

Integrated performance highlights

ESG ratings

- FTSE/JSE RI top 30 list of companies
- B- CDP score improvement from C

Financial performance

- +23.4% NHEPS to 161cps
- +12.0% revenue to R95.3bn
- R10.9bn cash generated
- 24.0% RONA
- 53c dividend declared

MM5

Affordable living

Affordability

- R57 average item price in PEP
- > 32 million identifiable customers

Connectivity

- 8 out of 10 prepaid cell phones sold in SA¹
- > 2 million FoneYam smartphone customers onboarded

¹ Growth From Knowledge (GFK)

Easy access

- 6 000 stores
- 170 000 informal market traders



Inclusive growth

Employee development

- 3 937 learnerships
- 48 500 employees
- R10.2 billion paid in salaries and wages
- 83% black employees (SA only)

Community impact

- R66 million total CSI spend
- 35 278 children supported in ECD centres

Responsible sourcing

- 235 million units sourced locally
- 98% of trade suppliers agreed to comply with Pepkor's SCOC

B-BBEE strategy

- Level 5 B-BBEE contributor level achieved
- R13.7 billion spend on black women-owned SMMEs
- R138.1 million spend on ESD initiatives
- 310 000 items valued at R5.8 million donated to Taking Care of Business

Informal market

- R60 billion cash digitised
- 20 100 PAXI small business customers (+30%) sending more than double the amount of parcels than last year (2.5 million parcels)

Road to green

Energy

- 2.6 MWp expansion of installed solar PV capacity to 12 MWp (3.6 MWp to be added in FY26 through bilateral wheeling)
- 5 197 MWh consumed from renewable energy

Waste/packaging

- Paper and packaging EPR internal scheme developed
- 3 170 tonnes of second-hand boxes reused
- 1 392 tonnes of plastic from landfill as a result of 100% recycled shopping bags in PEP and Ackermans stores

Transport and logistics

- 2% average annual CO₂e fuel intensities savings per cube since 2017
- 9% reduction in distribution fleet
- EV fit feasibility assessment started

Water

- 54 244 kℓ of rainwater harvested
- 15% manufacturing boiler make-up water supply rate improvement

Responsible sourcing

- 5 million units of PEP BCI-accredited combed cotton (+67% YoY)
- 2 million sole flexes in PEP school shoes, making them more durable

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Strategic impact areas FY26



Affordability

- Maintain Best Price Leadership (BPL)
- Make affordable financial services solutions available to customers



Connectivity

FoneYam – assist customers to migrate to smartphones



Energy

- Work towards setting energy-related targets
- Implement traditional wheeling to increase renewable energy use
- Test automated switching solutions for air conditioning (HVAC)
- Continue LED retrofitting projects



Water

Enhance water conservation efforts and awareness raising



Responsible sourcing

- Explore more environmentally friendly sourcing alternatives and circular economy initiatives
- Expand durability framework to more essential products



Waste/packaging

- Optimise packaging and execute on packaging commitments in line with Extended Producer Responsibility (EPR) regulations and our own EPR plan
- Consistently promote waste management efficiency in own operations to reduce waste from landfill



Transport and logistics

- Optimise packaging to improve vehicle fill rates
- Improve route optimisation
- Manage third-party logistics (3PL) driver behaviour
- Conduct a network study and explore resource sharing opportunities
- Continue utilising empty refrigerated containers



Employees

- Strengthen diversity and representation, fostering an inclusive culture
- Build a sustainable leadership pipeline through succession planning and talent development
- Use data and technology to improve employee experiences and human capital decisions
- Continue to be an employer of choice by attracting, engaging and retaining talent
- Ensure the right people are in the right roles, developing capabilities for a future-ready workforce



B-BBEE strategy

- Build on our existing B-BBEE initiatives
- Explore further enterprise and supplier development opportunities
- Continue to drive the focus of increasing representation of black talent at the right levels



Community impact

Continue supporting early childhood development (ECD) centres and communities



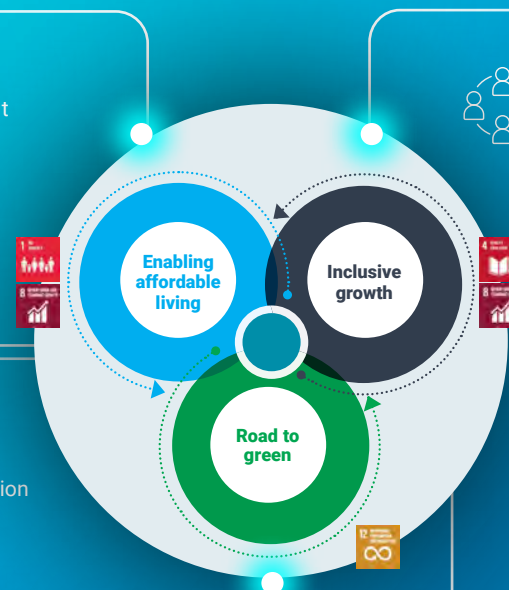
Responsible sourcing

- Develop and grow local sourcing where feasible
- Implement a group-wide internal supplier compliance policy
- Train internal buyers and suppliers on the supplier code of conduct (SCOC)
- Roll out supplier certification pilot for Pepkor Sourcing office



Informal market

- Grow informal market presence
- Support informal market entrepreneurs through Flash and PAXI



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