

# 2023

## Results Presentation

For the 52 weeks  
ended 2 July 2023





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**Pieter Engelbrecht**

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# Operational Review

Pieter Engelbrecht

Chief Executive Officer

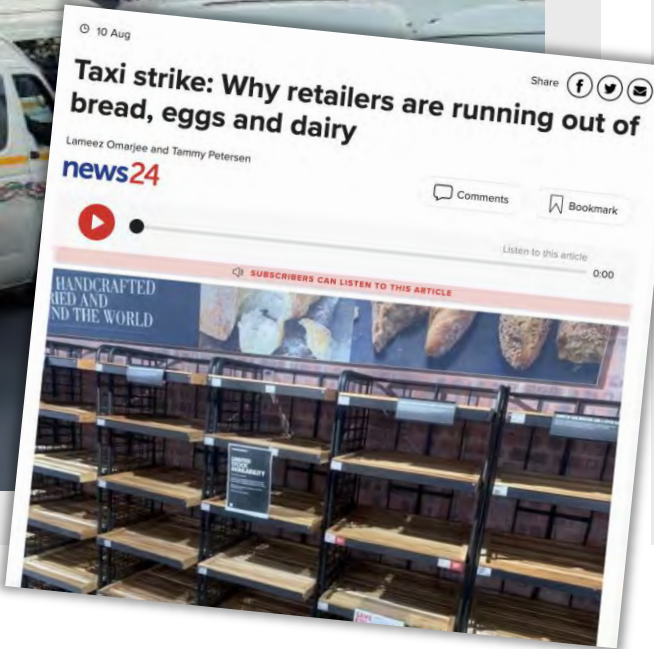
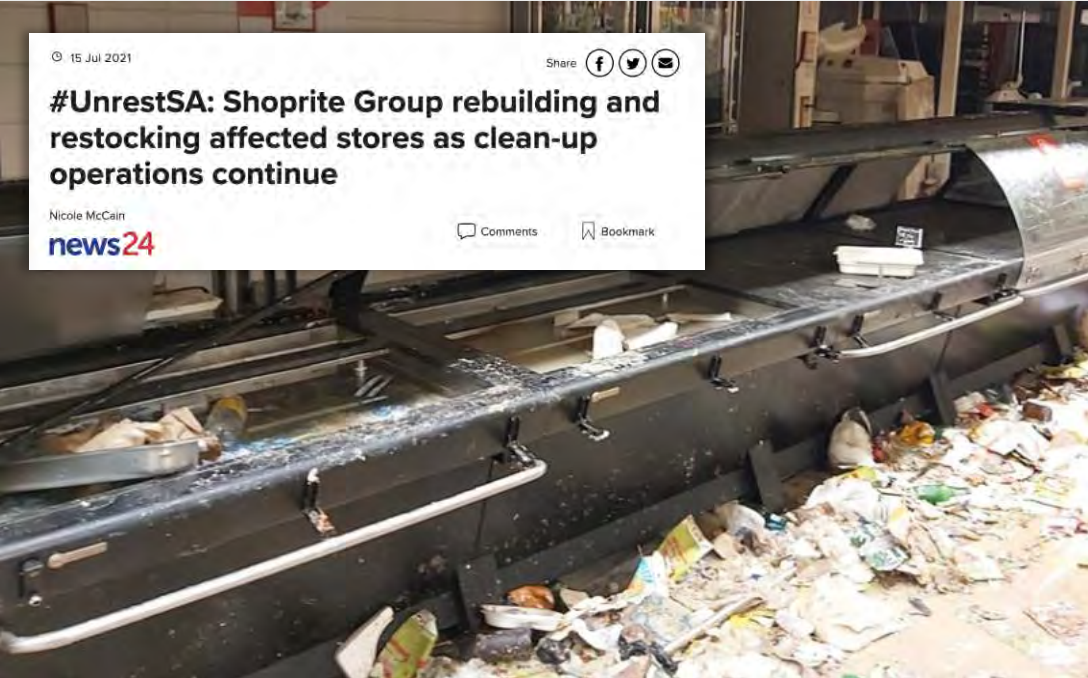




# Proud of the daily dedication of the team

Our culture is becoming our competitive advantage

## Resilience



## Agility



## Relevance





# Surpassed the R200bn sales milestone

## A Stronger, Smarter Shoprite

- Industry-leading growth continued after our multi-year transformation investment
- Advanced analytics optimising the core business in the absence of economic tailwinds
  - Invested in low prices for customers facing high interest rates and food inflation
  - Retail cost-to-serve pressures compounding in SA: insurance, fuel and weaker rand
  - R1.3bn diesel costs to power generators amidst rolling blackouts in SA (SupermarketsRSA)
- Surge in customer visits from our powerful combination of value, fresh and online
- Price and on-shelf availability for customers remain our priority






# Exceptional sales performance in demanding conditions




**+R31.1 bn**  
Additional sales  
(2022\*\*: +R16.0bn)

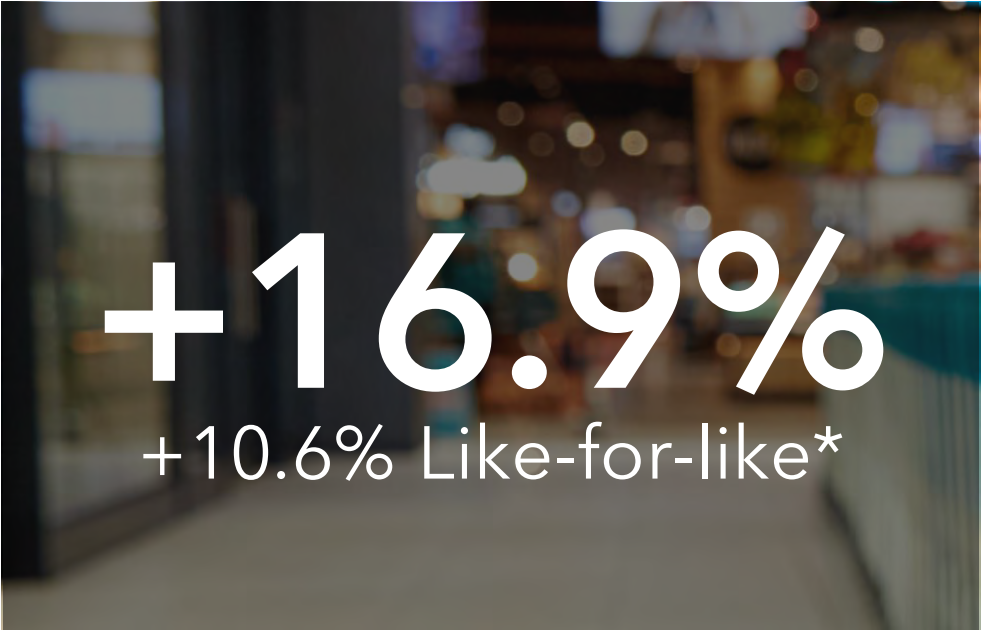
**R215.0bn**  
Sales



**R51.7bn**  
Gross profit (+14.8%)



**+9.7%**  
DHEPS



**+16.9%**  
+10.6% Like-for-like\*



**24.1%**  
Gross margin



**+10.5%**  
663c dividend

\* Like-for-like sales growth constitutes pro forma financial information in terms of the JSE Limited Listings Requirements.  
\*\* Restated for the classification of the Group's DRC operations as discontinued operations in accordance with IFRS 5: Non-current Assets Held for Sale and Discontinued Operations.



# Record customers, volumes and market share gains



**+13.2%**

Customer visits



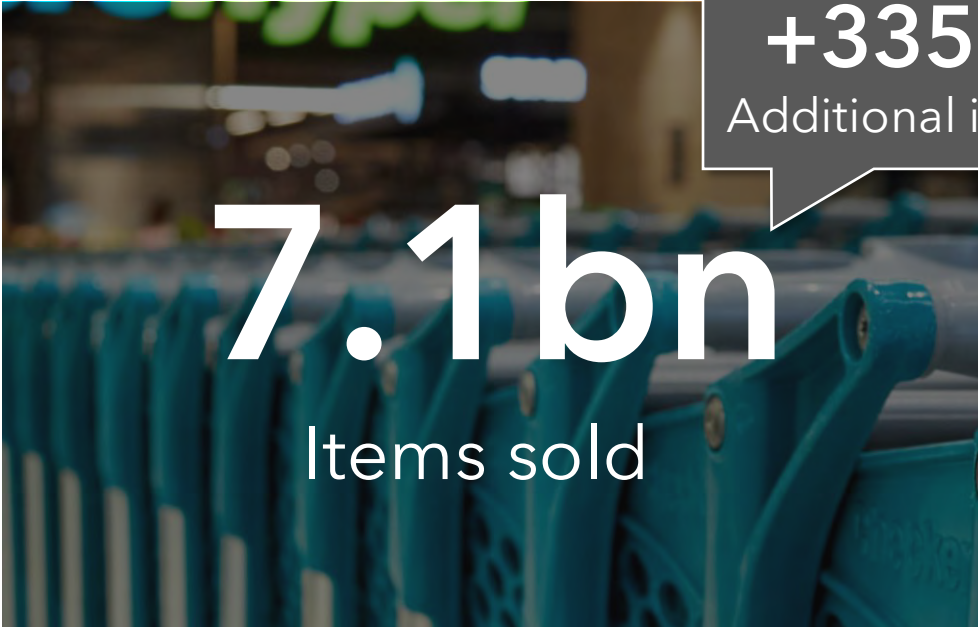
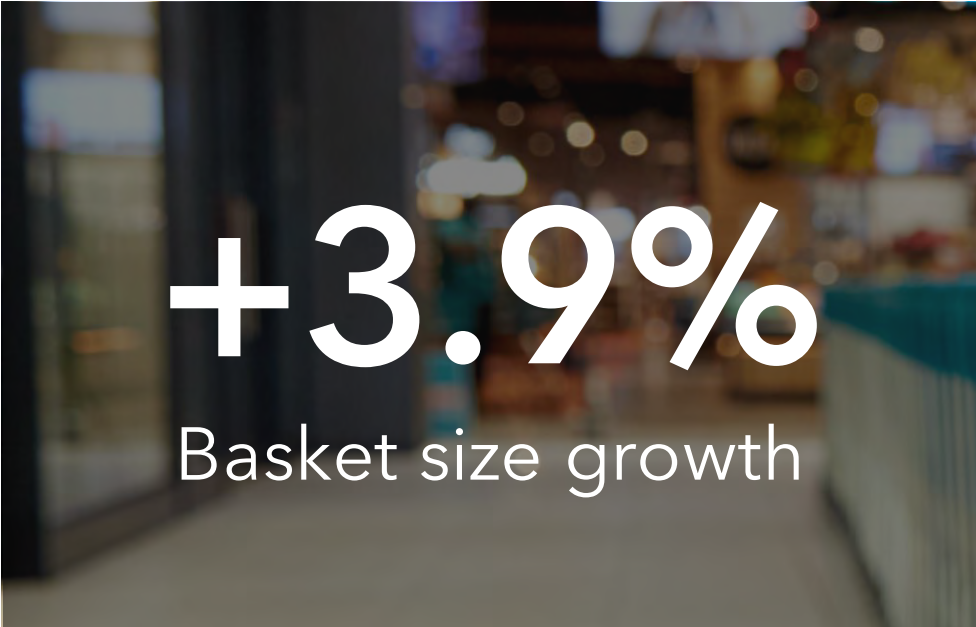
**+4.9%**

Item volume growth



**+R8.1 bn**

RSA FY23 market share gain\*



**+335m**  
Additional items



\*Value of above-market share growth  
Source: NielsenIQ, 52 weeks, June 2023 incl. liquor. Rest of Market universe includes Pick n Pay, Boxer, Spar, Clicks, Woolworths, Dis-Chem, Fruit & Veg City, Game, PEP, KitKat



# Balanced customer portfolio performing well

Supermarkets RSA: Checkers & Checkers Hyper

**R69.3bn**

Sales value

**18.0%**

Sales growth

**14.8%**

RSA Market share\*

**20.4%**

Private label participation  
(excl. liquor)



**10.6m**

Xtra Savings members



**261 stores**  
Best value in fresh and premium foods

Omnichannel market leader in value on fresh, groceries and premium food for upmarket customers

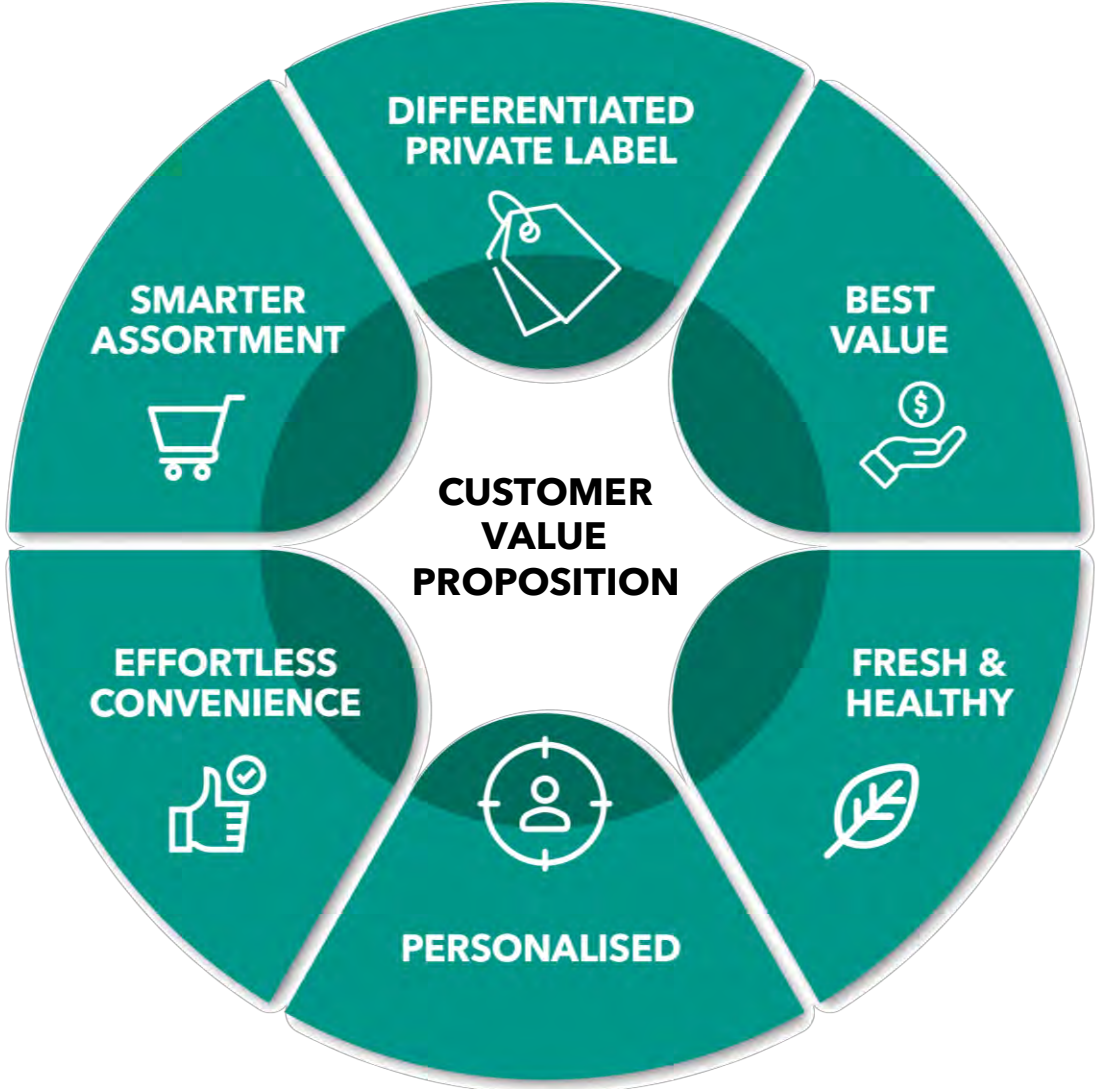
*Average product range: 30 000*



**38 stores**  
Amplified value on wider ranges

Checkers format with wider ranges in bulk groceries, general merchandise and key categories like Pet, Baby and Electronics

*Average product range: 33 000*



\*RSA Market Share Source: NielsenIQ, 52 weeks, June 2023 incl. liquor. Rest of Market universe includes Pick n Pay, Boxer, Spar, Clicks, Woolworths, Dis-Chem, Fruit & Veg City, Game, PEP, KitKat



# Balanced customer portfolio performing well

Supermarkets RSA: Shoprite & Usave

**R90.0bn**  
Sales value

**15.6%**  
Sales growth

**19.1%**  
RSA Market share\*

**21.2%**  
Private label participation  
(excl. liquor)

**17.2m**  
Xtra Savings members



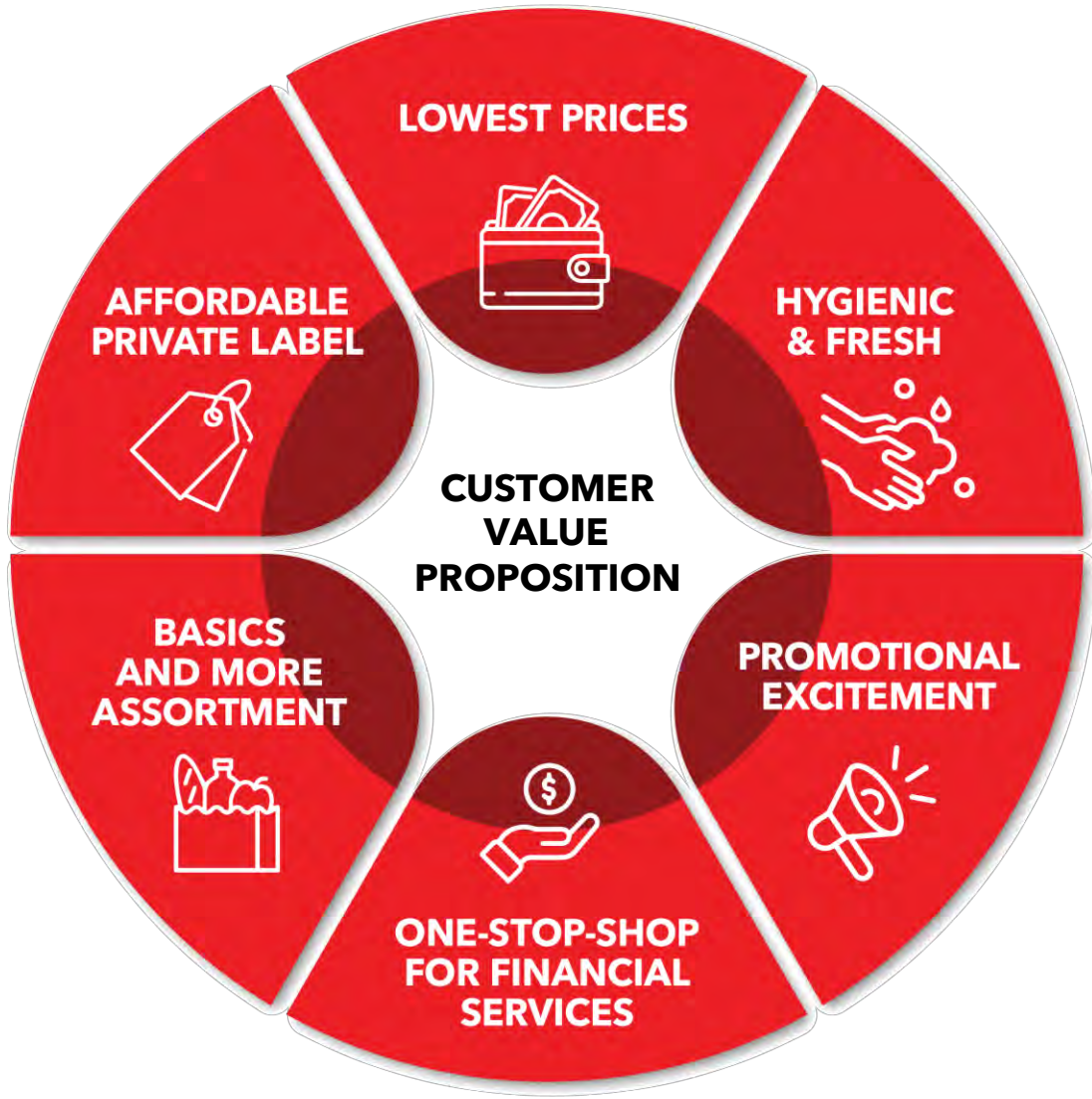

**615 stores**  
**Africa's low price grocery leader**

Lowest prices on trusted grocery brands, without compromising on customer service and product quality for price-conscious customers  
Average product range: 11 000



**441 stores**  
**Limited assortment foods hard discounter**

Proximity-to-home advantage offering a limited assortment of the most popular grocery items at unrivalled affordability for the most price-sensitive customers  
Average product range: 1 900



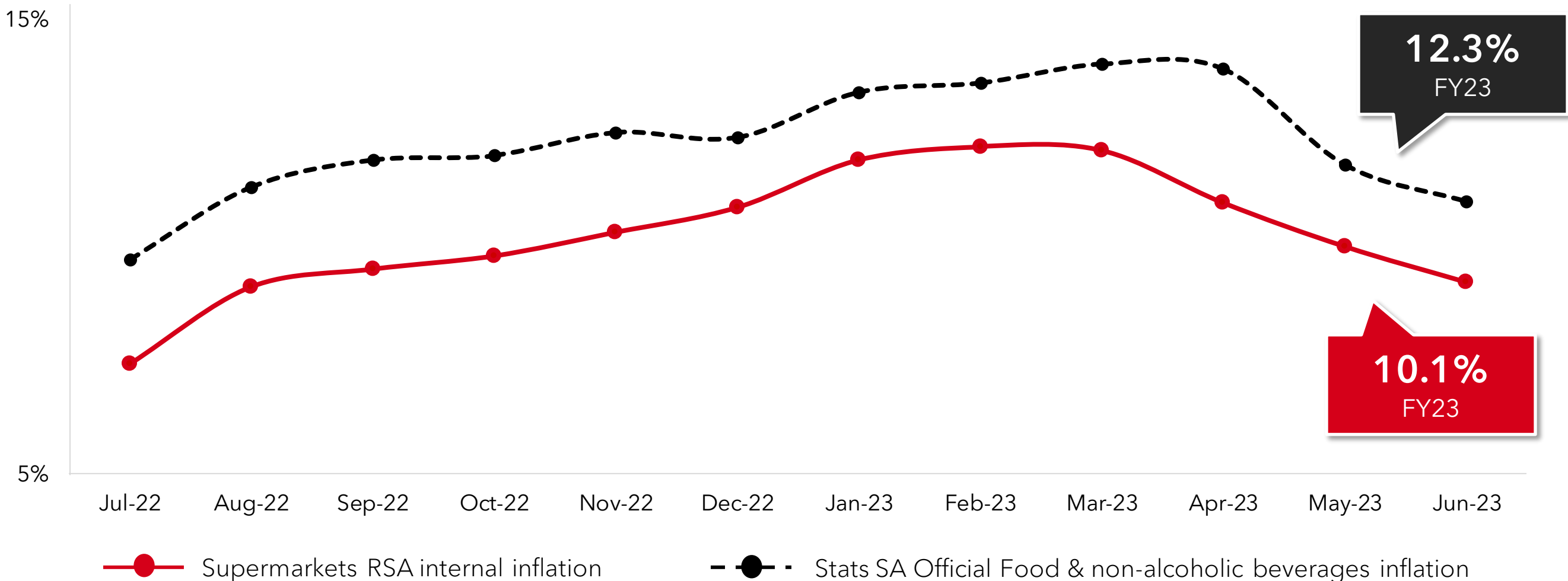
\*RSA Market Share Source: NielsenIQ, 52 weeks, June 2023 incl. liquor. Rest of Market universe includes Pick n Pay, Boxer, Spar, Clicks, Woolworths, Dis-Chem, Fruit & Veg City, Game, PEP, KitKat



# Industry-leading growth in Supermarkets RSA

- Supermarkets RSA sales growth of 17.8% (10.3% like-for-like)
  - Checkers remains the fastest growing grocer in the premium food segment
  - Sales growth excluding Massmart acquisition +16.2%
  - LiquorShop sales growth +30.8%
  - Sixty60 sales growth +81.5%
- 14-year food inflation highs, moderating in Q4

**Supermarkets RSA Internal Inflation vs Official Food Inflation**



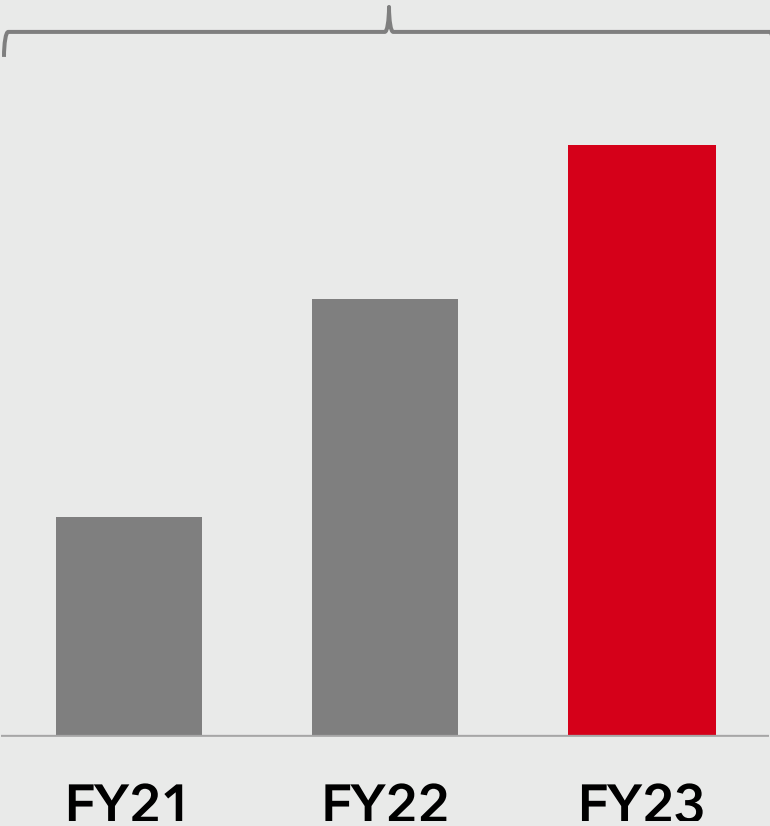


# Customers are stretching budgets

Supermarkets RSA

More customers seeking promotions

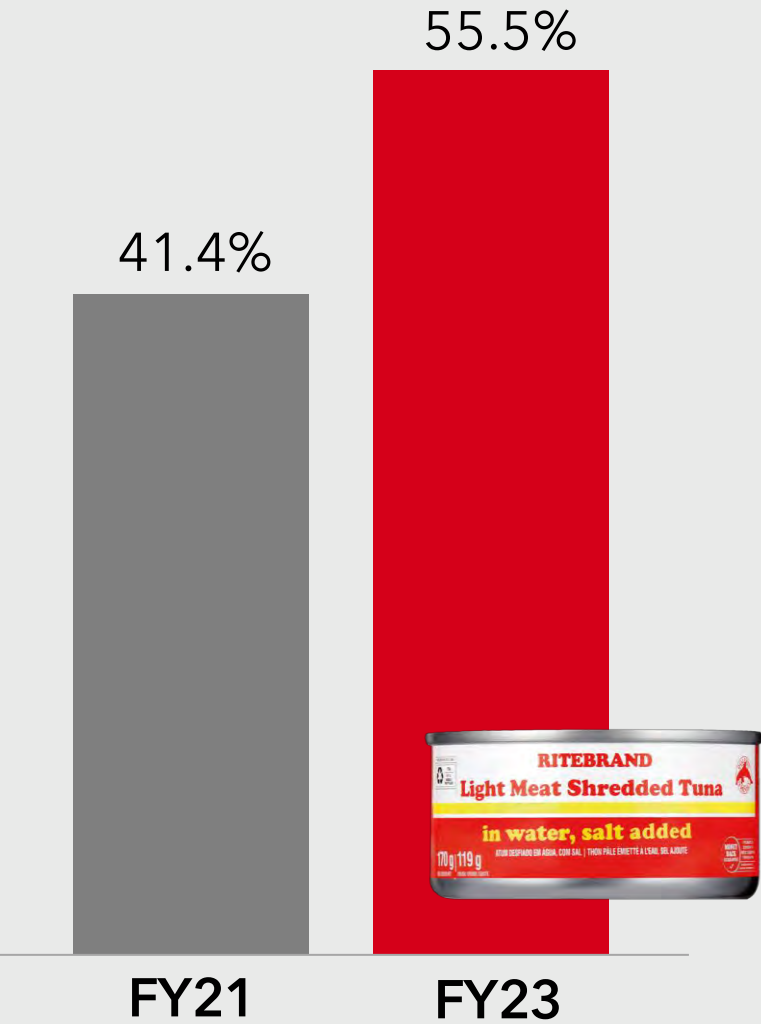
+5.3 percentage points  
Promo sales contribution over 2 years



More combo deals and collective buying



More customers choosing 'cheapest on shelf' private label



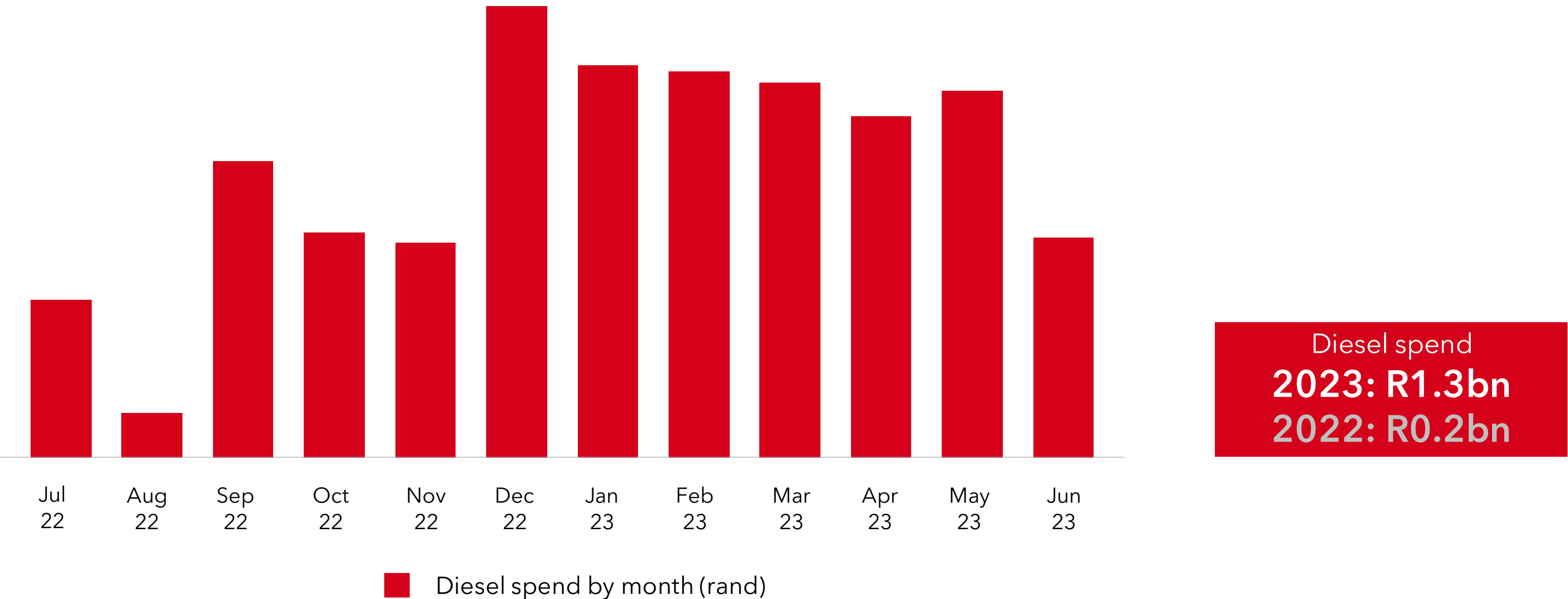
Sales contribution of Ritebrand in the Tuna Category for Shoprite RSA FY21 vs FY23



# 322 days of rolling blackouts increasing the stores' cost-to-serve

Supermarkets RSA

- Keeping doors open AND food fresh 24/7 during unprecedented rolling blackouts in SA
- R1.3bn diesel costs to power generators across all stores, DCs and offices
- Knock-on cost pressures across the food value chain (crop yields, transport, food waste, security, maintenance, etc.)





# Unconditional savings for customers

Supermarkets RSA

## Instant cash savings

# R13.5bn

in Xtra Savings discounts in FY23



## Accessible prices

# +130m

R10 products sold in FY23



## Affordability obsession

# +623m

R5 meals and R5 bread since 2016



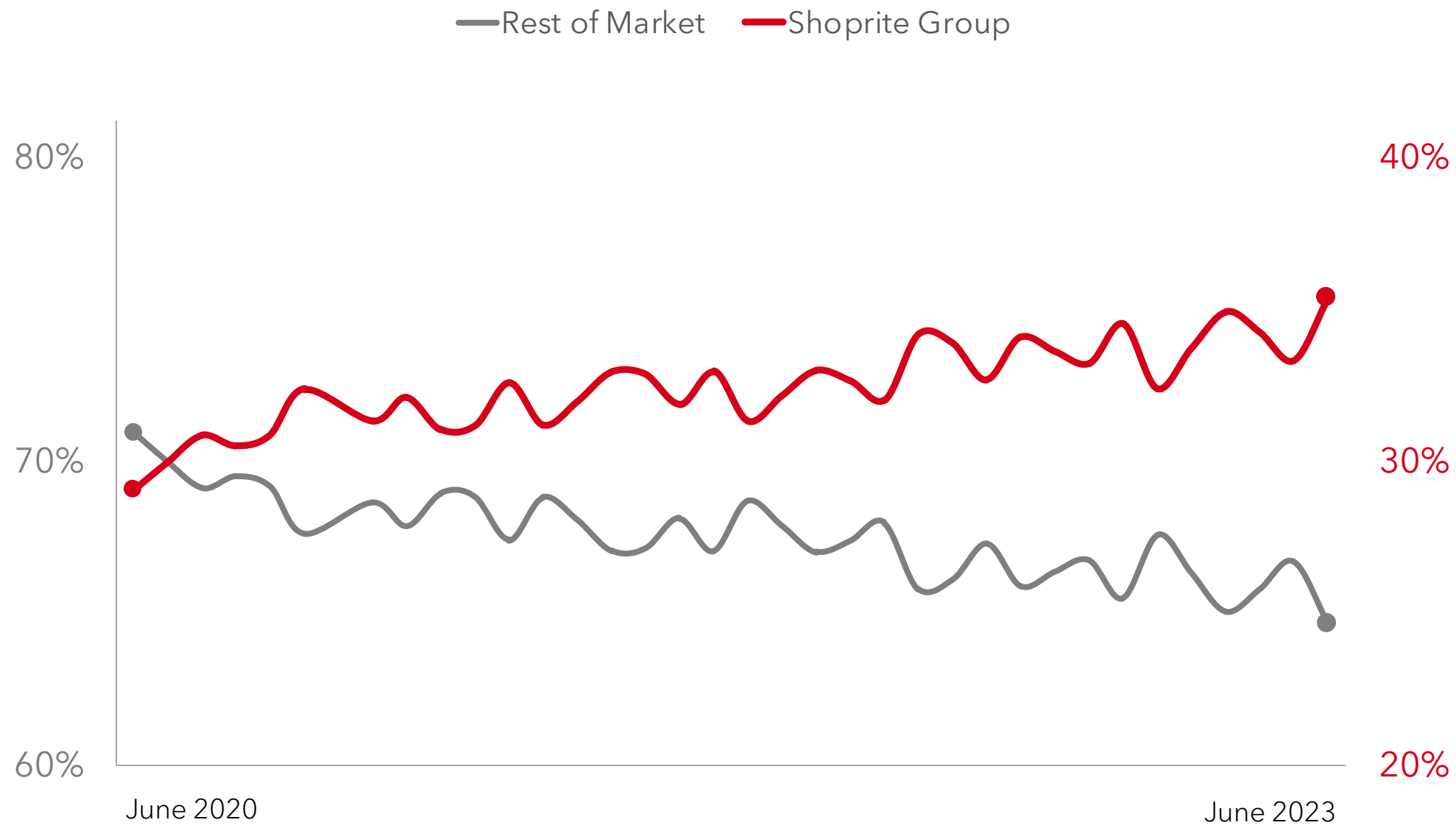
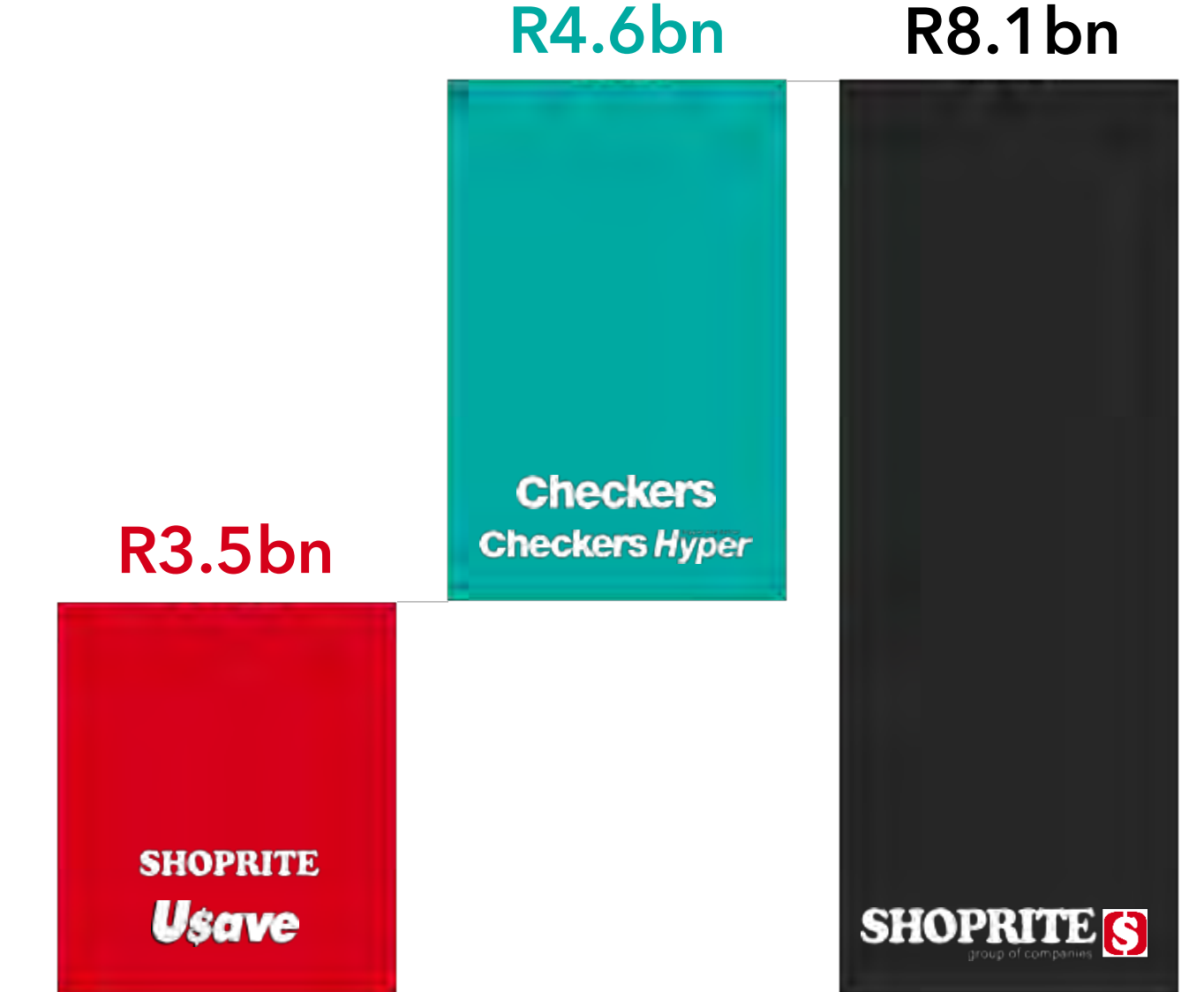


# Multi-year market share advances

Supermarkets RSA

Record value of market share gain FY23\*

Achieved annual market share of 33.9% following multi-year gains



\*Value of above-market growth  
 Source: NielsenIQ, 52 weeks, June 2023 incl. liquor. Rest of Market universe includes Pick n Pay, Boxer, Spar, Clicks, Woolworths, Dis-Chem, Fruit & Veg City, Game, PEP, KitKat



# Supermarkets Non-RSA, Furniture and Other Operating Segments

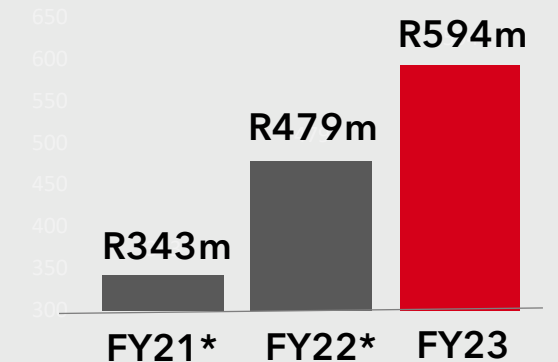
## Supermarkets Non-RSA



**Narrowed regional scope (9 countries) reducing operational complexity**

- Achieved R500m medium-term trading profit target
- Total 230 stores (opened net 2 stores)

Supermarkets Non-RSA trading profit



## Furniture



**Decline in demand for home improvement post-covid**

- Credit sales participation increased to 14.9% (2022: 13.4%)
- Total 434 stores (opened net 8 stores)



## Other Operating Segments



**Transpharm and Medirite performing well, increasing sales by 12.2%**

**OK Franchise gaining share in wholesale market, increasing sales by 13.7%**

- Total 535 stores (opened net 22 stores)





# Financial Results

Anton de Bruyn  
Chief Financial Officer





# Massmart acquisition

Effective date

9 January 2023

Stores acquired

94 stores + 1 meat plant

Purchase price

R662 million

Employees

+4 480 employees

Sales in H2 FY23

R2.4bn sales

## Stores acquired

	Number of stores
Shoprite	51
Usave	1
Shoprite LiquorShop*	42
<b>Total acquired</b>	<b>94</b>

## Assets & liabilities acquired

	Rm
Property, plant and equipment	322
Right-of-use assets	784
Inventories	367
Lease liabilities	(784)
Trade and other payables	(27)
<b>Fair value of net assets acquired</b>	<b>662</b>

\* Two Shoprite LiquorShop stores have not commenced trading. Awaiting confirmation of liquor license transfer.



# Financial highlights

Sales

**R215.0bn**

**+16.9%**

+10.6% Like-for-like\*

Total income

**+15.6%**

**+15.2%**

excluding additional loss of profit insurance claim

Total expenses

**+18.6%**

**+14.9%**

excluding additional Shoprite Employee Trust distributions, additional diesel in Supermarkets RSA and additional insurance

Trading profit

**R11.9bn**

**+5.7%**

EBITDA

**R18.8bn**

**R384m**

Exchange rate gains

EPS

**+10.0%**

**+9.7%**

DHEPS

ROIC excl. IFRS 16

**14.9%**

**13.5%**

WACC

Dividend per share

**+10.5%**

**24.8%**

ROE

\* Like-for-like sales growth constitutes pro forma financial information in terms of the JSE Limited Listings Requirements.

Continuing operations



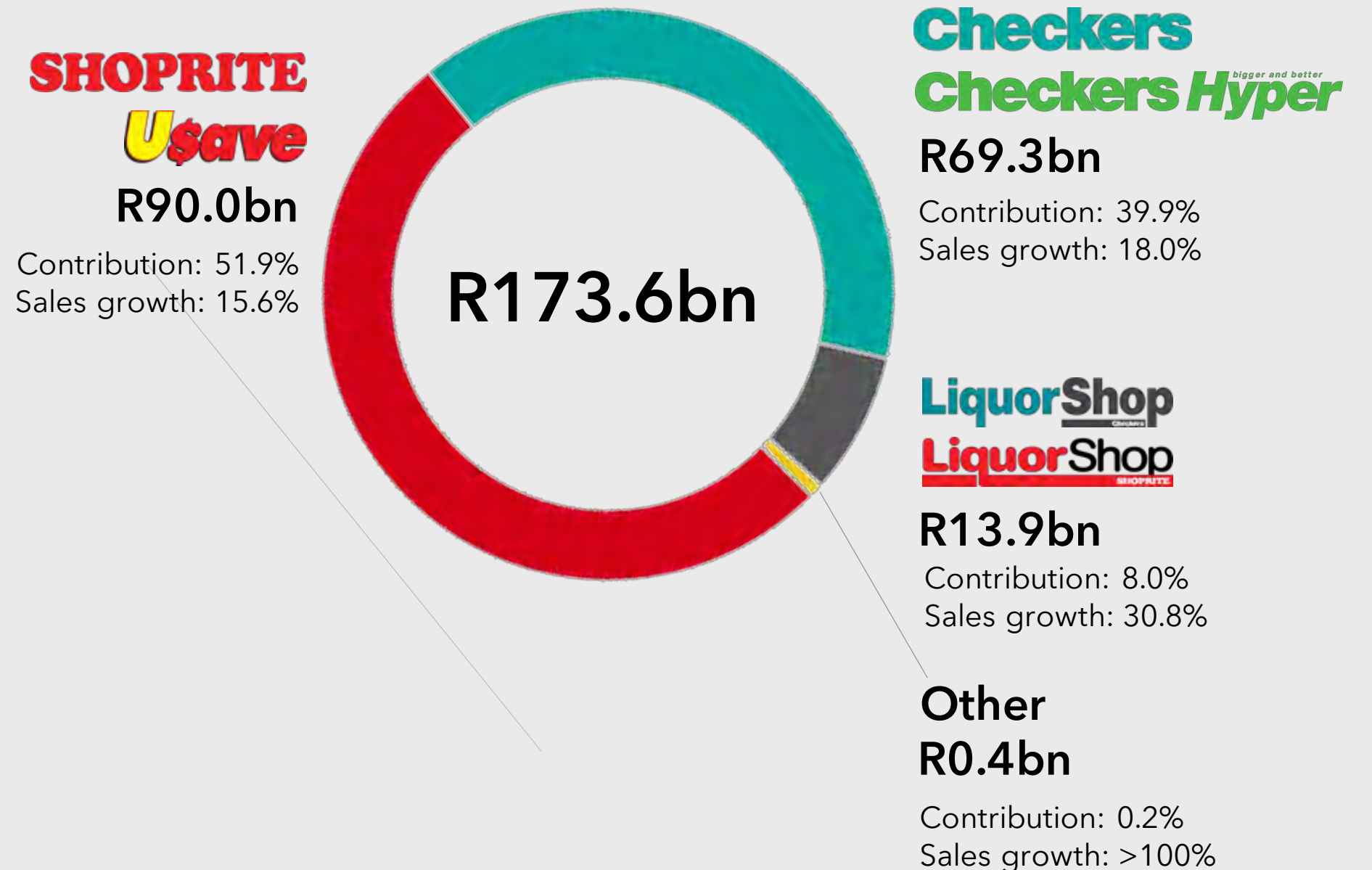
# Sales unpacked

Sales	Change %	2023 Rm	Restated* 2022 Rm	Like-for-like %
Supermarkets RSA	17.8	173 634	147 368	10.3
Supermarkets Non-RSA	16.4	19 622	16 857	16.3
Furniture	5.1	7 064	6 723	2.0
Other operating segments	13.3	14 636	12 920	11.3
<b>Total continuing operating segments</b>	<b>16.9</b>	<b>214 956</b>	<b>183 868</b>	<b>10.6</b>

\* Restated for the classification of the Group's DRC operations as discontinued operations in accordance with IFRS 5: Non-current Assets Held for Sale and Discontinued Operations.

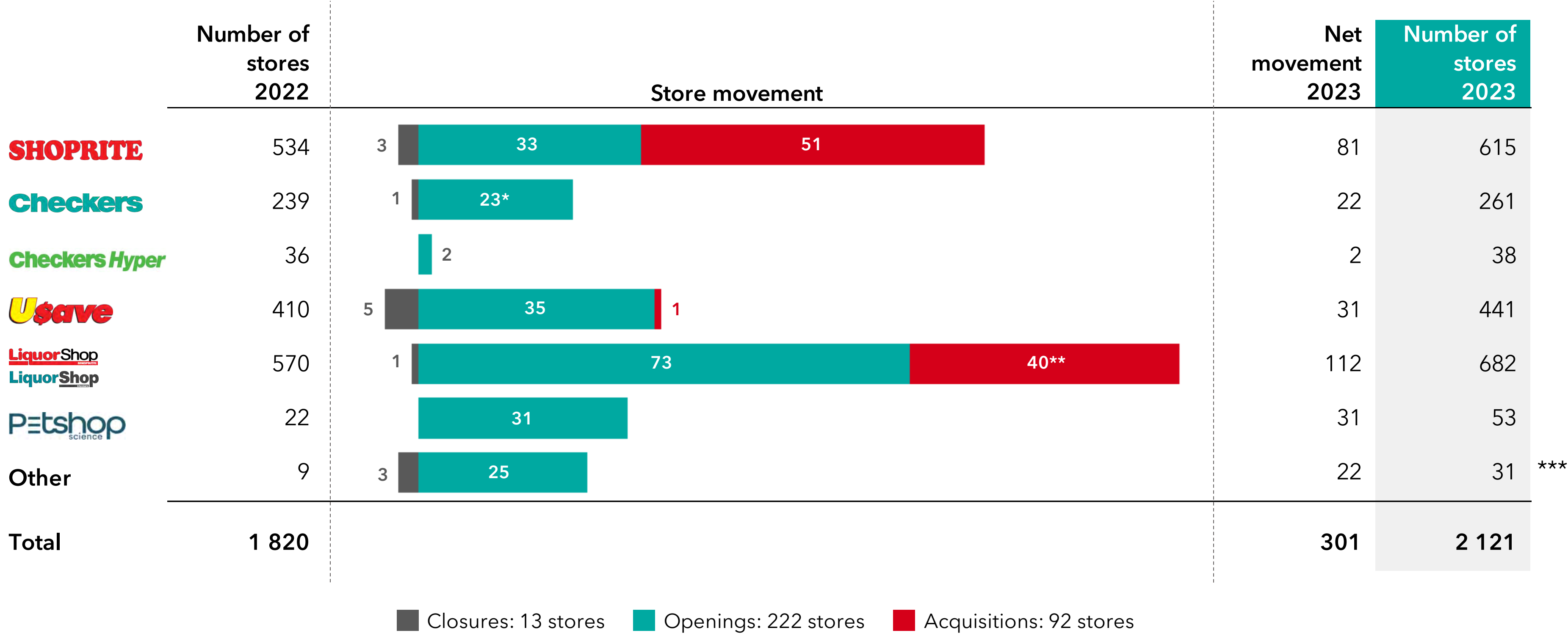
## Supermarkets RSA

Brand contribution and sales growth





# Supermarkets RSA store expansion



\* Included in the 23 Checkers store openings are four Checkers Foods stores.

\*\* Two Shoprite LiquorShop stores that formed part of the stores acquired from Massmart have not commenced trading. Awaiting confirmation of liquor license transfer.

\*\*\* Included in other: K'nect (5), Little Me (9), Outdoor (8) and UNIQ (9).



# Trading profit: total income unpacked

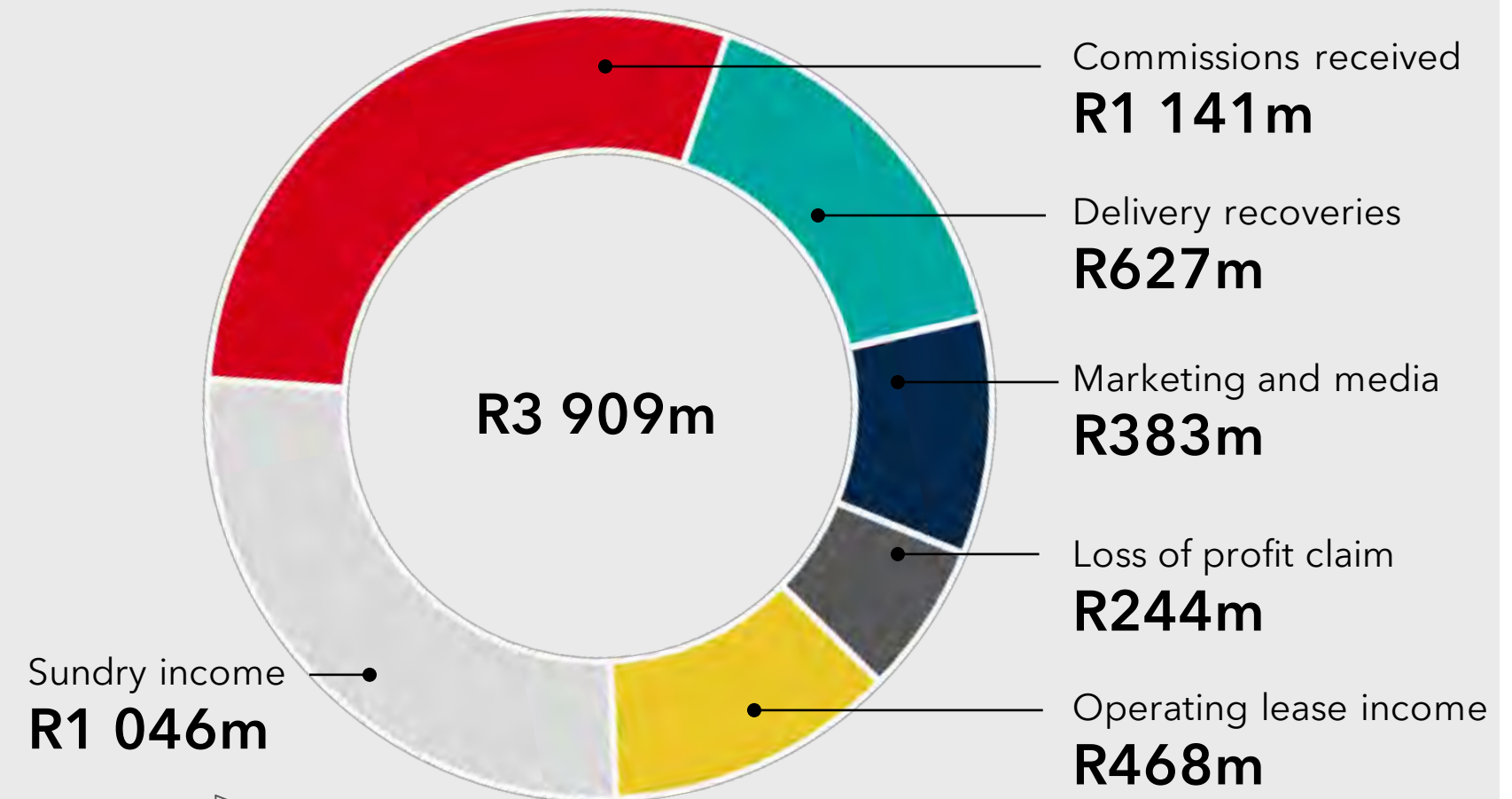
Continuing operations	Change %	2023 Rm	Margin 2023 %
<b>Gross profit</b>	<b>14.8</b>	<b>51 706</b>	<b>24.1</b>
Other operating income	25.4	3 909	1.8
Interest revenue	22.2	665	0.3
Share of profit of equity accounted investments	20.7	251	0.1
<b>Total income included in trading profit</b>	<b>15.6</b>	<b>56 531</b>	<b>26.3</b>
Additional insurance claim relating to loss of profits		(222)	(0.1)
<b>Total income included in trading profit excluding above</b>	<b>15.2</b>	<b>56 309</b>	<b>26.2</b>

## NOTES:

### INSURANCE CLAIM RELATING TO LOSS OF PROFITS:

R222m additional loss of profits claim recognised during the period.

## Other operating income analysis



Sundry income includes income from franchise fees received, dividends received from unlisted share investments, premiums and other insurance income earned and other income



# Trading profit: total expenses unpacked

	Change %	2023 Rm	Exclusions Rm	Change %	2023 Expenses net of exclusions Rm
<b>Continuing operations</b>					
Depreciation and amortisation	17.1	6 305	-	17.1	6 305
Employee benefits	15.3	17 027	(107)	<b>13.1%</b>	16 920
Electricity and water	36.6	4 937	(1 101)	6.1	3 836
Other operating expenses	18.0	16 346	(181)	16.7	16 165
<b>Total expenses included in trading profit</b>	<b>18.6</b>	<b>44 615</b>	<b>(1 389)</b>	<b>14.9</b>	<b>43 226</b>
<b>Expense margin (%)</b>		<b>20.8</b>			<b>20.1</b>

Excluding R193m Employee Tax Incentive rebates included in the comparative year

## NOTES:

### EMPLOYEE BENEFITS:

Shoprite Employee Trust distributions and equivalent Non-RSA award: current year expense of R235m is R107m more than the prior year (2022: R128m).

### ELECTRICITY AND WATER:

R1 327m spent on diesel to operate generators in Supermarkets RSA over the period, representing an increase of R1 101m versus the comparative year.

### OTHER OPERATING EXPENSES:

R181m additional insurance cost as a result of the Group's decision to secure extra insurance coverage beyond what Sasria offers.



# Trading profit by segment



	Change %	2023 Rm	Restated* 2022 Rm	Trading margin 2023 %
<b>Continuing operations</b>				
Supermarkets RSA	5.6	10 841	10 263	6.2
Supermarkets Non-RSA	24.0	594	479	3.0
Furniture	(50.7)	104	211	1.5
Other operating segments	17.6	427	363	2.9
<b>Total continuing operating segments</b>	<b>5.7</b>	<b>11 966</b>	<b>11 316</b>	<b>5.6</b>
Hyperinflation effect		(50)	(38)	
<b>Consolidated continuing operations</b>	<b>5.7</b>	<b>11 916</b>	<b>11 278</b>	<b>5.5</b>

**6.1%**  
excluding additional diesel spent in Supermarkets RSA

\* Restated for the classification of the Group's DRC operations as discontinued operations in accordance with IFRS 5: Non-current Assets Held for Sale and Discontinued Operations and the reclassification of the Group's share of profit of equity accounted investments.



# Net finance costs



	Change %	2023 Rm	Restated* 2022 Rm
<b>Continuing operations</b>			
Interest received from bank account balances	67.8	453	270
Borrowings and other finance charges	68.6	(595)	(353)
Lease liabilities finance charges	16.3	(3 070)	(2 640)
<b>Net finance costs</b>	<b>18.0</b>	<b>(3 212)</b>	<b>(2 723)</b>

Increase in finance charges on lease liabilities impacted by sale and leaseback of two additional distribution centres

\* Restated for the classification of the Group's DRC operations as discontinued operations in accordance with IFRS 5: Non-current Assets Held for Sale and Discontinued Operations.



# Financial Overview

**Borrowings**

**R6.4bn**

R5.5bn  
2022

**Borrowings to equity ratio**

**24.2%**

25% - 30%  
Target

**US dollar borrowings**

**US\$29m**

8.5%  
of total borrowings

**Change in right-of-use assets**

**+R3.1bn**

Change in lease liabilities  
**+R4.0bn**

**Net changes in working capital\***

**(R175m)**

Inventory	(R 3 059m)
Trade and other payables	R3 538m
Trade and other receivables	(R687m)
Other	R33m

**Net cash**

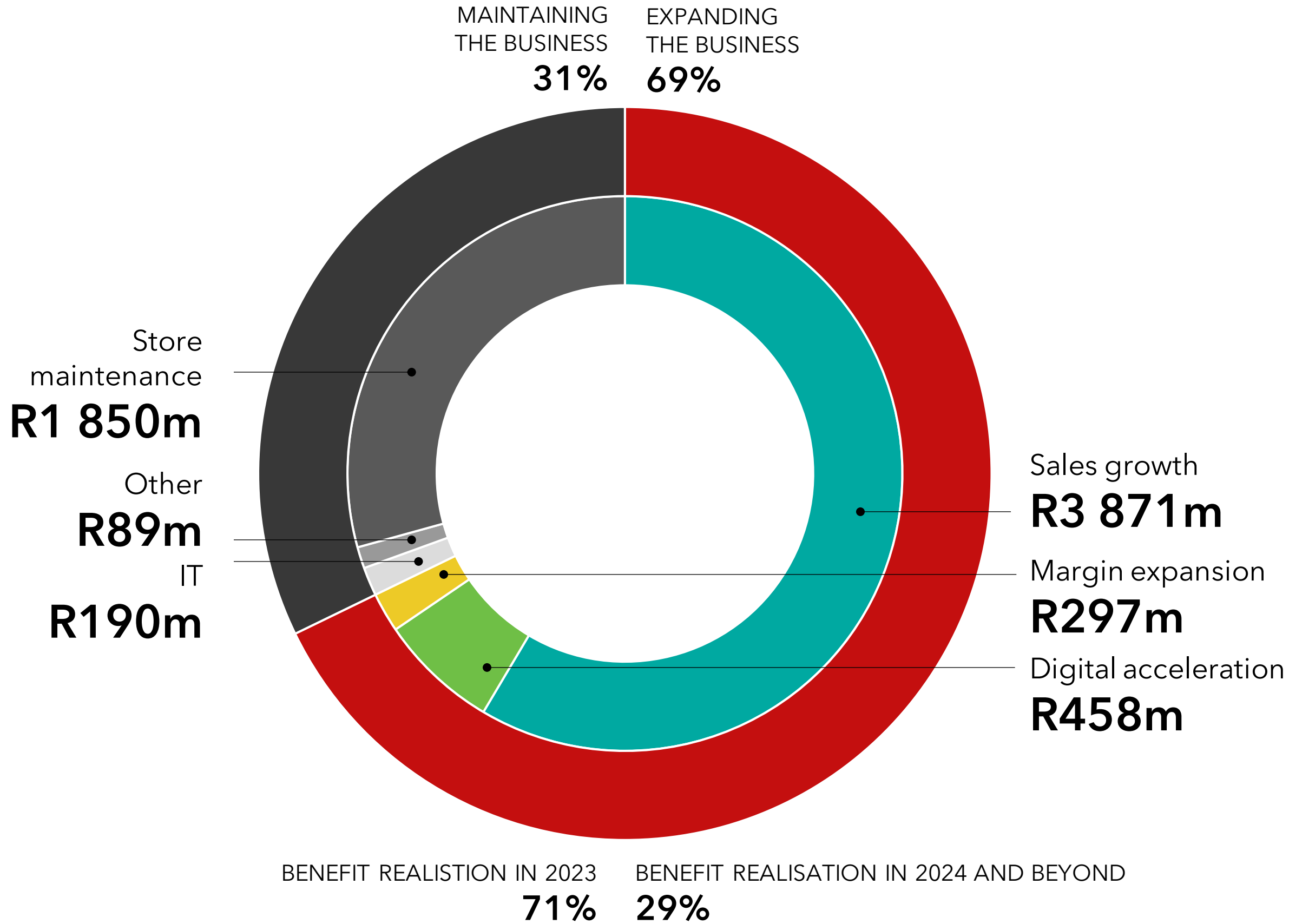
**R6.6bn**

**+10.5%**

\* Net inflows/(outflows) as per statement of cash flows.



# Capital spend



CAPITAL SPEND AS % OF SALES  
**2023: 3.1%**  
 2022: 2.9%

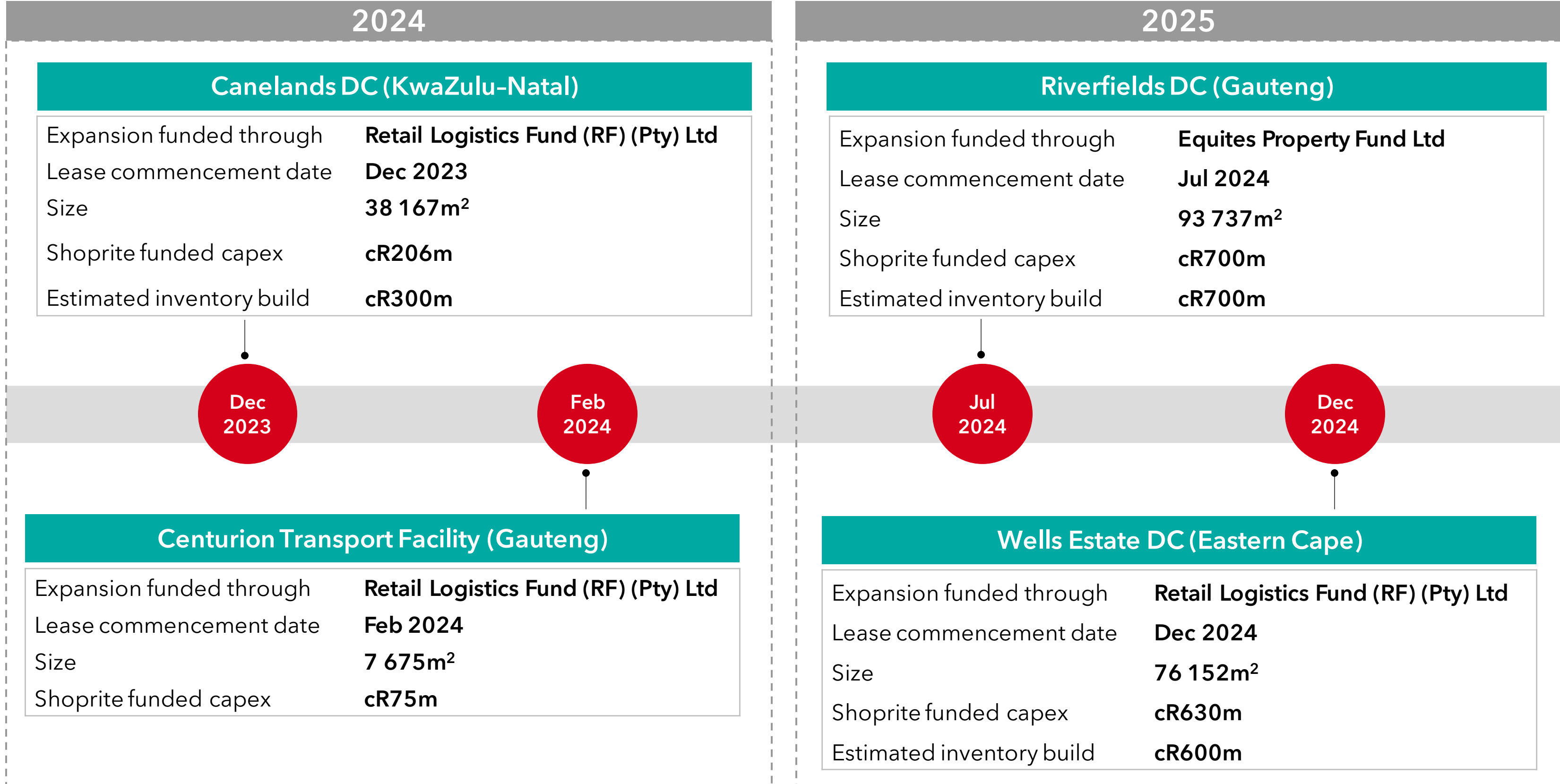
CAPITAL SPEND AS % OF SALES  
 Excluding capital spend on  
 Massmart and social unrest  
**2023: 3.0%**

CAPITAL SPEND  
**2023: R6 755m**  
 2022: R5 381m

**+25.5%**



# Supply chain expansion





# Inventories

Inventories as % of sales from continuing operations	2023 %	Restated* 2022 %
Supermarkets RSA	11.7	11.7
Supermarkets Non-RSA	11.4	13.9
Furniture	24.8	24.8
Other operating segments	5.6	4.9
<b>Total continuing operations</b>	<b>11.7</b>	<b>11.9</b>

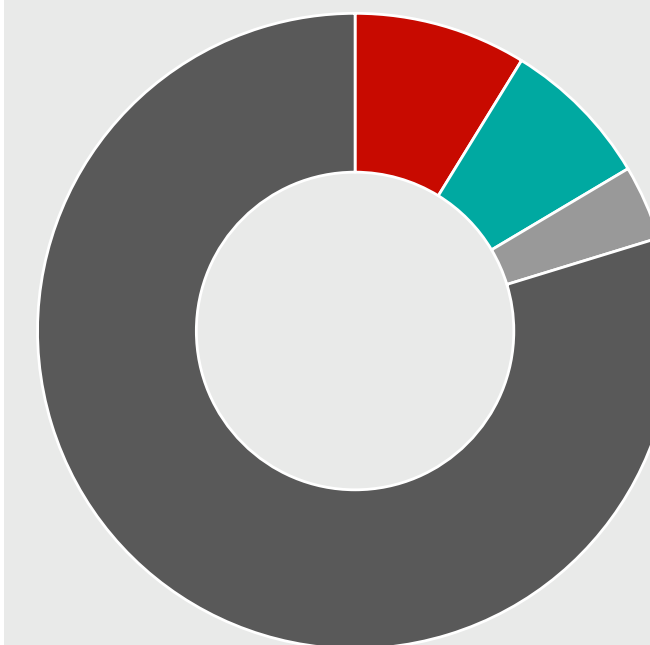
Excluding the impact of stock held in the distribution centres:  
 Total continuing operations 8.4% (restated\* 2022: 9.3%)  
 Supermarkets RSA 8.0% (2022: 9.0%)

- Expanded footprint with opening of 340 corporate stores
- Increase in supply chain network capacity to manage additional safety stock levels
- Increased inventory holding in distribution centres to support elevated levels of sales growth

\* Restated for the classification of the Group's DRC operations as discontinued operations in accordance with IFRS 5: Non-current Assets Held for Sale and Discontinued Operations.

INVENTORIES  
**2023: R25.1bn**  
 2022: R21.9bn

**+14.7%**

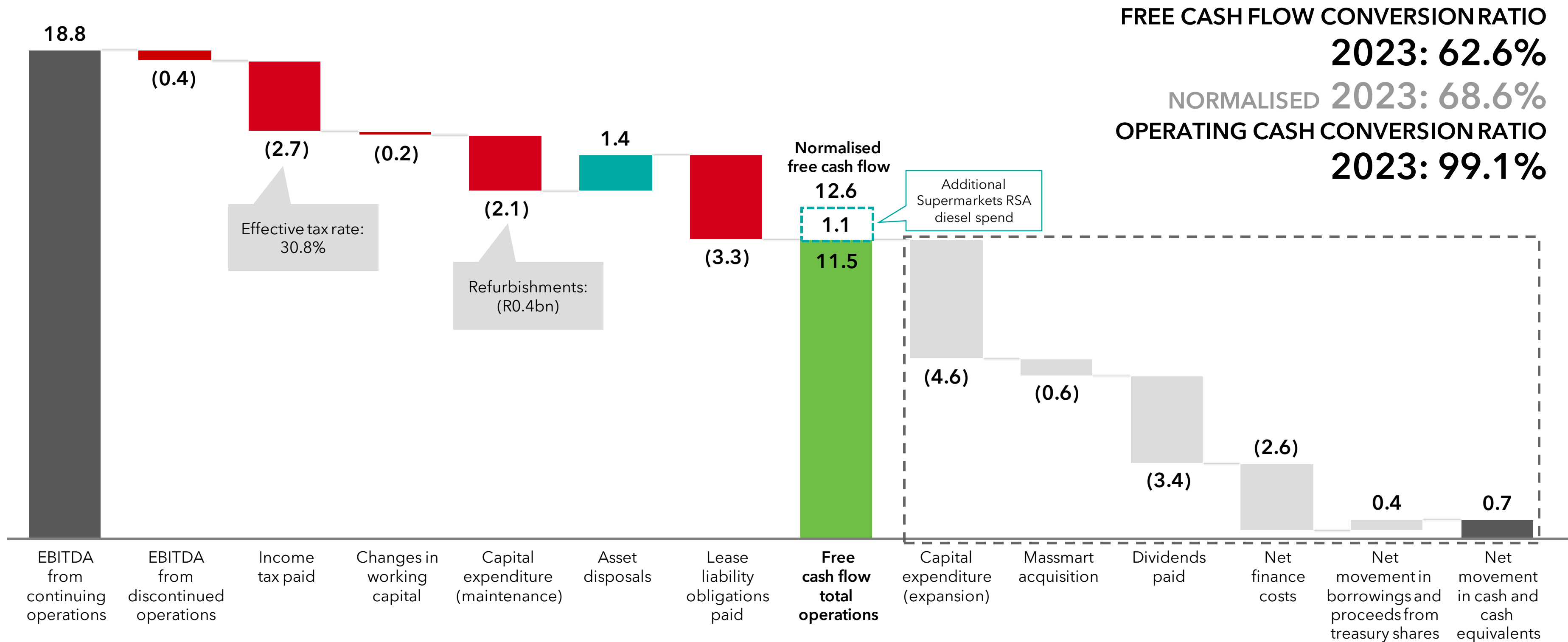


- SUPERMARKETS RSA  
**R20.3bn**  
(2022: R17.2bn)
- SUPERMARKETS NON-RSA  
**R2.2bn**  
(2022: R2.4bn)
- FURNITURE  
**R1.8bn**  
(2022: R1.7bn)
- OTHER OPERATING SEGMENTS  
**R0.8bn**  
(2022: R0.6bn)



# Free cash flow

Rbn



**FREE CASH FLOW CONVERSION RATIO**  
**2023: 62.6%**

**NORMALISED** 2023: 68.6%

**OPERATING CASH CONVERSION RATIO**  
**2023: 99.1%**

## DEFINITIONS

Free cash flow: cash generated after accounting for cash outflows to support operations and maintain capital assets.  
 Free cash flow conversion ratio: free cash flow as a percentage of EBITDA from total operations.  
 Operating cash conversion ratio: cash generated from operations as a percentage of EBITDA from total operations.



# 2024 Guidance considerations



<b>Sales</b>	Massmart stores should contribute R2.5bn in H1. In base from H2.
<b>Operating costs</b>	Diesel generator expense to continue, in base from September 2023. Insurance claim included in 2023 other income, will not repeat.
<b>Tax</b>	Effective tax rate 30% - 31%.
<b>Capital allocations</b>	Dividend at discretion of Board per policy of 1.75 times full year DHEPS (continuing operations) cover. Share buy-back authority in-place, usage will be determined during the year, however capital allocation prioritises core business expansion and acquisition capex.
<b>Capex</b>	cR8.5bn which includes additional spend for: <ul style="list-style-type: none"> <li>• Massmart store upgrades</li> <li>• Investment in supply chain</li> <li>• Continued store openings</li> </ul>
<b>Non-RSA</b>	Volatility driving inflation expected to weigh on affordability. Investment in Angola Government Bonds and Bills anticipated to decline which will impact interest earned. Current performance is in line with our medium-term trading profit guidance which is unchanged.
<b>New stores</b>	314 planned store openings for 2024 including faster expansion within the franchise operations as a result of a franchise and technical support agreement entered into for 60 franchise stores.
<b>Inventories</b>	c12.0% of sales based on inventories build for new DCs coming on stream and maintaining high in-stock levels for customer availability.



# Strategy Update

Pieter Engelbrecht  
Chief Executive Officer





# Our Shoprite Purpose

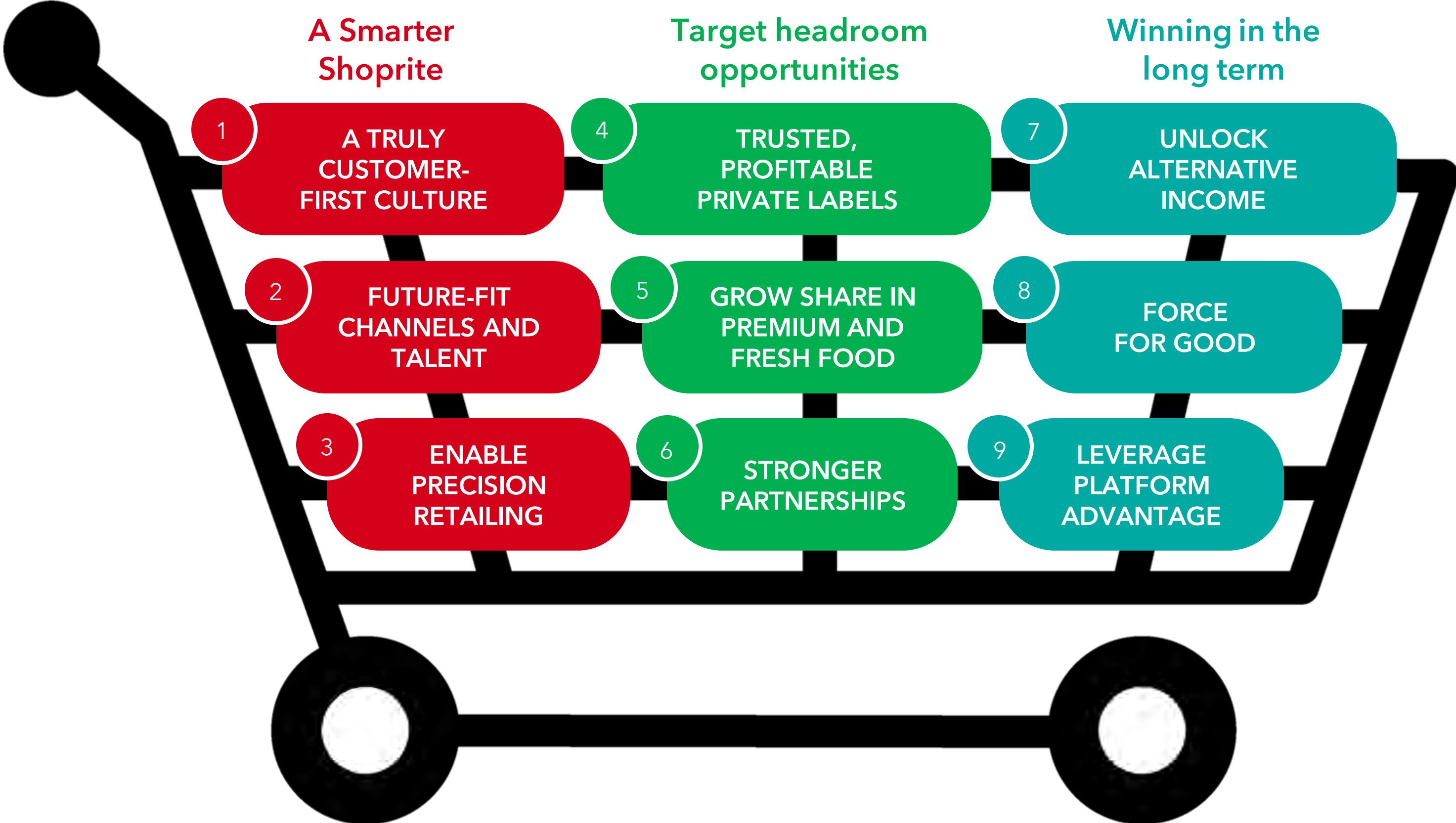
**Uplifting lives every day**

by pioneering access to the most **affordable goods and services**,  
creating **economic opportunity** and **protecting our planet**.





# 9 Strategic Priorities guide our daily decision-making





# A busy year

A Smarter Shoprite

Target headroom opportunities

Winning in the long term

Launched **Little Shop 3** promotion with 24 mini collectables



First retailer in the country to officially stock **Prime Hydration**

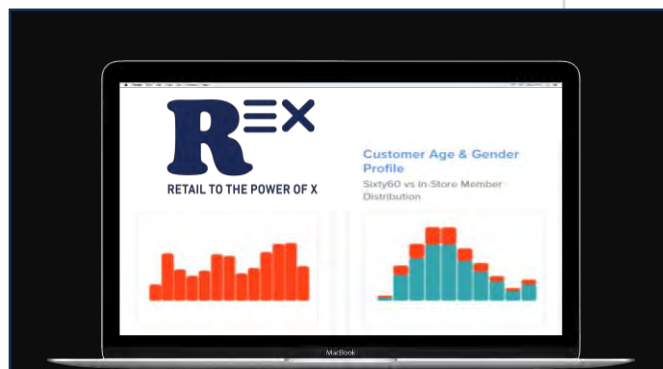


**Employee Trust** distributions impact of R235m



July 2022

June 2023



Launched our own customer insights platform, **Rex**, to supplier partners



New **Sixty60 Service Guarantee** promises on time, in full deliveries



Group created **8 131 new jobs**



# A busy year

A Smarter Shoprite

Target headroom opportunities

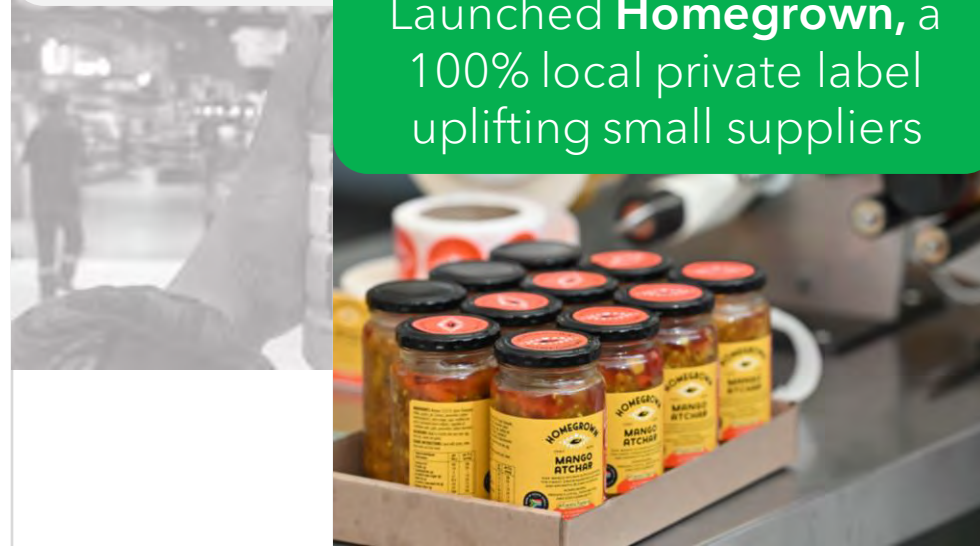
Winning in the long term

Launched **CredX**, giving suppliers access to working capital funding



the Shop 3  
with 24 mini  
bles

First retailer in the country to officially stock **Prime Hydration**



Launched **Homegrown**, a 100% local private label uplifting small suppliers

**Employee Trust** distributions impact of R235m



July 2022

June 2023

Launched our own customer insights platform **Rex**, to supplier partners

Acquired and converted **94 Massmart stores**

Expanded new formats, including 9 UNIQ clothing stores

**Service Guarantee** promises on time, in full deliveries

Opened a record **382 new stores in the year**



# A busy year

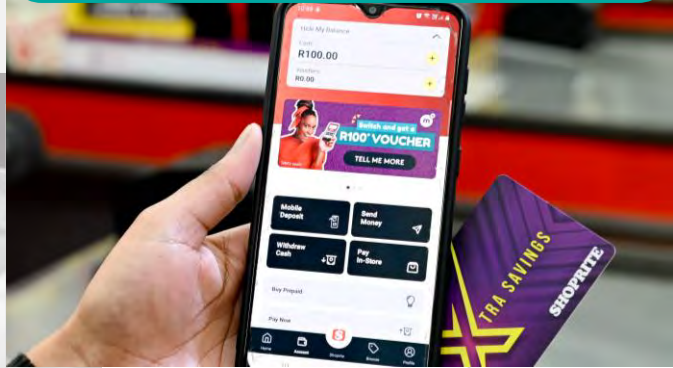
A Smarter Shoprite

Targeted headroom opportunities

Winning in the long term

Launched **CredX**, giving suppliers access to working capital funding

Launched **Money Market Account**, South Africa's lowest cost bank account

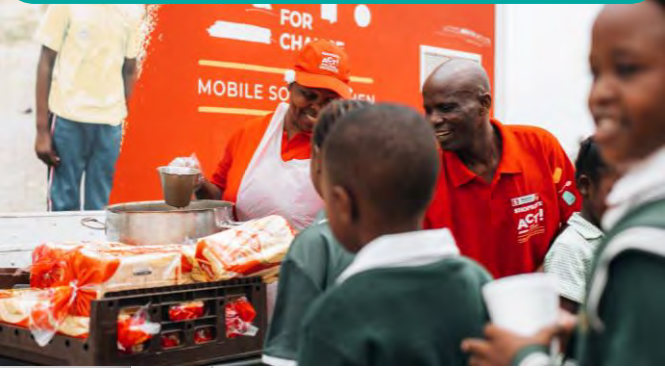


First retailer in the country to specially stock **Prime Hydration**

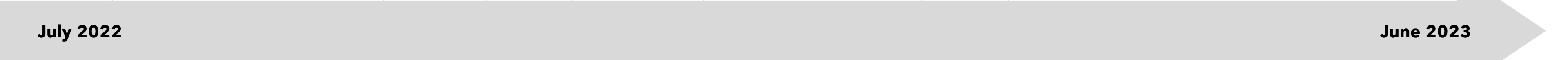
Launched **Homegrow** 100% local private label, uplifting small suppliers



A force for good, our soup trucks celebrated 15 years since launch



**Employee Trust** act of



July 2022

June 2023

Re-platformed **Pingo** to monetise our last mile logistics JV

**k'nect mobile** reduced data costs by +35% offering the lowest rates in SA

Checkers testing subscription service — With unlimited free **Sixty60** deliveries and bonus discounts

Hanno Labuschagne 12 June 2023

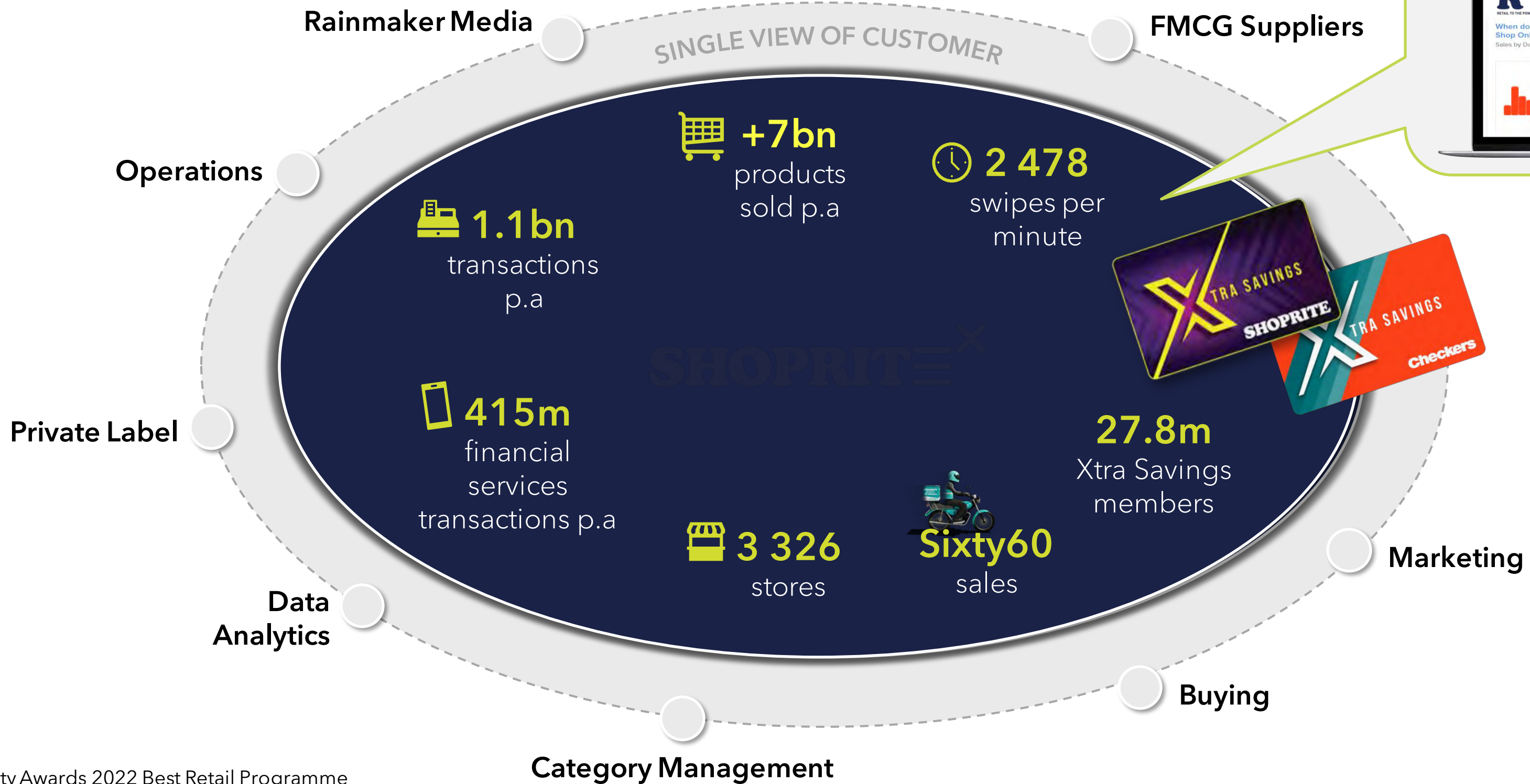
Piloted the **Xtra Savings Plus** subscription plan, another 1<sup>st</sup> in SA grocery

Opened a record **382 new stores** in the year



# A Smarter Shoprite

- ✓ Xtra Savings Rewards has signed up 27.8m members - voted SA's No. 1 Retail Rewards Programme
- ✓ >80% member sales contribution powering smarter analytics in pricing, promotions and personalisation



**NEW Customer Insights Platform**

REX  
REAL TO THE POWER OF X

When do my Customers Shop Online?  
Sales by Day of Week, Time of Day

Customer Age & Gender Profile  
Sixty60 vs In-Store Member Distribution



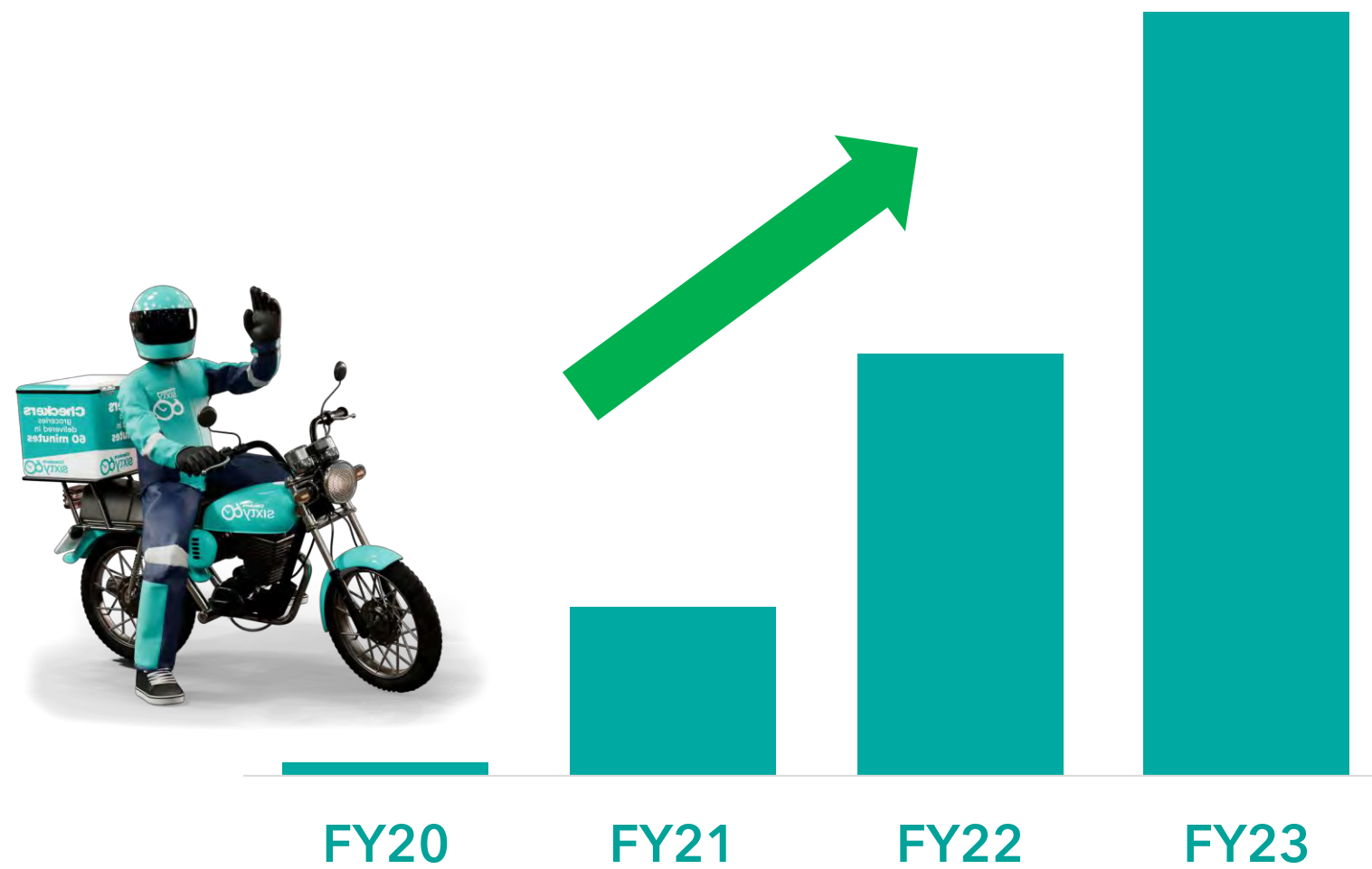
Source: SA Loyalty Awards 2022 Best Retail Programme Supermarkets RSA members and member sales contribution



# Redefining 1-hour online grocery delivery

- ✓ Sixty60 sales growth continues with 81.5% increase on top of 149.8% in the prior year
- ✓ SA's No. 1 grocery app with national footprint available in 466 locations
- ✓ Supporting job creation totaling 9 091 new opportunities since launch

## Sales momentum continues



Annual Sixty60 sales FY20-FY23

## Defending our lead: SA's 1<sup>st</sup> grocery subscription





# Trusted, profitable Private Labels

Supermarkets RSA

## Trusted Private Labels

# 96%

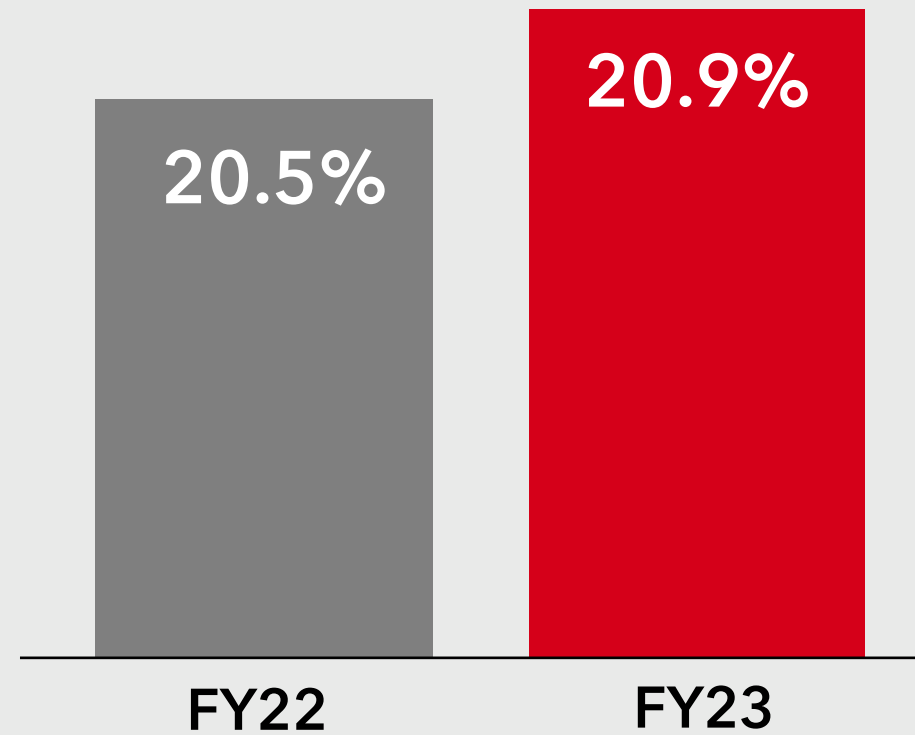
of all customers now buy at least one of our private labels



## Increasing Private Label contribution

- Private label sales growth +19.2%

## Increasing Private Label Sales participation (excl. liquor)



## Premiumisation of Private Labels

- Top 7 Premium labels in Checkers achieved +29.0% sales growth





# Grow share in fresh and premium products

## Headroom in Liquor

# 1.3x

faster sales growth vs Rest of Market\*



# 700<sup>th</sup>

liquor store opened:  
LiquorShop Concordia

## Focus on Fresh

# R2.3bn

market share gains in Fresh Food  
FY23\*



# 87 FreshX

Checkers store renewal program leading  
in food theatre (FY24: +10 new planned)

## Increasing Sales in Adjacencies

# 3x

Customer pet category spend\*\*



Petshop science

UNIQ

littleme Checkers

Outdoor Checkers

\*Source: NielsenIQ, 52 weeks, June 2023, Liquor, Fresh Food (Butchery, Fruit & Veg, Perishables). Rest of Market universe includes Pick n Pay, Boxer, Spar, Clicks, Woolworths, Dis-Chem, Fruit & Veg City, Game, PEP, KitKat

\*\*Ave. Customer spend in Pet Category sales after introduction of specialty Petshop Science store adjacent to supermarket



# Stronger partnerships

## OK Franchise

- Increasing market share and centralised distribution
- New convenience format for residential suburban growth



## Brand and Supplier Partnerships

- Specialty Brand Partnerships enhancing fresh food theatre in-store
- NEXT Capital enabling supplier development





# Investing for growth through the cycle

Increased supply chain capacity through Retail Logistics Fund (Pty) Ltd (adding 200 000m<sup>2</sup> over the next 2 years)



FUTURE-FIT SUPPLY CHAIN EXPANSION

BUILD OUR STORE NETWORK TO LEVERAGE PROXIMITY ADVANTAGE



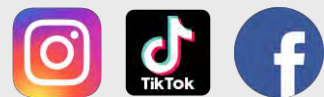
382 new stores opened in FY23 with 314 planned in FY24



DOUBLE DOWN ON DIGITAL



SHOPRITE<sup>x</sup>  
rainmaker<sup>MEDIA</sup>



Maximising share of customer wallet and unlocking alternate media, services and data income



k'nect

MoneyMarket<sup>m</sup>

cred<sup>x</sup>

SHOPRITE send<sup>s</sup>  
Global money transfers



# A Force for Good

A Smarter Shoprite

Targeted headroom opportunities

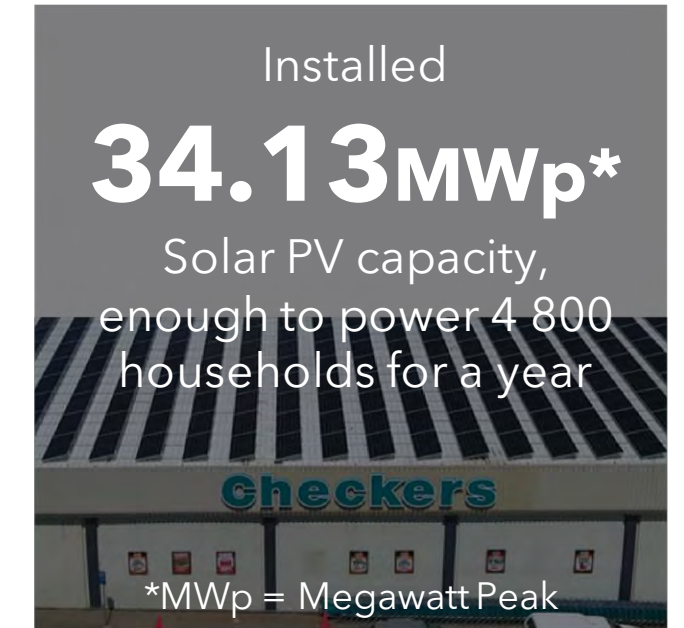
Winning in the long term



Supporting **215** community food gardens covering more than 4.5 million m<sup>2</sup>, and more than **3 750** home food gardens



Supporting 114 early childhood development centres feeding 7 287 children



Installed **34.13 MWp\*** Solar PV capacity, enough to power 4 800 households for a year

**Checkers**

\*MWp = Megawatt Peak



**31** mobile soup kitchens served more than 8m meals



Donated **R225.6 MILLION** worth of surplus food and goods (+43.6% vs. LY)



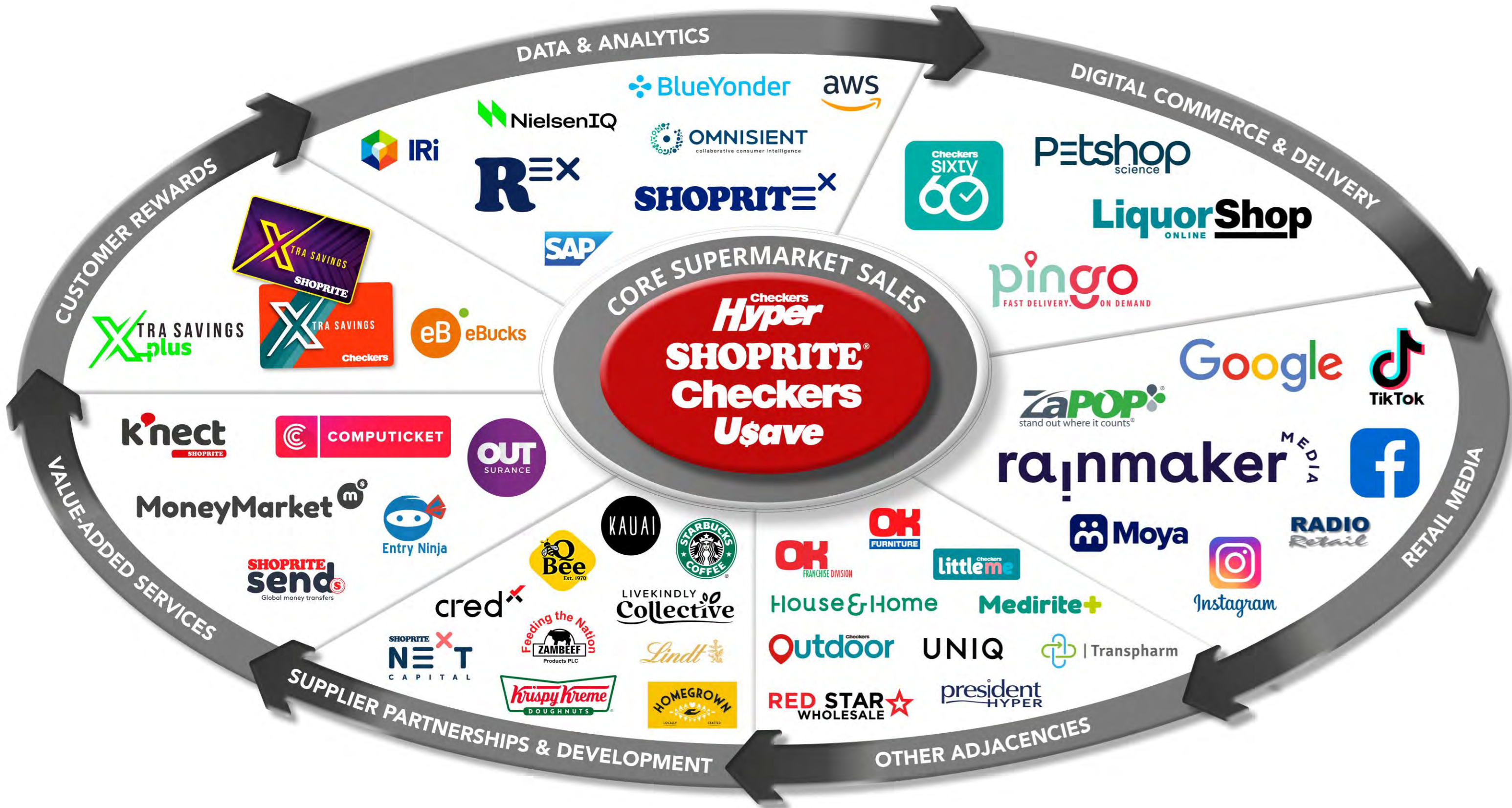
Recycled **6 344 tons** of plastic and recycled/reused 52 064 tons of cardboard

1 million LED light bulbs saved the Shoprite Group **R346m** in electricity costs

**5.5%** of electricity now sourced from renewables



# Leveraging our ecosystem of value





# Our Outlook

- Supermarkets RSA sales growth rate for the first six weeks of FY24 remains double digits and ahead of the market, albeit lower than reported in FY23
- Reflects Supermarkets RSA Selling price inflation slowing to a 12-month low in July at 8.6% (3.3% off its peak in Feb 23)
- Supermarkets RSA sales coming off a high FY23 Q1 growth base of 19.9%
- FY24 H1 inclusion of 92 stores trading from Massmart acquisition
- Rolling blackouts continue to add significant operational costs, however the step change in diesel spend is in the base from September 2023
- Investing in growth and strong strategic momentum despite tough climate
  - Price champion for customers
  - Investing in product availability
  - Continue to leverage the platform advantage of our retail business





# Thank You Questions





# Additional Information

**Anton de Bruyn**  
Chief Financial Officer





# Financial metrics

	2023			2022 Restated*		
	ROIC Rm	IFRS 16 impact Rm	ROIC excl. IFRS 16 Rm	ROIC Rm	IFRS 16 impact Rm	ROIC excl. IFRS 16 Rm
Trading profit	11 916	(2 487)	9 429	11 278	(2 214)	9 064
Effective tax rate	30.8%		30.8%	30.6%		30.6%
<b>Trading profit after tax</b>	<b>8 247</b>	<b>(1 721)</b>	<b>6 526</b>	<b>7 822</b>	<b>(1 535)</b>	<b>6 287</b>
Invested capital	74 832	(29 274)	45 558	67 760	(26 011)	41 749
<b>Average invested capital</b>	<b>71 296</b>		<b>43 654</b>	<b>61 481</b>		<b>37 275</b>
<b>ROIC</b>	<b>11.6%</b>		<b>14.9%</b>	<b>12.7%</b>		<b>16.9%</b>
	<b>2023</b>			<b>2022</b>		
<b>ROE</b>	24.8%			27.5%		
<b>WACC</b>	13.5%			15.1%		

\* Restated for the classification of the Group's DRC operations as discontinued operations in accordance with IFRS 5: Non-current Assets Held for Sale and Discontinued Operations and the reclassification of share of profit of equity accounted investments.

**DEFINITIONS:** ROIC: Trading profit over the last 12 months (52-week basis) after tax (applying the effective tax rate) expressed as a percentage of average invested capital for the period on a 52-week basis.

Invested capital: Net asset value excluding borrowings, lease liabilities and bank overdrafts.

ROE: Headline earnings from continuing operations expressed as a percentage of equity before non-controlling interest at the beginning of the period.

WACC: Weighted average cost of capital calculated in terms of the Group's policy.



# Diluted headline earnings per share (DHEPS)



	Change %	2023 cents	Restated* 2022 cents
DHEPS continuing operations	9.7	1 159.4	1 056.9
DHEPS discontinued operations	>100	(70.5)	(7.5)
<b>DHEPS including discontinued operations</b>	<b>3.8</b>	<b>1 088.9</b>	<b>1 049.4</b>
<b>DHEPS continuing operations</b>	<b>9.7</b>	<b>1 159.4</b>	<b>1 056.9</b>
<b>Adjusted for the impact of:</b>			
Shoprite Employee Trust distributions to eligible employees in South Africa and equivalent awards granted by subsidiaries in countries outside South Africa	84.2	43.1	23.4
Exchange rate differences	>100	(70.4)	47.4
Hyperinflation	30.4	9.0	6.9
Lease modifications and terminations	(9.1)	(11.0)	(12.1)
Related tax effect	>100	24.3	(11.2)
<b>Adjusted DHEPS from continuing operations</b>	<b>3.9</b>	<b>1 154.4</b>	<b>1 111.3</b>
<b>Adjusted HEPS from continuing operations</b>	<b>3.8</b>	<b>1 161.2</b>	<b>1 118.6</b>

\* Restated for the classification of the Group's DRC operations as discontinued operations in accordance with IFRS 5: Non-current Assets Held for Sale and Discontinued Operations.



# Adjusted DHEPS reconciliation



	2023 Headline earnings Rm	2023 DHEPS* cents
Headline earnings including discontinued operations	5 945	1 088.9
Headline loss from discontinued operations	385	70.5
Headline earnings from continuing operations	6 330	1 159.4
Adjusted for the impact of:		
Shoprite Employee Trust distributions to eligible employees in South Africa and equivalent awards granted by subsidiaries in countries outside South Africa	235	43.1
Exchange rate differences	(384)	(70.4)
Hyperinflation	50	9.0
Lease modifications and terminations	(60)	(11.0)
Related tax effect	133	24.3
<b>Adjusted headline earnings from continuing operations</b>	<b>6 304</b>	<b>1 154.4</b>

\* DHEPS based on 546 082 067 weighted average number of ordinary shares adjusted for dilution.



# Items of a capital nature

Continuing operations	2023 Rm	Restated* 2022 Rm
Impairment of property, plant and equipment	(96)	(46)
Impairment of right-of-use assets	(75)	(88)
Impairment of intangible assets	(37)	(12)
Non-financial asset impairments	(208)	(146)
Profit/(loss) on disposal and scrapping of property	1	(94)
Profit on disposal of assets classified as held for sale	132	18
Profit on sale and leaseback transaction	102	-
Loss on disposal and scrapping of plant and equipment and intangible assets	(127)	(366)
Insurance claims receivable	82	582
Other	2	(23)
<b>Total expenditure of a capital nature</b>	<b>(16)</b>	<b>(29)</b>

\* Restated for the classification of the Group's DRC operations as discontinued operations in accordance with IFRS 5: Non-current Assets Held for Sale and Discontinued Operations.

## Notes to the results:

Non-financial asset impairments by segment	2023 Rm
Supermarkets RSA	81
Supermarkets Non-RSA	67
Furniture	20
Total continuing operating segments	168
Hyperinflation effect	40
Consolidated continuing operations	208