

CONTINUED

Performance data (KPIs)

Enabling affordable living

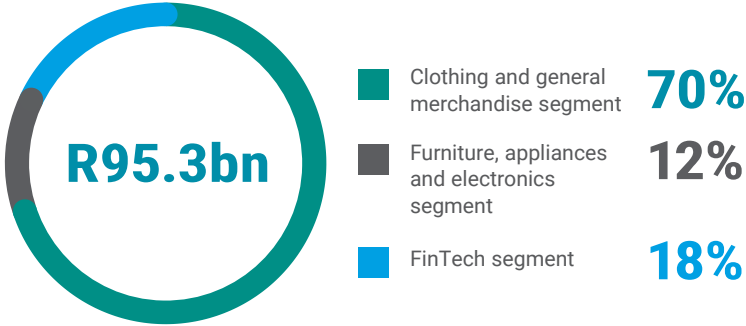
Affordability, access and connectivity

	FY21	FY22	FY23	FY24	FY25
Identifiable customers (m)	27.0	29.0	30.0	30.0	32.5
PAXI parcel deliveries (m)	3.5	4.2	4.9	5.7	7.1
Daily Flash transactions (m)	6.5	4.8	5.8	6.0	4.0
Credit (%)	7	8	11	14	16
Cash (%)	93	92	89	86	84
Number of lay-by customers (m)	4.2	4.1	4.9	4.3	4.3
Number of physical transactions (m)	339	342	365	350	349
BPL ¹ in PEP (%)	97	96	96	96	96
Number of product recalls	N/R	10	14	15	14
Prepaid cellphones sold ²	N/R	7 out of 10	7 out of 10	7.5 out of 10	8 out of 10

¹ BPL – Best Price Leadership; ² GfK
N/R – Not reported



GROUP REVENUE: CONTRIBUTION



Introduction
Letter from our CEO
Report from our chair
Enabling affordable living
Inclusive growth
Road to green
Further disclosure
About this report
Sustainability strategy
Material SDGs
Performance data (KPIs)
Stakeholder engagement
Risks & opportunities
JSE Disclosure Guidance
TCFD Index
Corporate information

Performance data (KPIs)

Inclusive growth

B-BBEE Scorecard

B-BBEE indicator scores	Industry average*	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Ownership	17.75	2.12	3.44	3.70	18.76	24.19	22.58	21.44
Management control	10.85	6.03	7.24	8.39	8.43	7.61	8.87	9.67
Skills development	14.38	8.35	7.90	11.71	12.83	13.49	15.88	13.50
Enterprise and supplier development	28.77	19.37	27.43	30.44	22.89	22.08	31.05	28.73
Socio-economic development	4.94	5.00	5.00	4.66	5.00	4.75	5.00	5.00
Overall B-BBEE score	76.69	40.87	51.01	58.90	67.91	72.12	83.38	78.34

Community contribution

	FY23	FY24	FY25
CSI spend (R'm)	62.9	62.4	65.7
Children in ECD centres	20 500	28 329	35 278
Number of schools supported	340	540	740
Number of academies	27	27	26
Product donations (R'm)	21.0	23.8	40.9

Human capital

	FY22	FY23	FY24	FY25
Employees (Permanent FTE)	49 700	44 400	46 600	48 500
Black employees (Total PDIs) (%) (SA only)	81.8%	82.5%	82.6%	83.2%
White employees (%) (SA only)	5.1%	4.8%	3.3%	3.0%
Foreign national employees (%) (SA only)	0.2%	0.2%	0.1%	0.0%
International employees (%) (Outside SA)	12.8%	12.6%	14.0%	13.7%
Male (%) (All countries)	29.5%	29.5%	25.5%	25.5%
Female (%) (All countries)	70.5%	70.5%	74.4%	74.5%
< 55 (%) (All countries)	95.8%	97.1%	97.5%	97.5%
> 55 (%) (All countries)	4.2%	3.0%	2.5%	2.5%
Black male (%) (SA only)	22.7%	22.9%	19.6%	19.8%
Black female (%) (SA only)	59.2%	59.7%	63.1%	63.5%
Black male store managers # (SA only)	955	975	1 001	985
Black female store managers # (SA only)	3 159	3 279	3 563	3 585
Total store managers # (SA only)	4 372	4 499	4 730	4 708
Employee turnover (Rolling 12-month average) Permanent full time only	18.3%	19.5%	19.4%	16.9%
Temporary employees (FTE) #	3 657	3 760	4 563	4 324
Temporary employees (FTE) %	7.4%	7.5%	8.9%	8.2%
Employees with disabilities # (All)	158	320	656	433
Employees with disabilities % (Permanent FTE)	0.3%	0.6%	1.4%	0.9%

* Calculated using the average of eight industry competitors (TFG, Clicks, MRP, Truworths, Spar, Woolworths, Pick n Pay and Shoprite) based on the latest available records published in 2025.

Introduction

Letter from our CEO

Report from our chair

Enabling affordable living

Inclusive growth

Road to green

Further disclosure

About this report

Sustainability strategy

Material SDGs

● Performance data (KPIs)

Stakeholder engagement

Risks & opportunities

JSE Disclosure Guidance

TCFD Index

Corporate information

Performance data (KPIs)

Road to green

Carbon footprint report

Carbon footprint analysis

Scope	Source	Unit of measure	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Scope 1	Mobile fuels	Emissions tCO ₂ e	29 332	27 705	29 293	26 474	24 068	24 063	11 711	13 884
	Refrigerant gases	Emissions tCO ₂ e	641	1 087	2 216	2 040	1 326	1 245	2 273	2 804
	Stationary fuels	Emissions tCO ₂ e	6 589	0	0	800	541	3 551	831	845
Scope 1 total		Emissions tCO ₂ e	36 562	28 792	31 509	29 314	25 935	28 859	14 815	17 533
Contribution to total Scope		%	13.20%	8.83%	10.06%	10.25%	7.41%	9.29%	4.88%	5.72%
Scope 2	Electricity	Emissions tCO ₂ e	217 248	273 619	259 700	233 404	260 332	225 201	233 387	227 375
Scope 2 total		Emissions tCO ₂ e	217 248	273 619	259 700	233 404	260 332	225 201	233 387	227 375
Contribution to total Scope		%	78.46%	83.88%	82.92%	81.58%	74.36%	72.53%	76.92%	75.29%
Scope 1 and 2 total		Emissions tCO ₂ e	253 810	302 411	291 209	262 718	286 267	254 060	248 202	244 908
Scope 3	Upstream transportation and distribution (T&D)	Emissions tCO ₂ e	19 538	19 248	17 647	19 740	48 790	37 867	38 745	39 883
	Fuel- and energy-related activities: upstream emissions of purchased fuels	Emissions tCO ₂ e	0	0	0	0	0	6 575	7 734	7 853
	Fuel and energy-related activities: T&D electricity losses	Emissions tCO ₂ e	3 544	4 545	4 345	3 640	4 995	0	0	0
	Purchased goods and services	Emissions tCO ₂ e	0	0	0	0	5 035	4 317	2 173	2 557
	Waste generated	Emissions tCO ₂ e	0	0	0	0	344	436	646	586
	Business travel	Emissions tCO ₂ e	0	0	0	0	4 665	7 260	5 965	6 194
Scope 3 total		Emissions tCO ₂ e	23 082	23 793	21 992	23 380	63 829	56 455	55 263	57 073
Contribution to total Scope		%	8.34%	7.29%	7.02%	8.17%	18.23%	18.18%	18.21%	18.64%
Total CO ₂ e		Emissions tCO ₂ e	276 892	326 204	313 201	286 098	350 096	310 515	303 465	301 981
Outside of scopes	R22 – Non-Kyoto Protocol Gas	Emissions tCO ₂ e	2 332	1 173	1 444	818	867	524	588	678
Outside of scopes total			2 332	1 173	1 444	818	867	524	588	678
Total size of store space		m ²	2 375 000	2 434 000	2 410 000	2 418 000	2 491 000	2 503 000	2 305 000	2 266 000
CO ₂ e intensities (Scopes 1 and 2)		CO ₂ e/m ²	0.106	0.124	0.120	0.109	0.115	0.102	0.108	0.108
CO ₂ e intensities/net sales		CO ₂ e/ZAR	0.000004	0.000004	0.000004	0.000003	0.000004	0.000003	0.000003	0.000003
CO ₂ e intensities (Scope 2)		CO ₂ e/m ²	0.091	0.112	0.108	0.097	0.105	0.090	0.101	0.100

Refer to table on page 47 listing the excluded items from our scope 3 total.

Introduction
Letter from our CEO
Report from our chair
Enabling affordable living
Inclusive growth
Road to green
Further disclosure
About this report
Sustainability strategy
Material SDGs
Performance data (KPIs)
Stakeholder engagement
Risks & opportunities
JSE Disclosure Guidance
TCFD Index
Corporate information

CONTINUED

Performance data (KPIs)

Road to green

Carbon footprint report

Scope and methodology

The operational control approach was used to consolidate all emissions within the specified boundary. Emissions from Pepkor operating businesses (excluding Avenida) were included.

Scope 1 and Scope 2 greenhouse gas (GHG) emissions were measured in accordance with the GHG Protocol (WRI & WBCSD, 2004) Corporate Standard Revised (English); emissions from non-Kyoto gases (such as Freon/R22) were measured and classified as Out of Scope.

Scope 2 emissions were calculated and reported using both the location-based methods in accordance with GHG Protocol Corporate Standard’s ‘Scope 2 Guidance’ (January 2015).

Scope 3 GHG emissions previously measured included ‘transportation and distribution (downstream)’ and ‘fuel- and energy-related activities: T&D losses’, ‘upstream transportation and distribution (inbound sea and road freight)’, municipal water consumption and plastic packaging and packets are included in ‘purchases goods and services’, ‘waste generated’ for waste recycled and waste to landfill; ‘business travel’ comprising car hire, hotel accommodation and flights. Current year changes: fuel and energy: T&D losses have been removed due to a lack of publicly available emission factors; fuel and energy: upstream emissions of purchased fuels; downstream transportation and distribution emissions from third-party logistics has been recategorised to upstream transportation and distribution; global warming potentials (GWP) were in accordance with the IPCC AR6 (2023) GWP’s 100-year values.

All emission factors used were from DEFRA UK Government GHG Conversion Factors for Company Reporting (2024) unless otherwise stated.

Alternative emission factor sources

- **Municipal water consumption:** Friedrich, Pillay & Buckley 2007 ‘The use of LCA in the water industry and the case for an environmental performance indicator’ Water SA, Vol. 33
- **Business travel car hire:** gCO₂e/km per car model type as provided by the car manufacturer
- **Business travel accommodation:** Where DEFRA does not provide a country EF, SA EF has been used as a default
- **Waste to landfill:** Friedrich, Trois Waste Management 33 (2013)

An electricity grid emission factor for South Africa of 1.01 kg/CO₂e/kWh (Factor 2) was applied, Eskom (Integrated Report 2023). This has been used as a proxy as 2023 emission factors have not been released at the time of calculations. Scope 2 emissions were calculated using the location-based method for South African grid-connected electricity. Institute for Global Environmental Strategies (2019). The list of Grid Emission Factors, version 10.7 was applied for all non-SA emission factors. CDM project averages for countries that were available. The alternative of the UN Framework Convention on Climate Change – Standardised Baseline Grid emission factor for Southern African Power Pool was used for Botswana, Eswatini and Malawi.

Additional information

Avenida was excluded from our reporting.

Scope 3 emission areas exclusions	Reasons for omitting Scope 3 emissions
Purchased goods and services	Added in FY22
Capital goods	Capital goods omitted due to lack of feasibility in calculating
Fuel- and energy-related activities (not included in Scopes 1 or 2)	Electricity omitted due to lack of publicly available emission factors; Upstream emissions of purchased fuel included in FY23
Upstream transportation and distribution	Added in FY22
Waste generated in operations	Added in FY22
Business travel	Added in FY22
Employee commuting	Omitted due to lack of feasibility in calculating and complexity in estimating with any degree of accuracy
Upstream leased assets	N/A – reported under Scopes 1 and 2 under Operational Control
Investments	Omitted due to lack of feasibility in calculating
Downstream transportation and distribution	Under review
Processing of sold products	Under review
Use of sold products	Omitted due to lack of feasibility in calculating
End of life treatment of sold products	Omitted due to lack of feasibility in calculating
Downstream leased assets	N/A
Franchises	N/A
Other (upstream)	N/A
Other (downstream)	N/A
Total/no breakdown	N/A

N/A – Not applicable

Introduction

Letter from our CEO

Report from our chair

Enabling affordable living

Inclusive growth

Road to green

Further disclosure

About this report

Sustainability strategy

Material SDGs

Performance data (KPIs)

Stakeholder engagement

Risks & opportunities

JSE Disclosure Guidance

TCFD Index

Corporate information

Performance data (KPIs)

Road to green

Energy

Total energy consumption	Unit of measurement	FY23	FY24	FY25
Total electricity purchased (grid)	KWh	223 657 731	231 926 858	216 733 895
Total electricity generated (solar PV)	KWh	500 048	1 953 549	5 197 029
Electricity intensity	(KWh/m ² /annum)	89	101	96
Total electricity use per net sales	KWh/R'bn	0.0028	0.0027	0.0023
Total generator diesel	litres	1 151 987	460 222	317 420
Total fleet fuel consumption	litres	9 385 635	11 990 090	12 317 821

Greenhouse gas emissions				
Scope 1				
Mobile fuels	Emissions tCO ₂ e	24 063	11 711	13 884
Stationary fuels	Emissions tCO ₂ e	3 551	831	845
Scope 2				
Electricity	Emissions tCO ₂ e	225 201	233 387	244 908
Scope 3				
Upstream transportation and distribution	Emissions tCO ₂ e	37 867	38 745	39 883
Fuel- and energy-related activities: upstream emissions of purchased fuels	Emissions tCO ₂ e	6 575	7 734	7 853

Introduction

Letter from our CEO

Report from our chair

Enabling affordable living

Inclusive growth

Road to green

Further disclosure

About this report

Sustainability strategy

Material SDGs

Performance data (KPIs)

Stakeholder engagement

Risks & opportunities

JSE Disclosure Guidance

TCFD Index

Corporate information

Performance data (KPIs)

Road to green

Waste

	Unit of measurement	FY22	FY23	FY24	FY25
Total waste generated	kg	3 336 263	1 550 228	1 817 453	2 139 426
Percentage of recycled waste	%	93.6%	75.0%	71.9%	59.1%
Percentage of landfill disposal	%	6.4%	25.0%	28.1%	40.9%
Waste intensity	kg/sales revenue	0.00004	0.00002	0.00002	0.00002
Non-hazardous solid waste composition					
Paper	kg	3 081 809	1 103 827	972 017	1 143 202
Plastic	kg	28 680	40 850	67 040	77 627
Glass	kg	202	404	459	2 807
Wood	kg	0	0	0	
Production material	tonnes	66	72	252	363
e-waste	kg	11 296	13 804	14 995	21 283
Metals	kg	355	3 071	712	19 811
Hazardous solid waste	kg	71	0	19 091	20 073
GHG Scope 3 emissions					
Waste generated in operations	Emissions tCO ₂ e	344	436	646	586

Water

	Unit of measurement	FY22	FY23	FY24	FY25
Total water consumption	kℓ	511 176	796 157	530 657	644 609
Percentage municipal water	%	98.8%	96.7%	91.0%	91.6%
Total rainwater harvested	kℓ	6 059	26 162	47 844	54 244
Rainwater harvested as a percentage of total water consumption	%	1.2%	3.3%	9.0%	8.4%
Water intensity					
Average water consumed per square metre	kℓ /m ² /annum	0.2	0.3	0.2	0.3
Total water use per net sales	kℓ / ZAR	0.00001	0.00001	0.00001	0.00001
Total spend on water	ZAR	15 681 519	38 756 361	43 172 435	53 598 780
GHG Scope 3 emissions					
Purchased goods and services – water usage	Emissions tCO ₂ e	468	712	447	546