+ R2.0bn Sale & leaseback

– R350m Share buy-backs

– R2.0bn Dividend

= + R0.7bn Net cash movement (excl. funding movement)

Rm

[1] EBITDA before capital items – total operations

CAPITAL ALLOCATION
HIERARCHY

01
CAPEX
2.3%
of revenue

02
FUNDING
Moderating

03
M&A
SA component
OK FURNITURE
FintechCo
flash
SHOP2SHOP

04
DIVIDEND
3X
earnings cover

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FINANCIAL RESULTS

Strategic topics

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STRATEGIC TOPICS

Credit & rental books

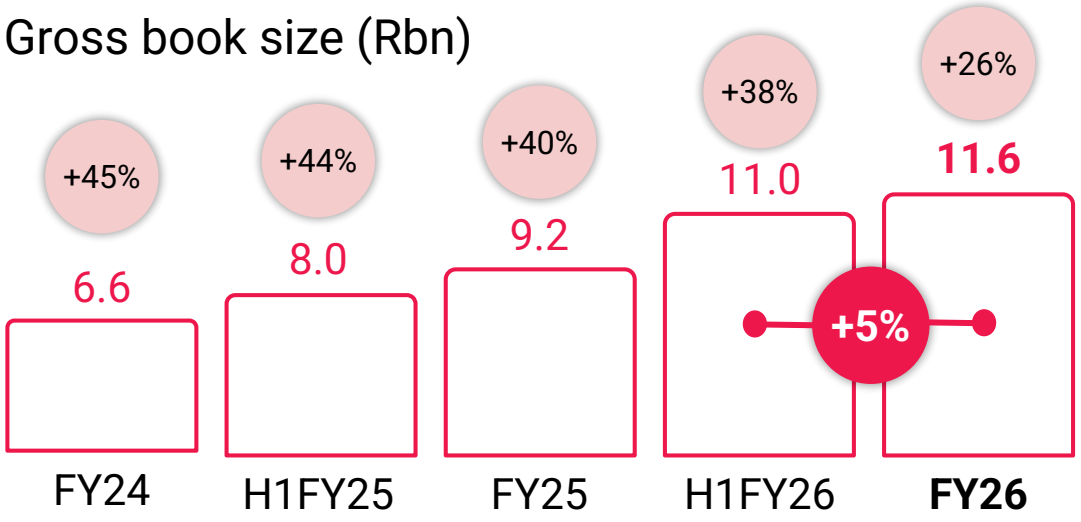
GROWING CGM RETAIL CREDIT

RETAIL CREDIT BOOKS ENABLING SALES

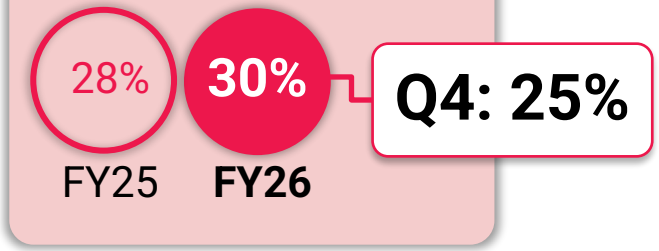
Cash 82% of sales
Credit 18% of sales

PEP ACKERMANS PEPKOR Speciality

Gross book size (Rbn)



Approval rate

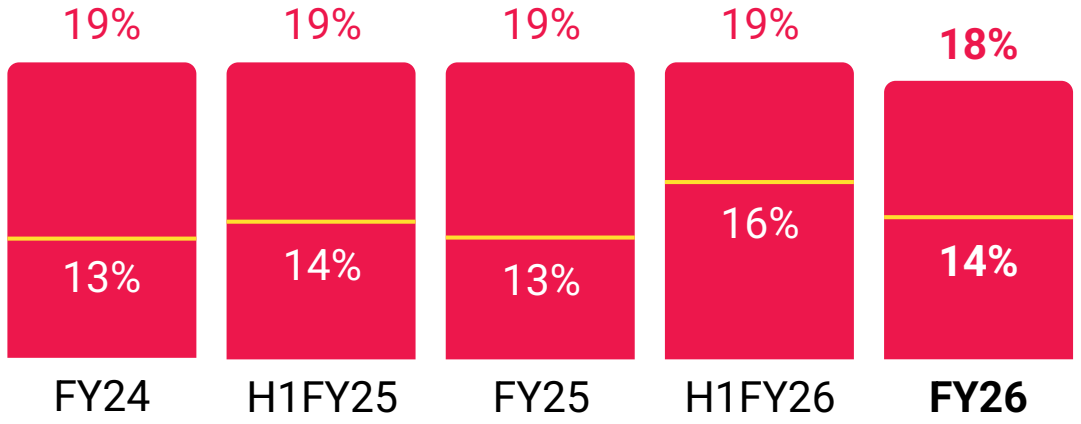


Future growth

FY27: +15% to +20%
Future: +10% to +15%

Provision levels %

NPL %





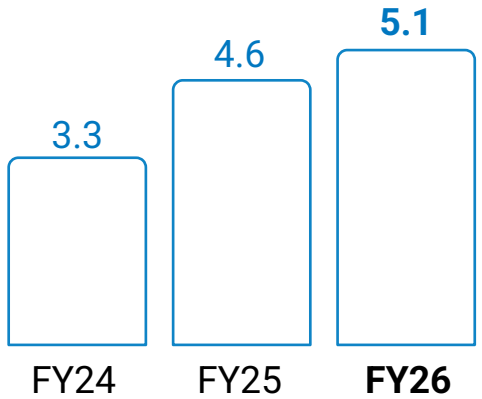
+100bps
growth moderation

3-year range

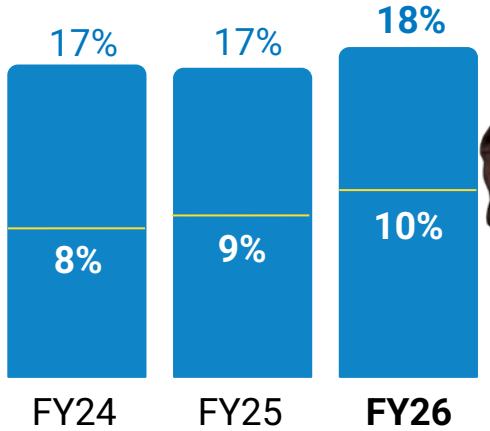
ECL: 18% to 20%
NPL: 13% to 14%

UNSECURED LENDING

capfin

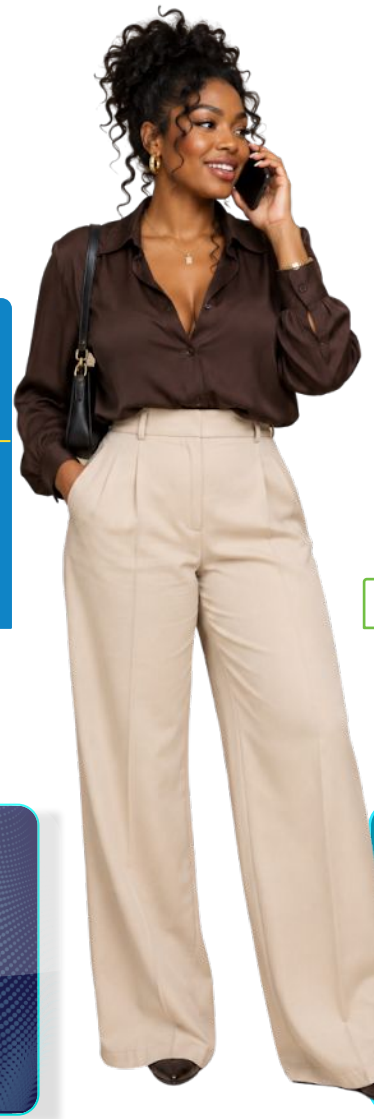


Gross book size (Rbn)



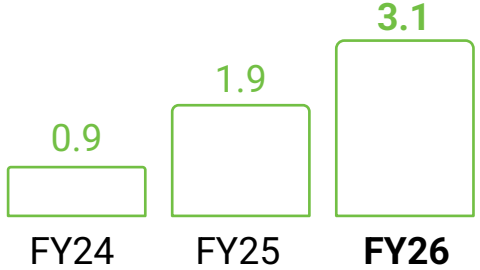
Provision level %

NPL %

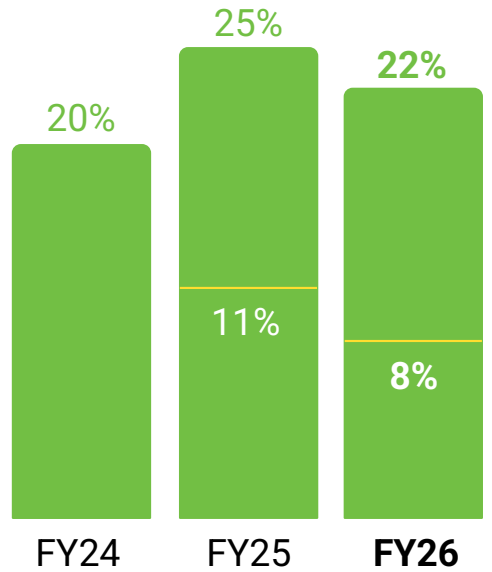


CELLULAR RENTAL

FoneYam



Gross book size (Rbn)



Provision level %

NPL %

Curtailed credit extension

Banking proposition

18-month product

Lower NPL % driven by growth

Sustainable NPL 10% to 12%

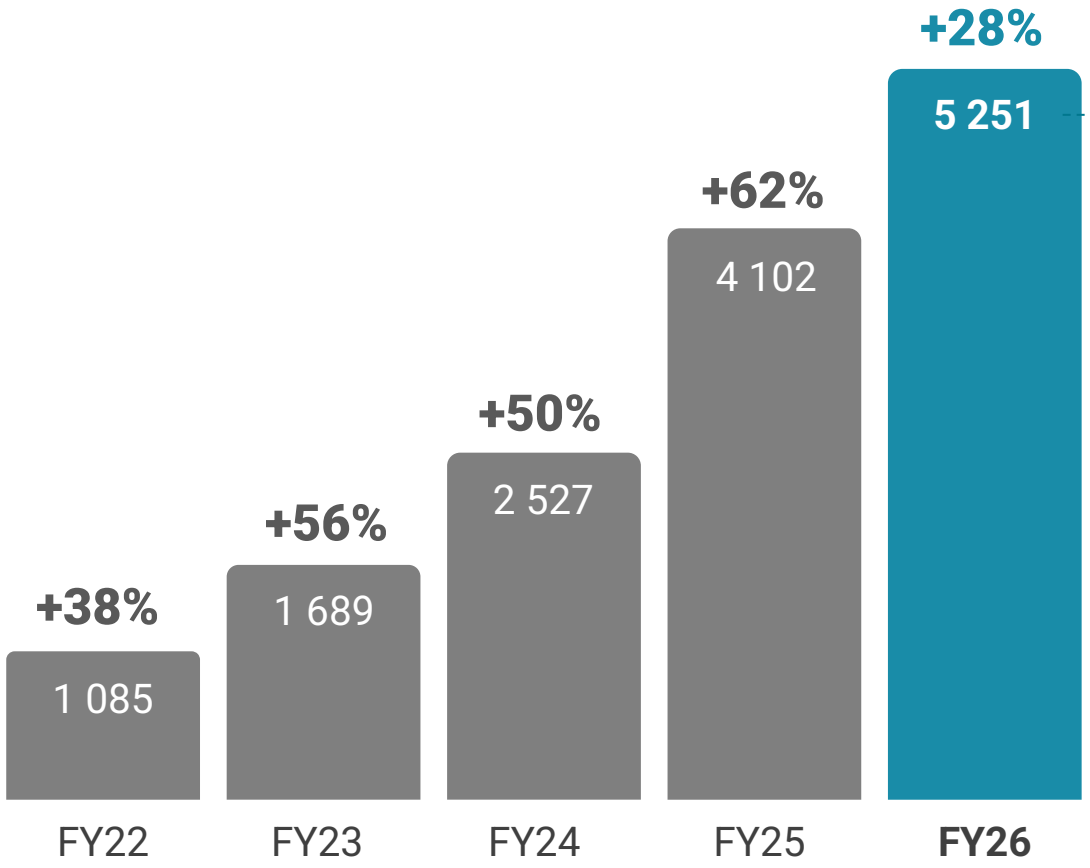
DEBTORS' COSTS

GROWTH SLOWING – MODERATING IN LINE WITH BOOK GROWTH

Credit granting
moderating

Rm

Future 3-YR CAGR
<22%

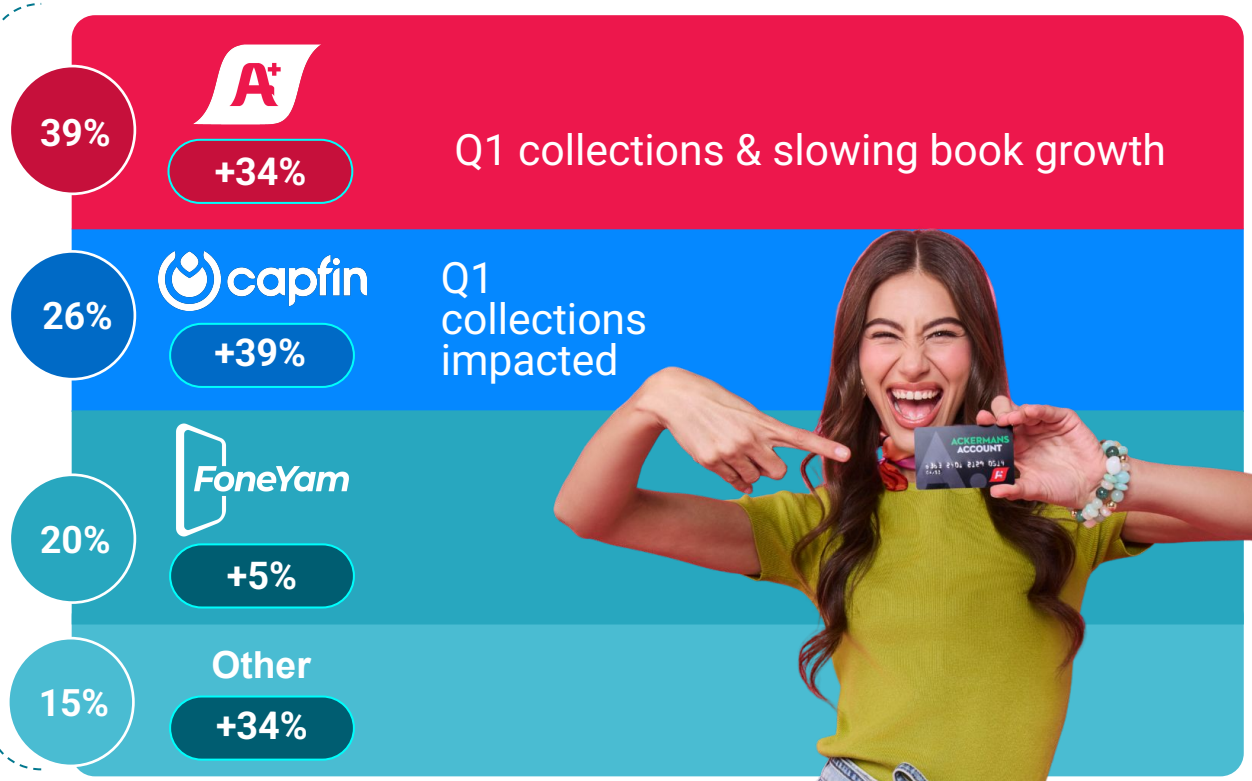


Debtors' cost as a % of average book

FY25: 25.3%

FY26: 24.7%

-60bps



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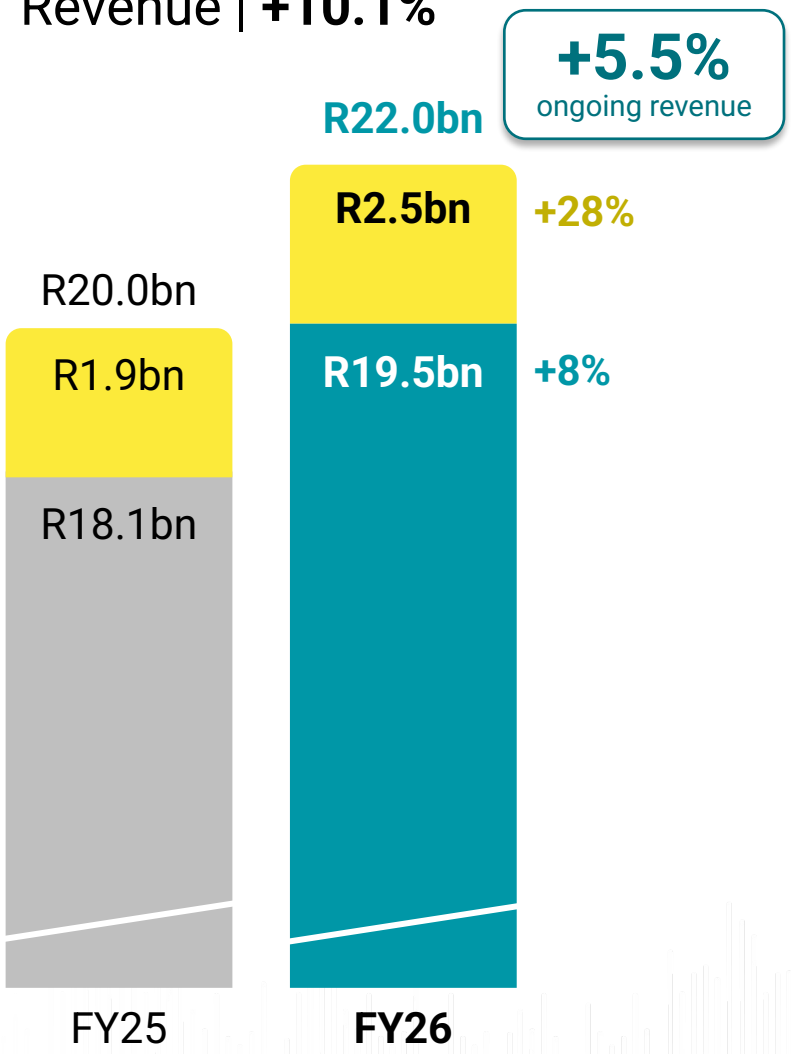
STRATEGIC TOPICS

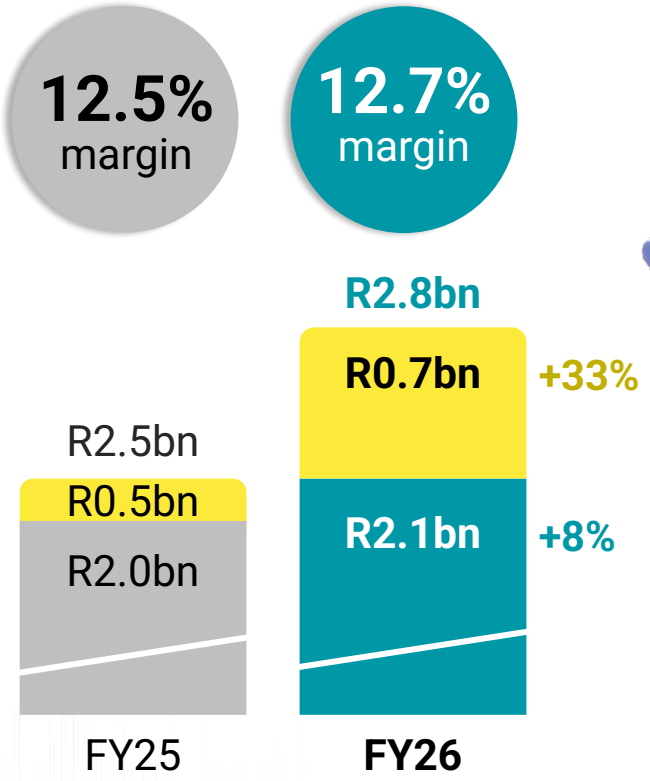
Cellular & connectivity

CELLULAR
GROWING SMARTPHONE PENETRATION

Revenue | **+10.1%**



Operating profit | **+12.7%**





Cellular revenue & operating profit

FoneYam Revenue & operating profit

Excluding FLASH

. . . it's in our **DNA**

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STRATEGIC TOPICS

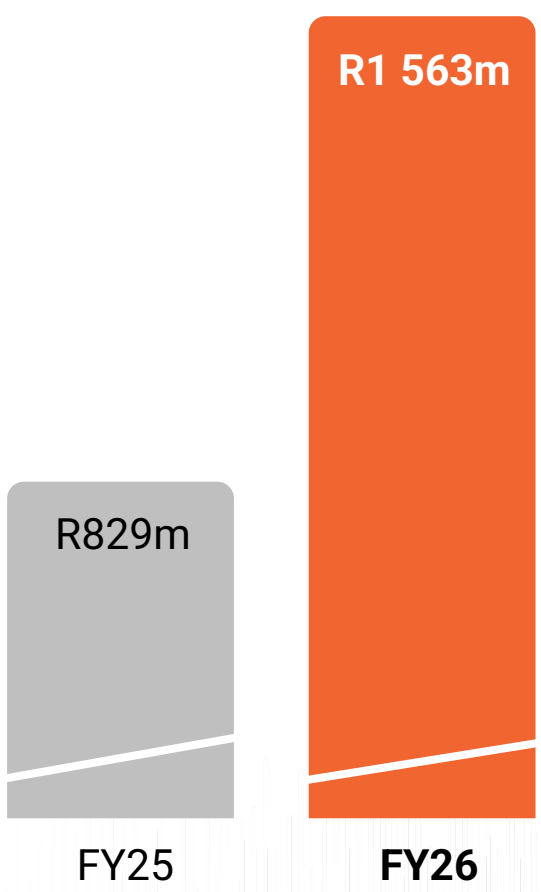
Financial services

BUILDING INSURANCE CAPABILITY

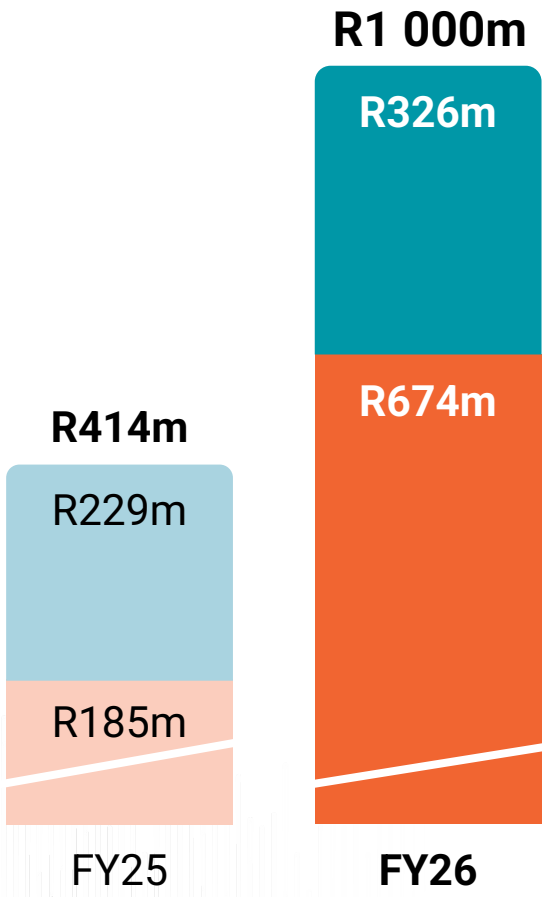
DOUBLING CONTRIBUTION – FOR THE SECOND CONSECUTIVE YEAR

abacus

Revenue | **+88.5%**



Contribution | **>100%**



Statutory Abacus revenue & operating profit

Group contribution



R1bn
group profit contribution
1 year ahead of plan

82%
ROE

BUILDING A BANK

BUILD PHASE COSTS ON TRACK

	FY25	FY26	Cumulative	H1FY27
Total cost	R55m	R488m	R543m	R377m
Opex	R55m	R220m		R307m
Capex		R268m		R70m

R920m
total pre-launch build cost on track

H2FY27
launch



Excludes depreciation and amortisation

. . . it's in our **DNA**

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STRATEGIC TOPICS

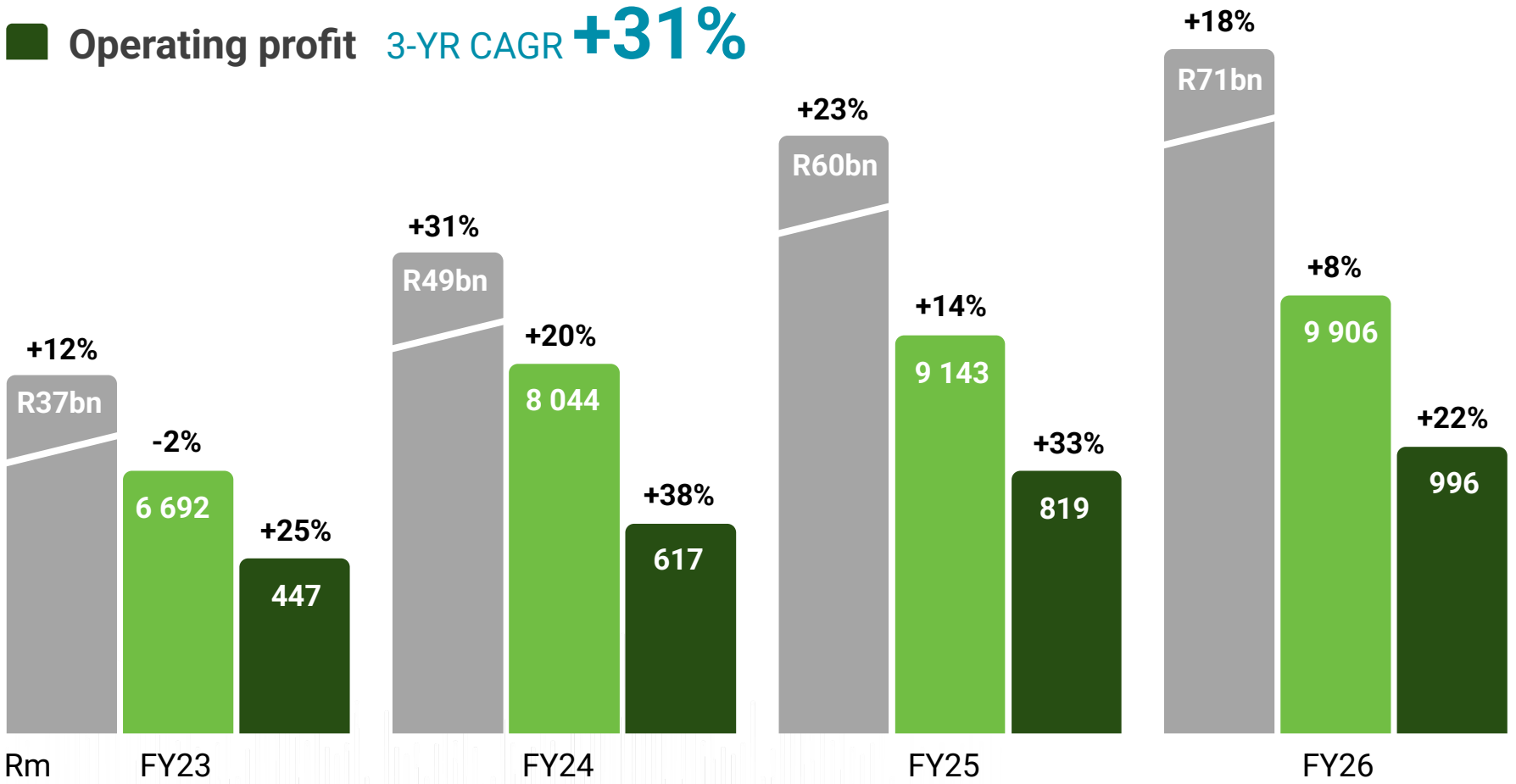
Informal market platform

INFORMAL MARKET PLATFORM

Throughput 3-YR CAGR **+24%**

Revenue 3-YR CAGR **+14%**

Operating profit 3-YR CAGR **+31%**



9% of group revenue

- Agency vs Principal
- Growth in aggregation

Future 3-YR CAGR
7% – 10%

8% of group operating profit

Future 3-YR CAGR
>20%

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Holdings Limited

FY2026

STRATEGIC TOPICS

Financial model

FINANCIAL MODEL
PERFORMANCE IN LINE

		FY26		Future 3-YR model
Revenue		**+11.9%**	**+9.6%** 2-YR CAGR excl. M&A	**Double-digit** ✓
Retail Platform	**LFL**	**+2.6%**	**+4.6%** 2-YR CAGR	**5%** to **6%**
	Space	**+9.0%**	**+2.5%** excl. M&A	**3%** to **4%** ✓
Financial Services		**+35.2%**		**>20%** ✓
Informal Market Platform		**+8.3%**		**7%** to **10%** ✓
Gross profit margin		**41.5%**		**39%** to **41%** ✓
Operating profit		**+7.4%**	**+9.0%** excl. PlusB	**>10%** excl. PlusB
Operating profit margin		**11.2%**	**11.4%** excl. PlusB	**11%** to **13%** ✓
HEPS		**+6.9%**	**+9.7%** excl. PlusB	**>10%** excl. PlusB

FINANCIAL MODEL

Model	FY26	Future 3-YR
Capex	2.3% of revenue	2.5% of revenue
Gearing levels	0.67x	0.5x to 1x
RONA	23.0% pre-IFRS 16 21.3% incl. IFRS 16	>20%
Cash conversion	88.0%	>80%
Dividend cover	3x earnings	3x earnings



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Performance & strategic implementation

SEAN CARDINAAL
Chief operating officer

HOW WE THINK ABOUT GROWTH

1

RETAIL PLATFORM

Categories
Segments
Geographies

2

FINSERV & CONNECTIVITY

Retail credit
Insurance
Cellular
Banking

3

OMNICHANNEL

Physical
Digital
Informal

4

LEVERAGE & EFFICIENCY

Logistics
Sourcing
Data & Tech

BUSINESS AS USUAL +
ORGANIC GROWTH + M&A



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STRATEGIC IMPLEMENTATION

Retail platform

1

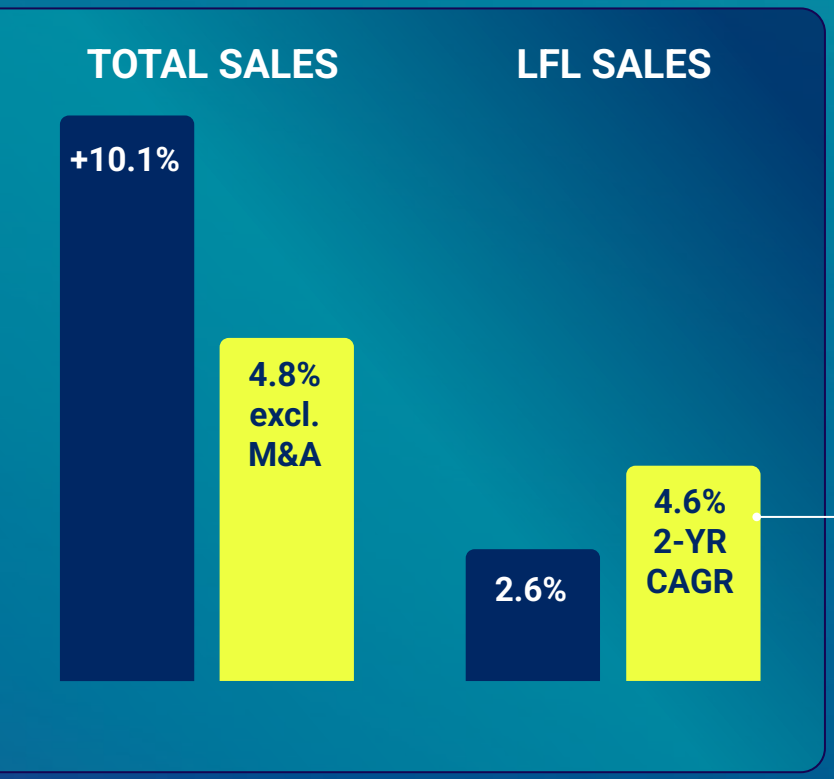
RETAIL CORE

- Categories
- Segments
- Geographies



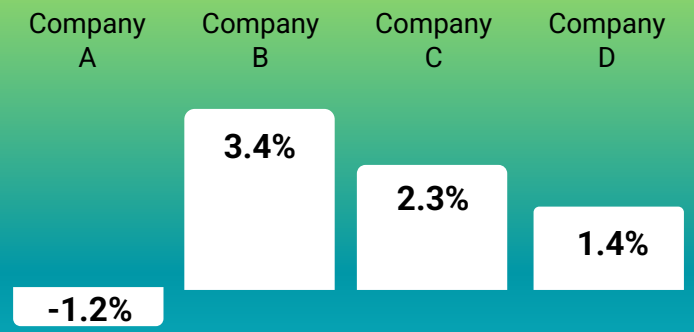
RETAIL PLATFORM

PERFORMANCE SUMMARY



RETAIL PEERS LFL

Average over last two financial years



BOTSWANA MACRO DETERIORATION

2% of group sales

-12.3% in sales

Soft winter

Port impact

6 744 stores +699

>200bps market share gains*

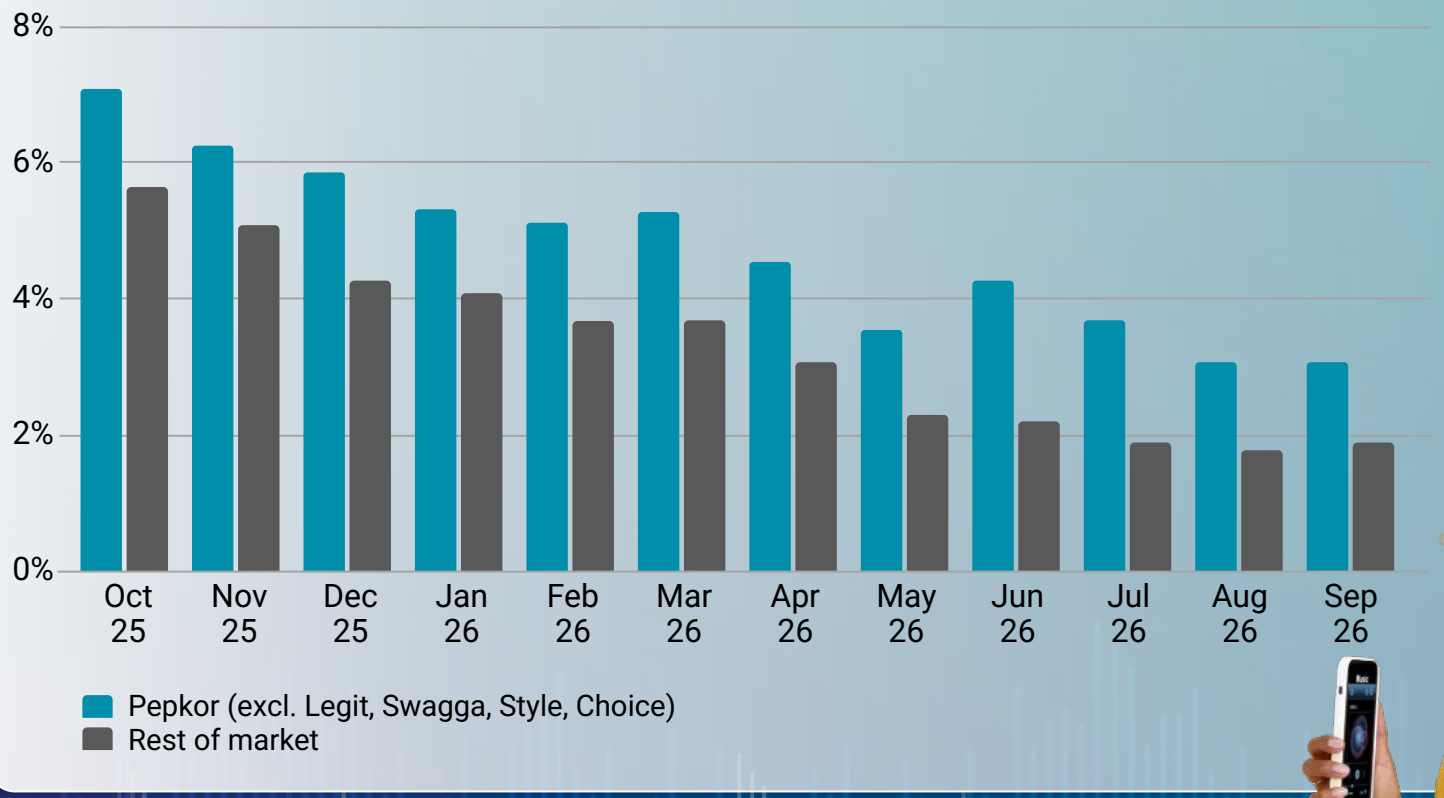
+42% online sales growth

** RLC*

RETAIL PLATFORM

EXPANDED MARKET SHARE – in a low growth market

RLC market growth | CFH 12mma



Profitable market share gains

Gaming impact on customer wallet

International online competitors



RETAIL PLATFORM

2 772 stores **+95**

+3.1% LFL sales growth

+6.2% 2-YR CAGR

Market share gains
in Babies, Kids, Adult, Home, Cellular

Clean stock position

Launched online all categories



PEP HOME **507** stores **+141bps** market share



9m cellular handsets sold

+1.5m FoneYam activations

1.7m A+ accounts

8.1m PAXI parcels **+18%**

89m more scans

more MEDIA

RETAIL PLATFORM | New off-price segment

124 stores
+21 new stores opened

15 Shoe City conversions

14 new store openings in one day

New ERP
system implemented

Distribution centre

300+ store potential



RETAIL PLATFORM

ACKERMANS

1 060 stores **+44**

-1.5% LFL sales growth **+2.8%** 2-YR CAGR

Market share gains
in schoolwear, footwear, beauty, adultwear & cellular

+50% online
sales growth

Clean stock position

3m cellular handsets sold

1.0m FoneYam activations

2.2m accounts

Credit moderation

42% credit cross-shop

-15% lay-bys

RSP inflation

Value segment
convergence

BNPL introduced

Baby & Kids reset

NOVA store format launched



RETAIL PLATFORM

1 356 stores
+474 acquired | +110 opened

+3.3% LFL sales growth

+3.8% 2-YR CAGR

+4.0% LFL incl. LEGIT

Market share gains
in Adult, Beauty & Kids

+58% online sales growth



Tekkie Town — **Footprint** rationalisation

DUNNS — **FoneYam** launched

RFNRY. — **+13 big format** stores

Rfnry junior — **21 stores**

CODE — **94** stores

AYANA — **33** stores **9%** online sales

RETAIL PLATFORM

PEPKOR Speciality

Acquisition implemented **Nov 2025**

+>300bps womenswear market share

LEGIT **+6.4%** LFL sales growth

Retail credit introduced **6%** of sales

SWAGGA DO IT YOUR WAY. **99** stores – 51 converted to CODE

STYLE **118** stores – rationalise/convert





CONSOLIDATION

113 ShoeCity

SWAGGA DO IT YOUR WAY.

S.P.C.C

RETAIL PLATFORM

1 009 stores **+48** opened | 67 acquired

+4.1% LFL sales growth

+4.4% 2-YR CAGR

Market share gains

Mainly in appliances & consumer electronics

+36% online sales growth

204K cellular handsets sold

2.0m more scans

BEST PERFORMING CATEGORIES



- Computers
- TV
- Cellular
- Large appliances

Private label **+31%**

category expansion

orion

Launched

FoneYam

HiFiCorp

incredible

Russells
You pay less for more

RETAIL PLATFORM

Acquisition

OK FURNITURE NON RSA STORES

House & Home Non RSA stores

67 stores

Non-RSA component implemented **Oct 2025**



IT infrastructure conversion & replatforming

R300m credit book onboarded

Insurance cell integrated

Achieved value-creation plan

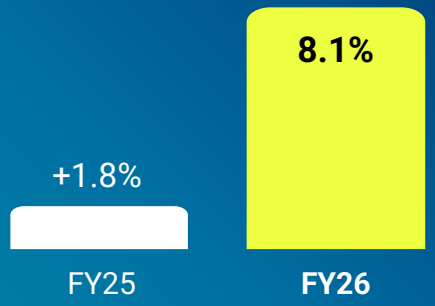


SA component delayed

RETAIL PLATFORM

200 stores **+5**

+8.1% **LFL sales growth**



+280bps
GP margin improvement

Clean stock

Sales performance in constant currency

Improvement
in merchandise

+16.0% LFL
in Babies & Kids

+6.9% LFL
in Women

48% credit
sales mix

Complex
macroenvironment



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STRATEGIC IMPLEMENTATION

Leverage & efficiency

4

LEVERAGE & EFFICIENCY



- Logistics
- Sourcing
- Data & Tech



LEVERAGE AND EFFICIENCY

SOURCING AND LOGISTICS

SOURCING

164m units

+8.4%

50% of China sourcing now through PPS

PPS
PEPKOR PRODUCT SOLUTIONS



LOGISTICS

+2.8% transport cost per cube

Automate
Jet Park facility

Darkstore
capability onboarded

PEPKOR Lifestyle

PEPKOR Speciality

Courier launched & added

skooch PAXI

DATA / TECH / AI

- **Legacy system replatforming**
- **Productivity/ Process automation**
- **Agentic transformation**

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Financial services & connectivity

GARTH NAPIER
Chief commercial officer

CELLULAR

13.5m
cellular handsets
>1m per month

70%
smartphone mix

FoneYam

Expanded range
- 6 brands
- 29 models added

Available in **>4 200 stores**

27% share of smartphones sold

FoneYam
2.0 18-month product

42% take-up rate

Launched in
DUNNS
HiFiCorp
incredible
Russells
You pay less for more



2.7m
active customers +32%

FINANCIAL SERVICES & CONNECTIVITY

RETAIL CREDIT

4.1m active accounts **+15.4%**

+1.4m new accounts added

R2 800 average outstanding balance

R4.8bn
cross-shop sales
+28%

R8.5bn in unallocated shadow limits

Launched in
PEP Namibia
LEGiT





PEPKOR Lifestyle

283k active accounts

+17k new accounts added

OK FURNITURE NON RSA STORES

House & Home Non RSA stores

Successful onboarding of non-RSA book

+56k accounts

FINANCIAL SERVICES & CONNECTIVITY

LENDING

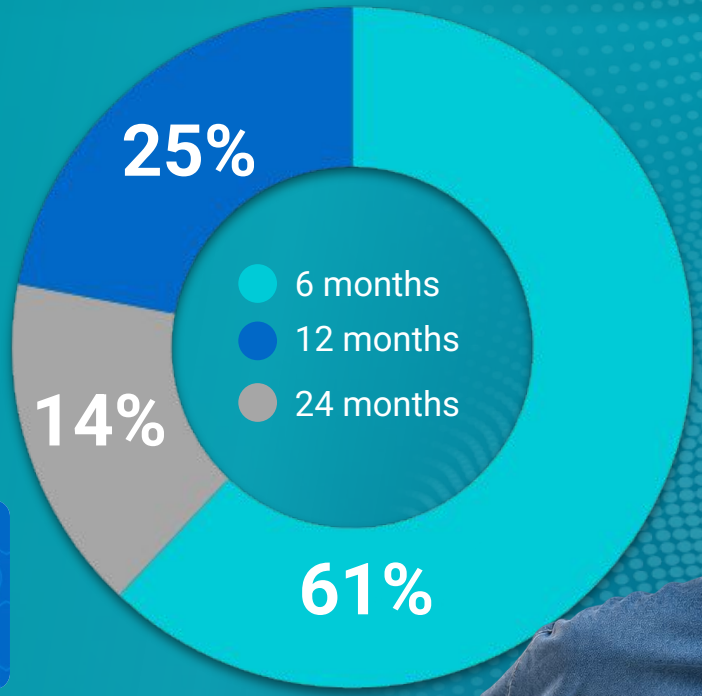
344k active loans **-7.8%**

+1.1% new loan disbursements

+3.6% re-loan disbursements



6-12-24 MONTH NEW LOAN ACTIVATIONS



Banking proposition



FINANCIAL SERVICES & CONNECTIVITY

INSURANCE

abacus



Embedded

PAXI

FoneYam

8.1m parcels covered

2.7m cellular devices covered

Bundled

PEPKOR Lifestyle

capfin

671k credit insurance policies

R8.6bn credit life cover

R2.3bn goods cover

Funeral

abacus

1.6m lives covered **+55%**

R31bn cover **+56%**

- New leadership
- Acquisition of

OK FURNITURE
NON RSA STORES

OPERATING THE BANK
PROJECTED PERFORMANCE

c.30%
Target ROE from yr 5

Yr 5
1.8m primary banked
R8bn deposits
R8bn loan advances



Subject to regulatory approval

- Section 16 application (registration as a bank) progressing positively
- Awaiting regulatory approval

- Front-loading of provisions while building unsecured lending book
- **FY30**
  Monthly breakeven to be achieved

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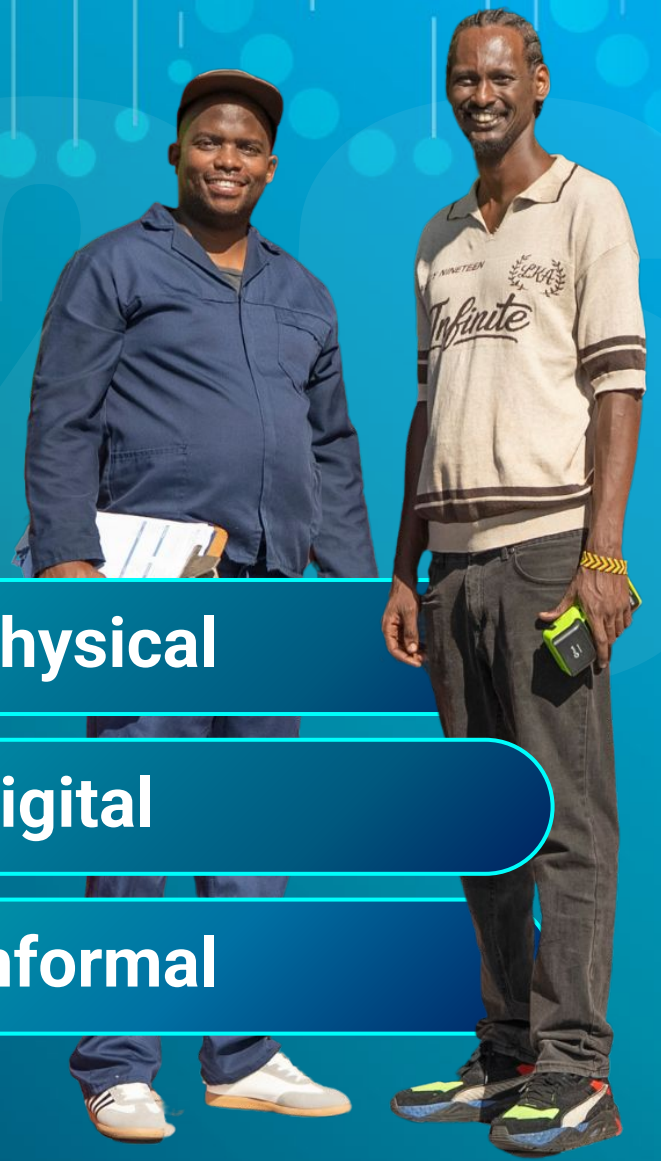
STRATEGIC IMPLEMENTATION

Omni-channel

3

OMNICHANNEL

- Physical
- Digital
- Informal



OMNICHANNEL | Physical

6 744 stores

GROW PHYSICAL STORE FOOTPRINT

+233
new stores opened

PEP · PEP HOME · ACKERMANS · AVENIDA · RFNRY. · Sleepmasters The Bed Experts · Russells You pay less for more

+541
stores acquired

93 store conversions

SWAGGA DO IT YOUR WAY. · STYLE · LEGiT · OK FURNITURE NON RSA STORES · House & Home Non RSA stores

-113
consolidation

ShoeCity



OMNICHANNEL | Digital

GROW ONLINE SALES

+42% to 1.5% of sales

R1bn in online sales

12% contribution in Tech

PEPKOR Lifestyle

Launched online PEP

90% new customers

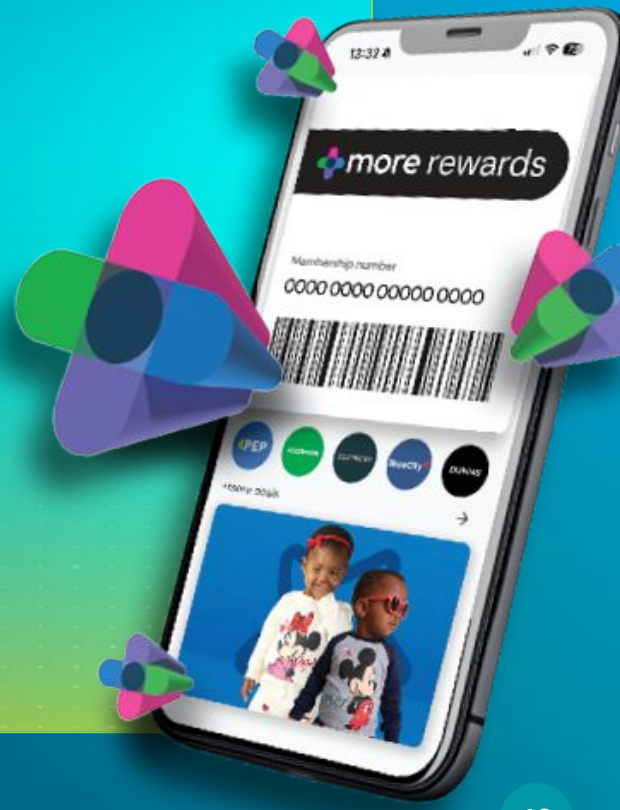
5x basket value

more

18.5m members +45%

46% scan rate

Data insights potential



OMNICHANNEL | Informal

GROW INFORMAL MARKET PRESENCE

R71bn
Throughput
+18%

TRADER BUSINESS

176k traders

75k acquiring devices **+10%**

R26bn tapped value **+25%**

AGGREGATION

R32bn turnover **+48%**

103 active partners

CELLULAR

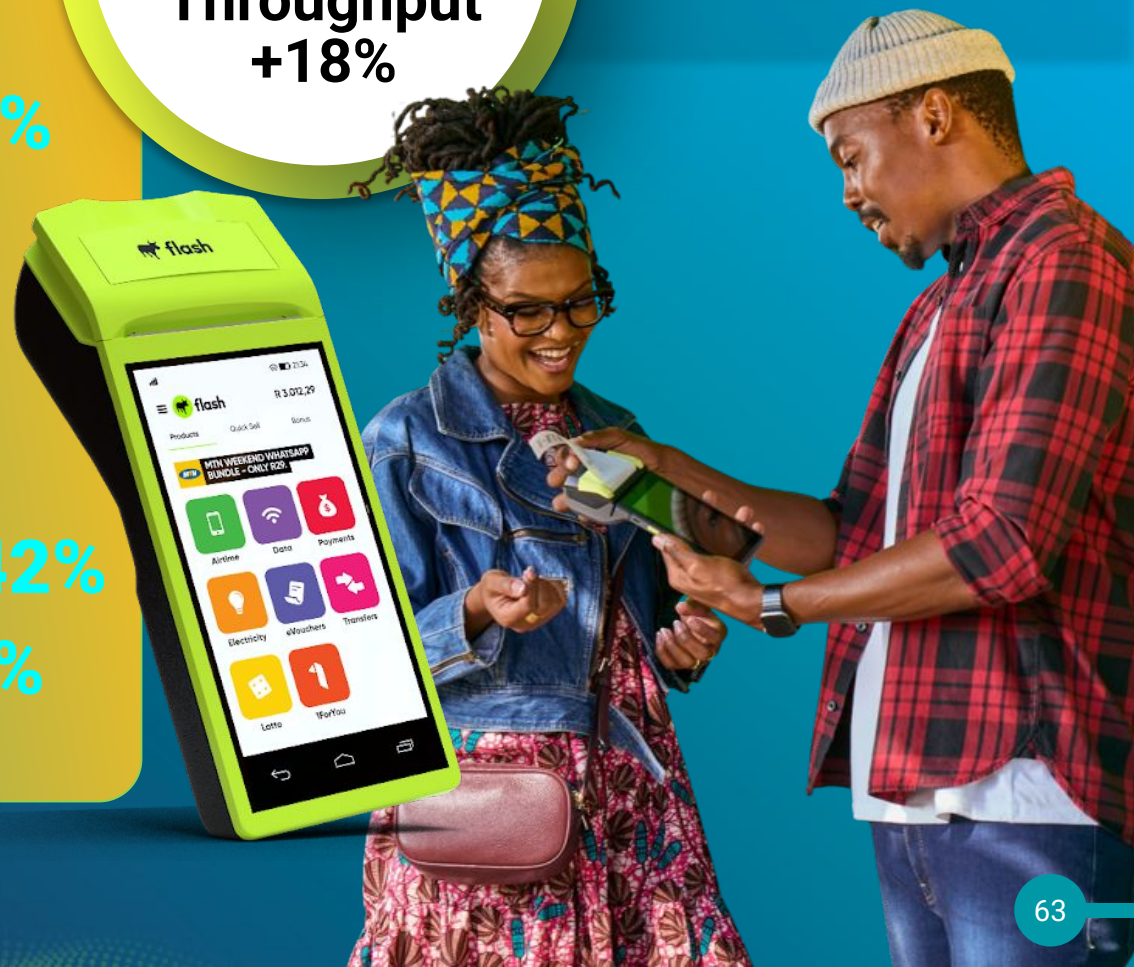
38m SIMs distributed **+14%**

3.1m active SIM base

VOUCHER/CONSUMER

568m redemptions **+42%**

R36bn turnover **+43%**



OMNICHANNEL | Informal

GROW INFORMAL MARKET PRESENCE

FintechCo

Digitise cash
Working capital
& credit

Full VAS range

Payments

Consumer reach

flash

SHOP2SHOP

>R200bn
annual throughput



Shop2Shop sustained growth momentum

Implementation H2FY27

+24%
Money in

+35%
EBITDA

June FY26 – Management accounts

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Outlook

PIETER ERASMUS
Chief executive officer

OUTLOOK | Strategic priorities FY27

Retail Platform

+200 new stores

M&A
integration
& VCPs

Conclude
OK Furniture
SA component



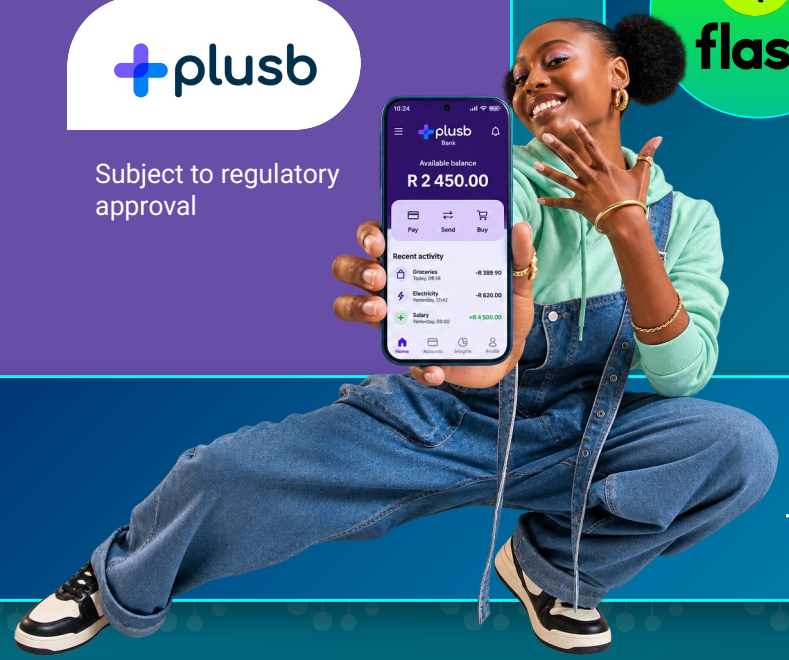
Financial Services

Expand
insurance

Launch

plusb

Subject to regulatory approval



Informal Market Platform

Implement
FintechCo merger

flash

SHOP2SHOP



Drive efficiency
through AI

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Thank you

Lay-by Buddy

INITIATIVE

Buddies help moms get their kids' school essentials



Donate today.

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Q&A

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Annexure

M&A – R2.6BN
INVESTED

RETAIL PLATFORM

R306m
net of creditors

FY26

OK FURNITURE NON RSA STORES
House & Home Non RSA stores
Oct 2025 (non-RSA)

Purchase consideration
R564m

LEGIT STYLE
boardmans SWAGGA
Nov 2025

Purchase consideration
R1.8bn

FINANCIAL SERVICES

CloudBadger
System platform & team
Oct 2025

Purchase consideration
R224m

INFORMAL MARKET PLATFORM SEGMENT

FY27

SA component
OK FURNITURE NON RSA STORES
House & Home Non RSA stores
Pending

Purchase consideration
R1.7bn

cR1.0bn
net of creditors

Announced 22 July 2026

R1.57bn
cash

FintechCo
flash
SHOP2SHOP

Implementation expected Q3FY27

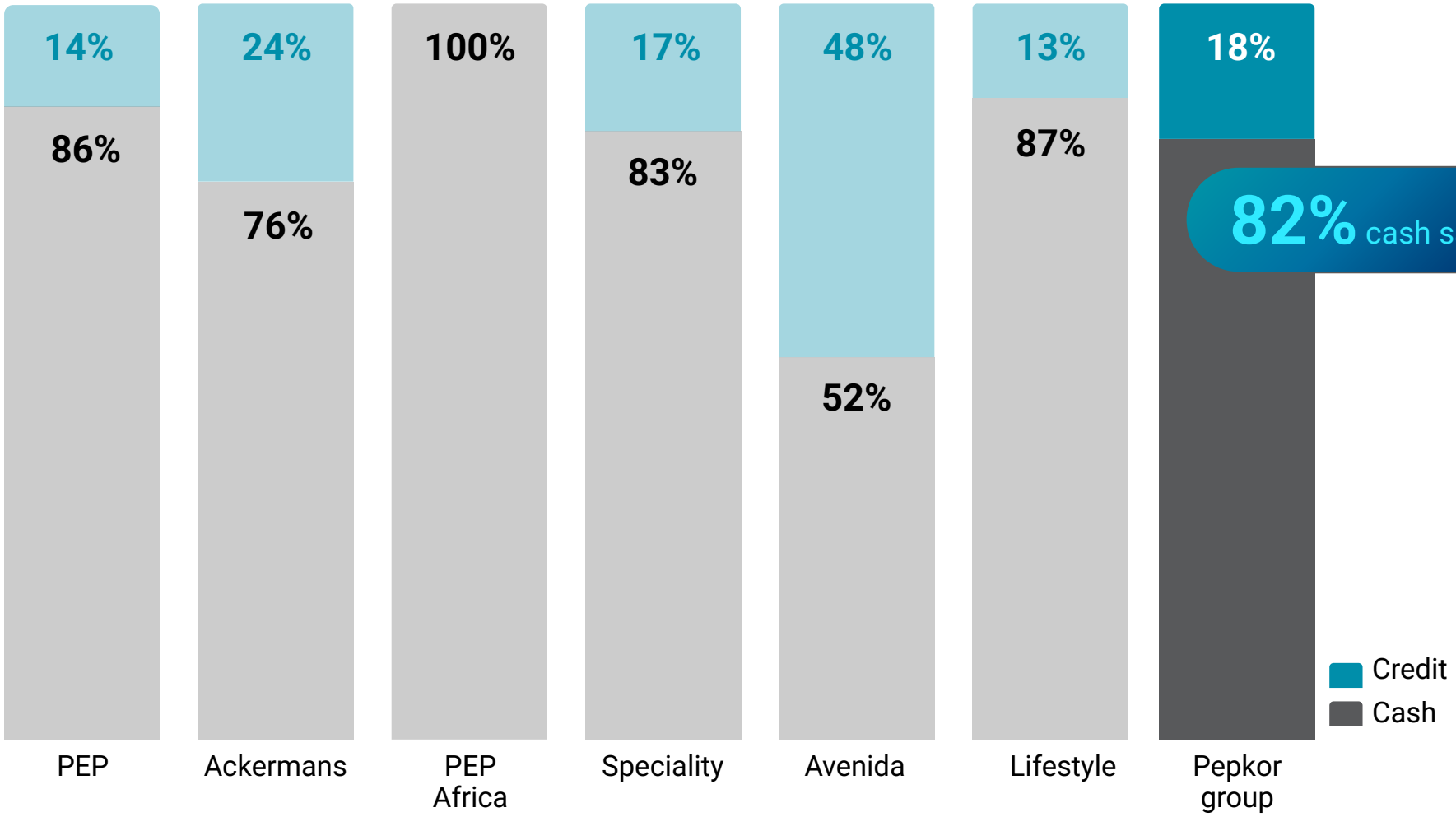
SUM-OF-THE-PARTS
FY26



	REVENUE R105.9BN	OPERATING PROFIT R11.9BN	HEADLINE EARNINGS R6.3BN
4	9%	8%	9%
3	6%	13%	10%
2	14%	6%	2%
1	71%	73%	79%

CGM FAE FS IMP

CASH VS CREDIT SALES MIX





RETAIL STORE FOOTPRINT
CONTINUING OPERATIONS

	30 September 2025		Openings	Closures	Net movement		30 September 2026	
	Retail stores	Retail area '000 m^2	Retail stores	Retail stores	Retail stores	Retail area '000 m^2	Retail stores	Retail area '000 m^2
Clothing and general merchandise	**5 120**	**1 965**	**752**	**-137**	**615**	**168**	**5 735**	**2 133**
PEP	2 693	931	95	-16	79	23	2,772	954
Choice	105	49	21	-2	19	6	124	55
Ackermans	1 036	557	44	-20	24	8	1 060	565
PEP Africa	223	87	3	-3	0	0	223	87
Speciality[1]	864	208	584	-92	492	130	1 356	338
Avenida	199	133	5	-4	1	1	200	134
Lifestyle	**925**	**404**	**115**	**-31**	**84**	**46**	**1 009**	**450**
Home[2]	770	310	97	-26	71	35	841	345
Tech[3]	155	94	18	-5	13	11	168	105
Pepkor	**6 045**	**2 369**	**867**	**-168**	**699**	**214**	**6 744**	**2 583**

[1] *Includes Tekkie Town, Dunns, Refinery, CODE, S.P.C.C, Ayana, Legit, Swagga and Style.*
[2] *Includes Russells, Bradlows, Rochester, Sleepmasters, OK Furniture (non-RSA) and House & Home (non-RSA)*
[3] *Includes Incredible, HOME TECH SLEEP and HiFi Corp*

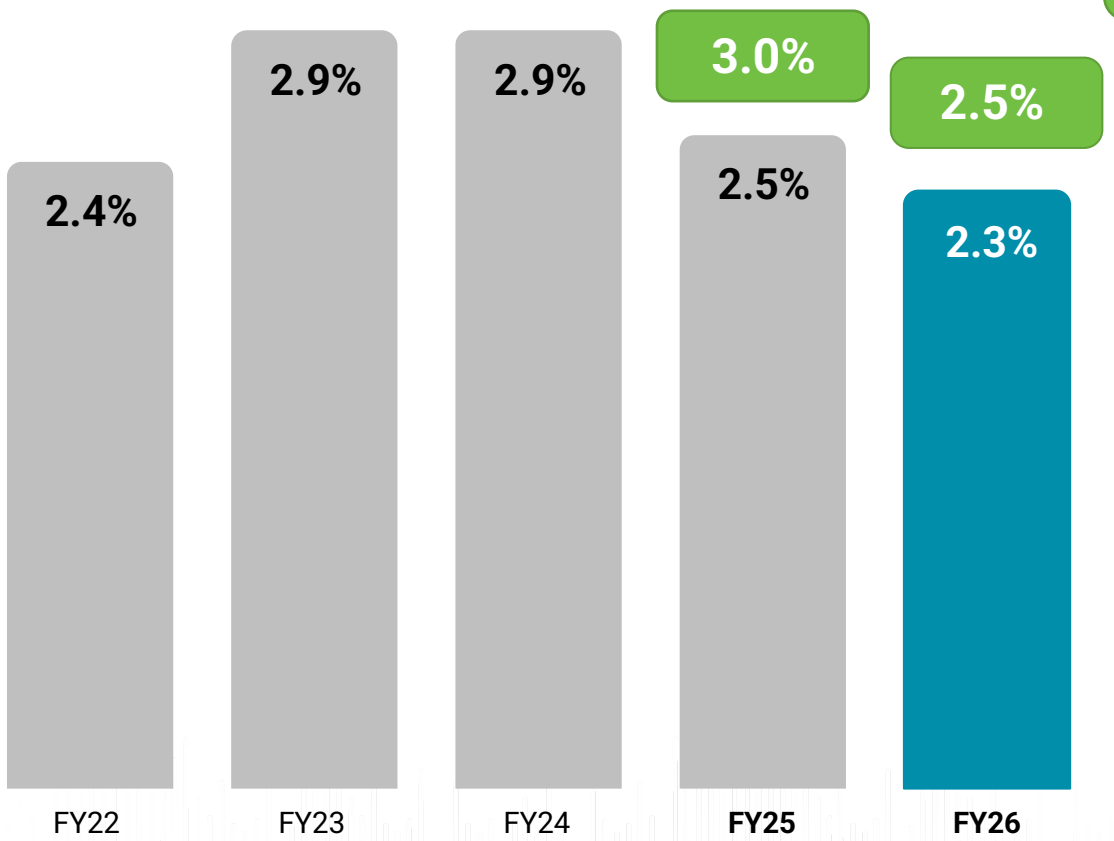
867 new stores include:
- 233 new stores
- 93 conversions
- 541 stores acquired

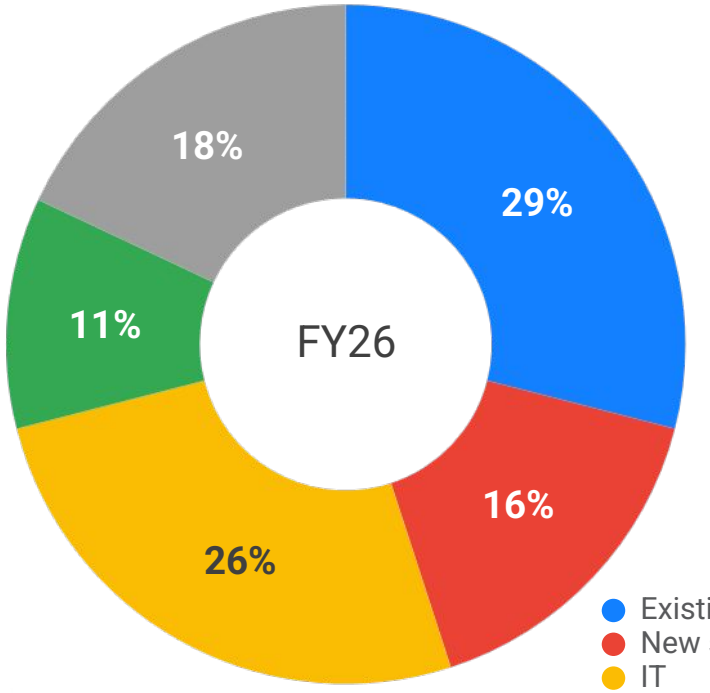
CAPEX

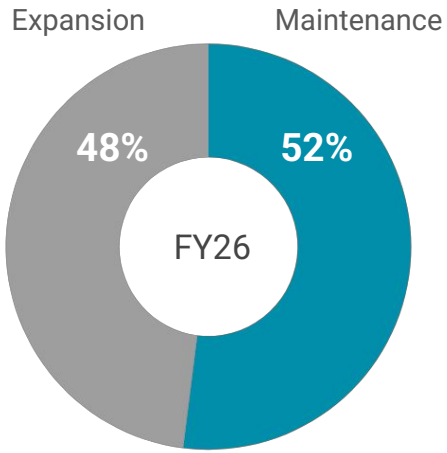
Capex % of revenue

Capex incl. strategic investments
- Expansion
- Automation
- Leverage

Future 3-YR average
2.5% of revenue



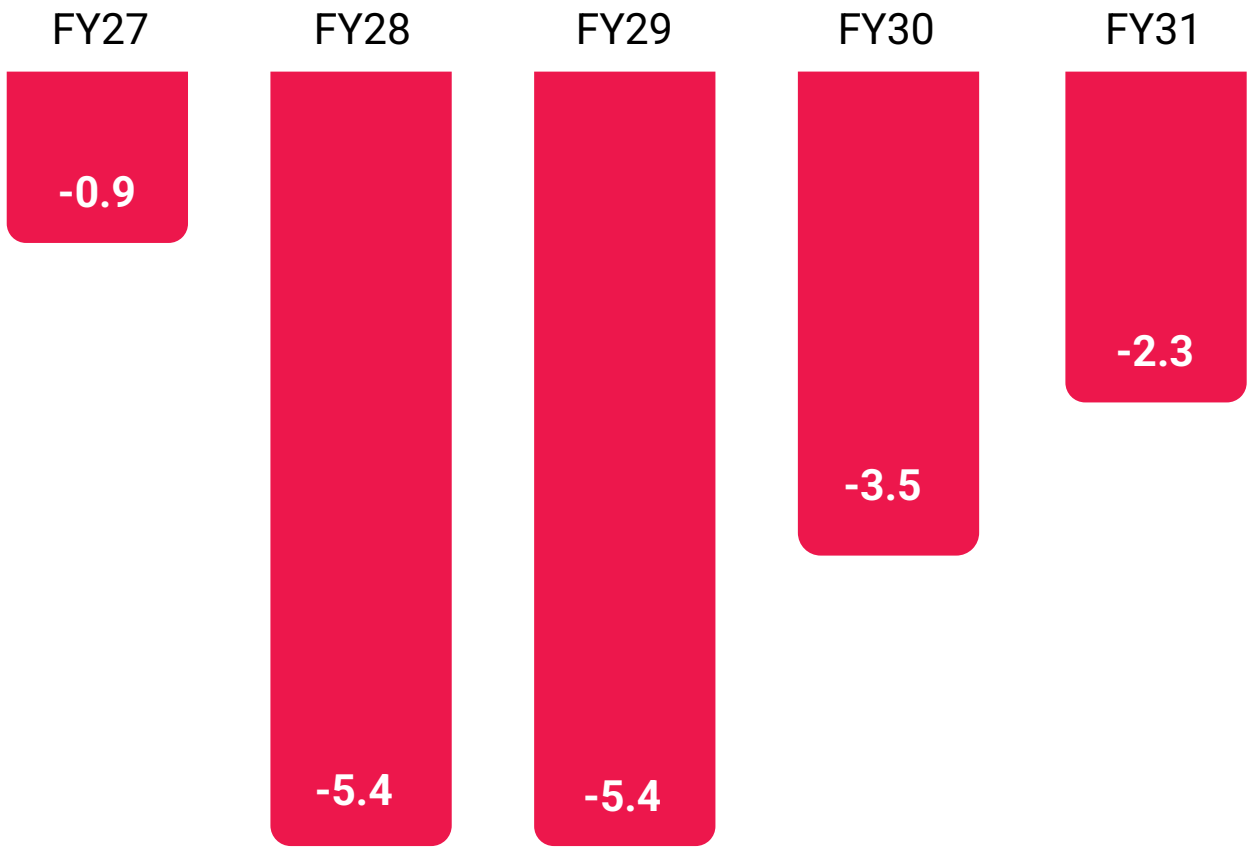




Normal capex excl. abnormal items and strategic investments

NET DEBT
REPAYMENT PROFILE

30 September 2026 – Rbn





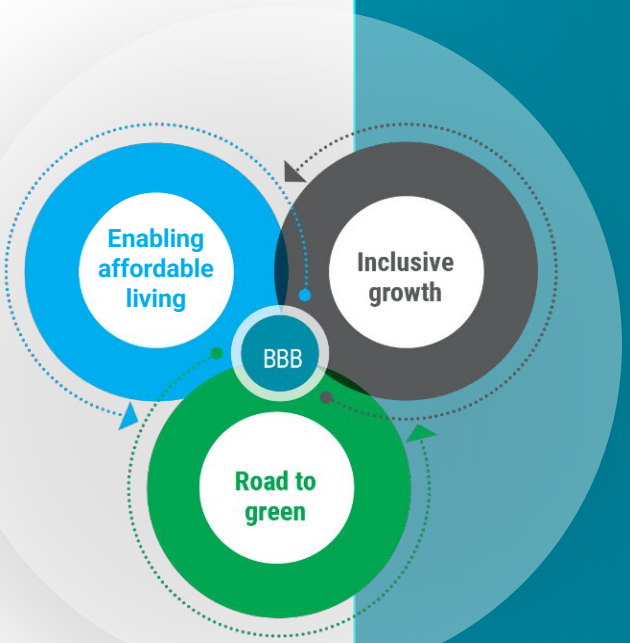
R4.3bn new funding raised

R1.1bn funding replaced

BUILDING BETTER BUSINESS

MAKING A POSITIVE IMPACT THROUGH AFFORDABILITY, ACCESS AND EFFICIENCY

Sustainability goals



Execution levers

Efficiencies

FY26 initiatives

- Electricity consumption
- Fuel consumption
- Packaging optimisation

Innovation

- Polybags
- Price & durability
- Enterprise development
- Supplier development
- Strategic CSI (Lay-by buddy)

Compliance

- Sustainability Reporting & Ratings
- EPR reporting
- Supplier compliance

FY26 impact areas

- Energy
- Durability
- Waste & packaging
- Supplier compliance

EFFICIENCIES

Carbon emission electricity intensity reduction targets set for FY27 & FY29

3.1% KWH/m^2 reduction by FY27

4.5% KWH/m^2 reduction by FY29

5.4 MWh saved by FY29



Fuel intensity reduction targets

2.3% reduction in litres per kilometre for local transport

INNOVATION

58 000 families impacted by PEP's Lay-by Buddy since inception

Lay-by Buddy INITIATIVE



28% of all W&RSETA sector target learnerships provided by Pepkor



R165m spend on enterprise and supplier development initiatives



EV trucks and alternative fuels exploration

COMPLIANCE

External assurance according to ISSA 5000 standards completed on electricity targets



EPR scheme integrated

Paper & Packaging & Electronics & Equipment



Top 30 FTSE Responsible Investment Index inclusion