

Shoprite Holdings Limited

is an investment holdings company whose combined subsidiaries constitute the largest fast moving consumer goods (FMCG) retails operation on the African continent.

Its various chains operate a total of 984 stores in 17 countries, all integrated electronically into a central data base and replenishment system. The Group's primary business is food retailing to consumers of all income levels, and there are outlets from Cape Town to Mumbai and on some islands of the Indian Ocean. Management's goal is to provide all communities in Africa with food and household items in a first-world shopping environment, at the lowest prices. At the same time the Group, inextricably linked to Africa, contributes to the nurturing of stable economies and the social upliftment of its people.



“There is nothing that fills us with the trust consumers put in us to sell

SHOPRITE HOLDINGS LTD COMPRISES THE FOLLOWING ENTITIES:

The Shoprite Checkers supermarket group, which consist of **373** Shoprite supermarkets; **123** Checkers supermarkets; **24** Checkers Hypers; **116** Usave stores; **22** distribution centres supplying group stores with groceries, non-foods and fresh produce; **183** OK Furniture stores; **39** House & Home stores; **14** OK Power Express stores; and **116** Hungry Lion fast-food outlets.

Through its OK Franchise Division the Group distributes stock to **24** OK Foods supermarkets; **64** OK Grocer stores; **31** OK MiniMark convenience stores; **18** OK Value stores, **71** Sentra stores and buying partners; and **44** Megasave wholesale stores.

SHOPRITE

OK Power Express
More for you

**checkers
Hyper**

Computicket
the ticket you can trust

TABLE OF CONTENTS



Distribution of Operations	2
Financial Highlights	3
Our Group	4
Board of Directors	6
Chairman's Report	8
Chief Executive's Report	10
Value Added Statement	13
Financial Report	14

Operating Review

Shoprite	17
Checkers	18
Usave	19
OK Franchise	20
Supermarkets Outside RSA	21
Furniture	24

Value-added Services

Money Market	25
MediRite	26
Liquorshop	27
Freshmark	28
Meat Market	29

Group Services

Information Technology	30
Supply Chain Management	31
Property	32

Corporate Responsibility Report

Sustainability	33
Corporate Governance	44

Annual Financial Statements

Contents	47
Notes to the Annual Financial Statements	56

Shareholder Information

Shareholder Analysis	111
Notice to Shareholders	112
Form of Proxy	115
Administration	IBC
Shareholder's Diary	IBC

