Company Information Report

Contact Details

Home Country:	Postal Address:	Postal Address:	City:	Area code:	Head Office Telephone:	Email:	Website:	Company Registration Date::	Latest Annual Report:	Recording Currency:
South Africa	PO Box 23087	Claremont	Cape Town`	7735	+27 21 658-1000		http://www.picknpay-ir.co.za	1968/01/01	2023/02/26	ZAR

GUF Information

GUF in this sector:	Signed an IFA:	IFA signing Date:
UNI	No	0

Sector Information

Sector:	Stock Exchange Listings:	Major Competitors:
Retail	Johannesburg Stock Exchange (JSE)	Shoprite Checkers, Massmart Holdings, Spar, Woolworths.

Five Major Shareholders

25%
Ackerman Investment Holdings (Pty) Ltd

20%
Government Employees Pension Fund

5%
Fidelity Series Emerging Markets Opportunities Fund

3%
J.P. Morgan Equities South Africa (Pty) Ltd

3%

Allan Gray Balanced Fund

Company Performance Report

Company Performance in US Dollars - USD

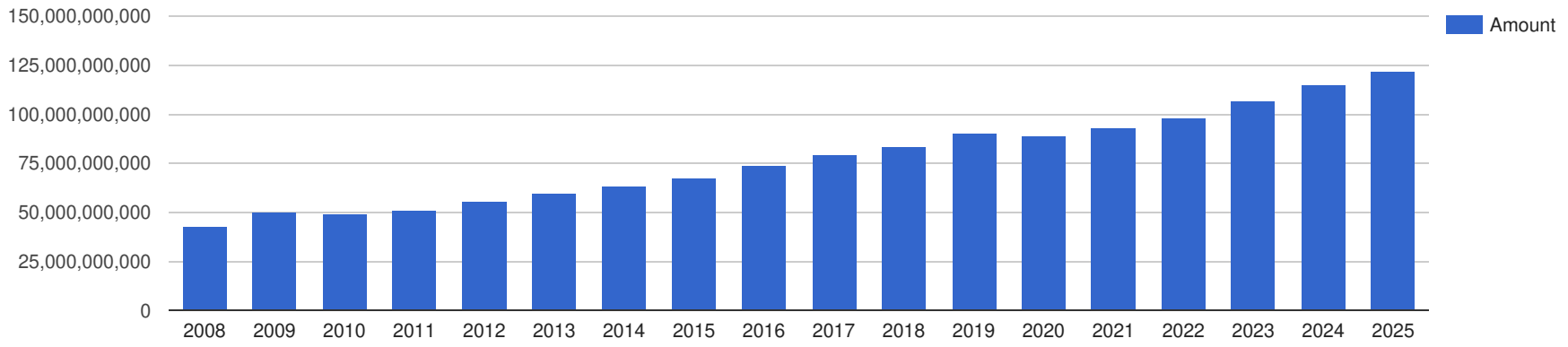
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	5,160,471,584	183,917,775	1,111,620,314	949,480,048
2009	5,940,260,664	205,545,024	1,253,056,872	1,052,168,246
2010	6,478,040,452	237,982,664	1,470,816,916	1,189,151,563
2011	7,505,192,532	197,797,550	1,619,063,594	1,304,186,114
2012	7,262,976,501	152,741,514	1,542,859,008	1,229,007,833
2013	7,127,658,303	96,642,772	1,555,686,977	1,267,037,037
2014	6,385,346,038	83,560,682	1,414,704,112	964,112,337
2015	6,173,799,087	110,063,927	1,343,059,361	1,057,205,479
2016	4,635,791,798	92,965,300	1,046,365,931	800,447,950
2017	6,058,024,502	131,332,312	1,386,094,946	1,073,744,257
2018	7,100,748,299	152,134,354	1,613,988,095	1,271,845,238
2019	6,326,223,776	153,832,168	1,388,412,587	1,086,538,462
2020	5,669,386,589	110,236,220	2,127,590,805	1,936,449,073
2021	6,185,870,938	93,593,407	2,513,225,228	2,288,183,691
2022	6,421,678,368	115,576,406	2,647,103,208	2,403,306,870
2023	5,962,122,272	95,539,156	2,370,300,952	2,163,114,814
2024	6,068,908,488	-218,130,955	2,446,741,581	2,456,346,981
2025	6,692,290,747	-34,249,465	2,564,983,566	1,964,110,944

Company Performance in South African Rand - ZAR

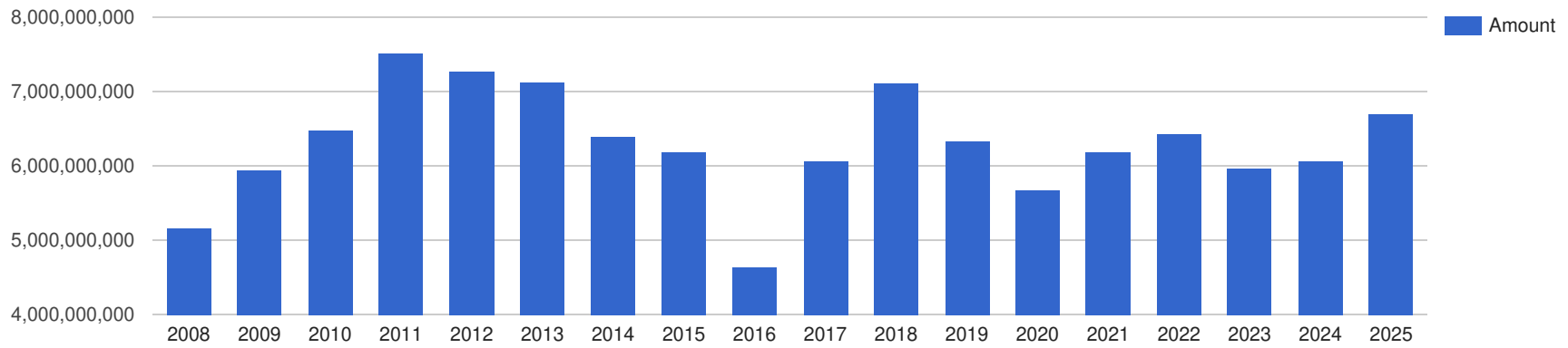
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	42,677,100,000	1,521,000,000	9,193,100,000	7,852,200,000
2009	50,135,800,000	1,734,800,000	10,575,800,000	8,880,300,000
2010	49,323,800,000	1,812,000,000	11,198,800,000	9,054,200,000
2011	51,455,600,000	1,356,100,000	11,100,300,000	8,941,500,000
2012	55,634,400,000	1,170,000,000	11,818,300,000	9,414,200,000
2013	59,658,500,000	808,900,000	13,021,100,000	10,605,100,000
2014	63,661,900,000	833,100,000	14,104,600,000	9,612,200,000
2015	67,603,100,000	1,205,200,000	14,706,500,000	11,576,400,000
2016	73,477,300,000	1,473,500,000	16,584,900,000	12,687,100,000
2017	79,117,800,000	1,715,200,000	18,102,400,000	14,023,100,000
2018	83,504,800,000	1,789,100,000	18,980,500,000	14,956,900,000
2019	90,465,000,000	2,199,800,000	19,854,300,000	15,537,500,000
2020	89,281,500,000	1,736,000,000	33,505,300,000	30,495,200,000
2021	93,078,800,000	1,408,300,000	37,816,500,000	34,430,300,000
2022	97,872,800,000	1,761,500,000	40,344,500,000	36,628,800,000
2023	106,562,800,000	1,707,600,000	42,365,100,000	38,662,000,000
2024	115,370,800,000	-4,146,700,000	46,512,900,000	46,695,500,000
2025	122,124,000,000	-625,000,000	46,807,000,000	35,842,000,000

Company Performance Changes Report

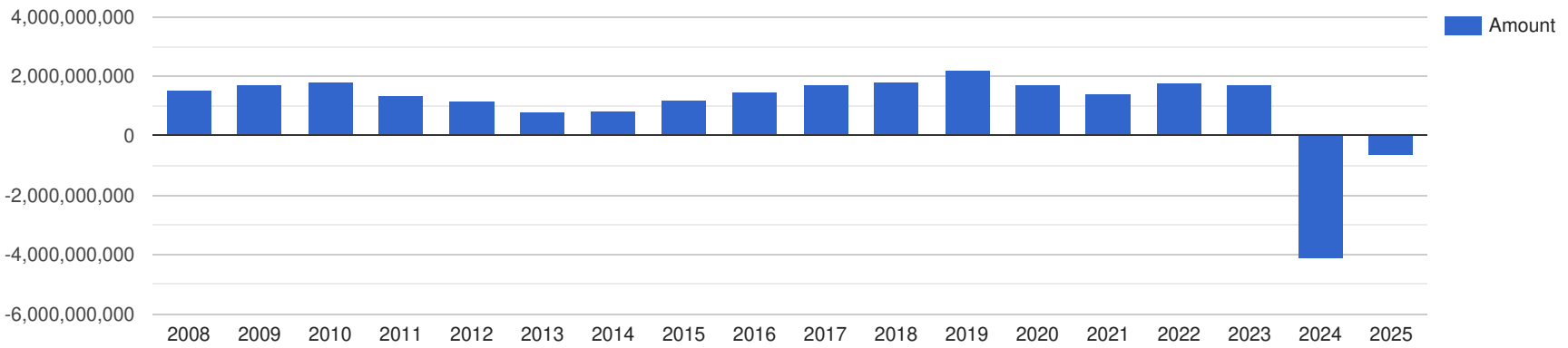
Company Revenue - ZAR



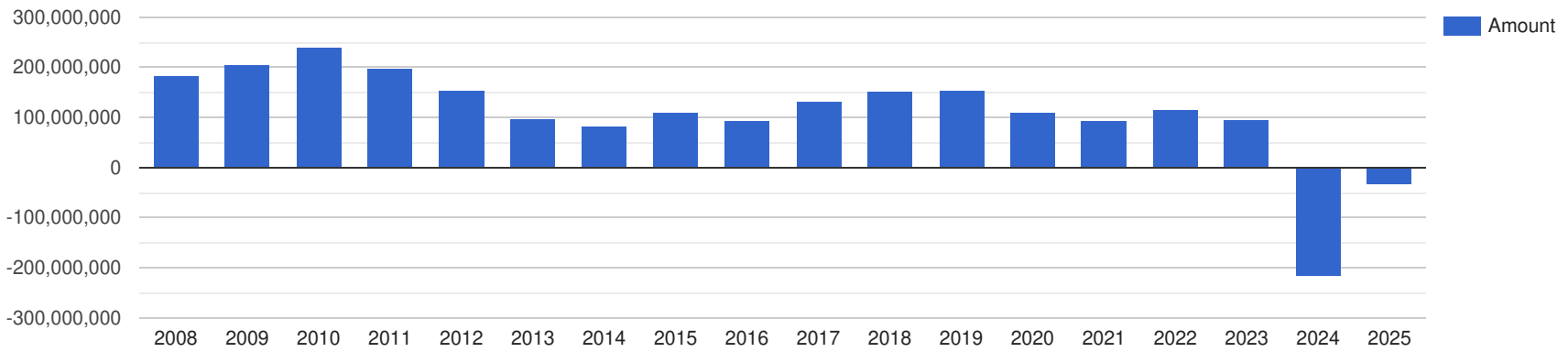
Company Revenue - USD



Company Profit Before Tax - ZAR



Company Profit Before Tax - USD



Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Badminton	Nick	Male	Yes	Yes
2009	Badminton	Nick	Male	Yes	Yes
2010	Badminton	Nick	Male	Yes	Yes
2011	Badminton	Nick	Male	Yes	Yes
2012	Badminton	Nick	Male	Yes	Yes
2013	Brasher	Richard	Male	No	No
2014	Brasher	Richard	Male	Yes	Yes
2015	Brasher	Richard	Male	Yes	Yes
2016	Brasher	Richard	Male	Yes	Yes
2017	Brasher	Richard	Male	Yes	Yes
2018	Brasher	Richard	Male	Yes	Yes
2019	Brasher	Richard	Male	Yes	Yes
2020	Brasher	Richard	Male	Yes	Yes
2021	Brasher	Richard	Male	No	No
2021	Boone	Pieter	male	No	No
2022	Boone	Pieter	male	Yes	Yes
2023	Boone	Pieter	male	Yes	Yes
2024	Boone	Pieter	male	No	No
2024	Summers	Sean	male	No	No
2025	Summers	Sean	male	No	No

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	323,096	102,878	36,276	0	462,249	3,990,326	4,452,576
2009	353,239	92,158	349,569	0	794,966	0	794,966
2010	434,848	112,820	39,262	0	586,930	0	586,930
2011	517,068	125,587	0	0	642,655	1,543,399	2,186,054
2012	511,893	1,441,070	0	0	1,952,963	480,901	2,433,864
2013	100,227	32,796	0	179	133,202	49,427	182,628
2014	702,106	292,668	526,580	150	1,521,505	0	1,521,505
2015	673,105	215,543	821,918	137	1,710,703	1,074,995	2,785,699
2016	496,183	100,372	946,372	0	1,542,927	1,276,568	2,819,495
2017	684,985	83,032	0	115	768,132	1,818,859	2,586,991
2018	805,612	97,415	68,027	128	971,182	2,008,376	2,979,558
2019	709,091	84,622	1,443,357	0	2,237,070	2,271,140	4,508,210
2020	679,896	61,468	0	47,149	788,513	289,034	1,077,546
2021	854,584	132,279	1,354,280	338,570	2,679,713	7,845,511	10,525,223
2022	702,513	214,290	688,465	62,568	1,667,837	380,461	2,048,297
2023	599,060	54,188	549,141	179,041	1,381,430	325,508	1,706,938
2024	940,573	27,980	829,879	59,269	1,857,701	0	1,857,701
2025	1,364,533	0	0	0	1,364,533	0	1,364,533

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
0	1	0	0	0	0
2008	5	746,433	1,109,782	149,287	221,956
2009	5	671,440	1,412,375	134,288	282,475
2010	4	1,128,990	1,423,854	282,247	355,963
2011	3	955,685	1,502,537	318,562	500,846
2012	6	1,424,582	3,205,601	237,430	534,267
2013	6	1,768,638	2,042,903	294,773	340,484
2014	6	1,883,099	3,446,583	313,850	574,430
2015	5	1,618,950	3,325,352	323,790	665,070
2016	5	1,213,621	2,984,984	242,724	596,997
2017	5	1,658,231	1,954,357	331,646	390,871
2018	5	1,950,119	2,421,709	390,024	484,342
2019	5	1,690,545	4,835,175	338,109	967,035
2020	6	1,627,379	1,982,836	271,230	330,473
2021	6	1,784,703	4,827,038	297,451	804,506
2022	2	1,035,168	2,290,952	517,584	1,145,476
2023	4	969,960	2,157,181	242,490	539,295
2024	4	1,246,170	2,186,286	311,543	546,572
2025	2	1,690,432	1,868,260	845,216	934,130

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	9	374,849	41,650
2009	6	236,542	39,424
2010	7	394,382	56,340
2011	9	900,415	100,046
2012	6	277,709	46,285
2013	6	384,468	64,078
2014	9	655,356	72,817
2015	9	667,580	74,176
2016	9	513,754	57,084
2017	8	635,260	79,408
2018	8	722,832	90,354
2019	8	616,748	77,094
2020	8	650,981	81,373
2021	11	739,335	67,212
2022	10	759,038	75,904
2023	11	659,458	59,951
2024	12	713,035	59,420
2025	11	782,661	71,151

CEO Remuneration - ZAR:

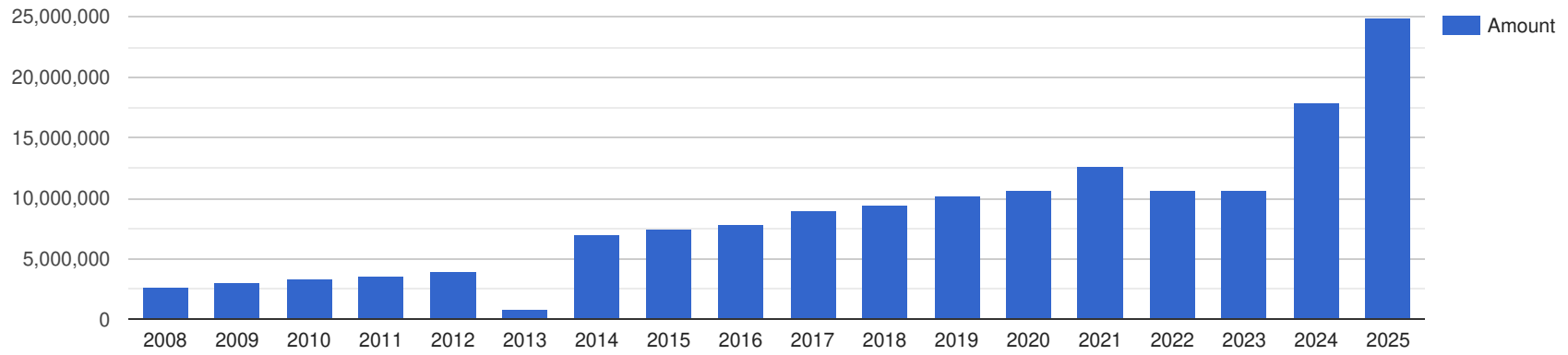
Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	2,672,000	850,800	300,000	0	3,822,800	33,000,000	36,822,800
2009	3,031,500	790,900	3,000,000	0	6,822,400	0	6,822,400
2010	3,310,500	858,900	298,900	0	4,468,300	0	4,468,300
2011	3,544,500	860,900	0	0	4,405,400	10,580,000	14,985,400
2012	3,921,100	11,038,600	0	0	14,959,700	3,683,700	18,643,400
2013	838,900	274,500	0	1,500	1,114,900	413,700	1,528,600
2014	7,000,000	2,917,900	5,250,000	1,500	15,169,400	0	15,169,400
2015	7,370,500	2,360,200	9,000,000	1,500	18,732,200	11,771,200	30,503,400
2016	7,864,500	1,590,900	15,000,000	0	24,455,400	20,233,600	44,689,000
2017	8,945,900	1,084,400	0	1,500	10,031,800	23,754,300	33,786,100
2018	9,474,000	1,145,600	800,000	1,500	11,421,100	23,618,500	35,039,600
2019	10,140,000	1,210,100	20,640,000	0	31,990,100	32,477,300	64,467,400
2020	10,707,000	968,000	0	742,500	12,417,500	4,551,700	16,969,200
2021	12,620,500	1,953,500	20,000,000	5,000,000	39,574,000	115,862,500	155,436,500
2022	10,707,000	3,266,000	10,492,900	953,600	25,419,500	5,798,600	31,218,100
2023	10,707,000	968,500	9,814,800	3,200,000	24,690,300	5,817,800	30,508,100
2024	17,880,300	531,900	15,776,000	1,126,700	35,314,900	0	35,314,900
2025	24,900,000	0	0	0	24,900,000	0	24,900,000

Executive Director Remuneration - ZAR:

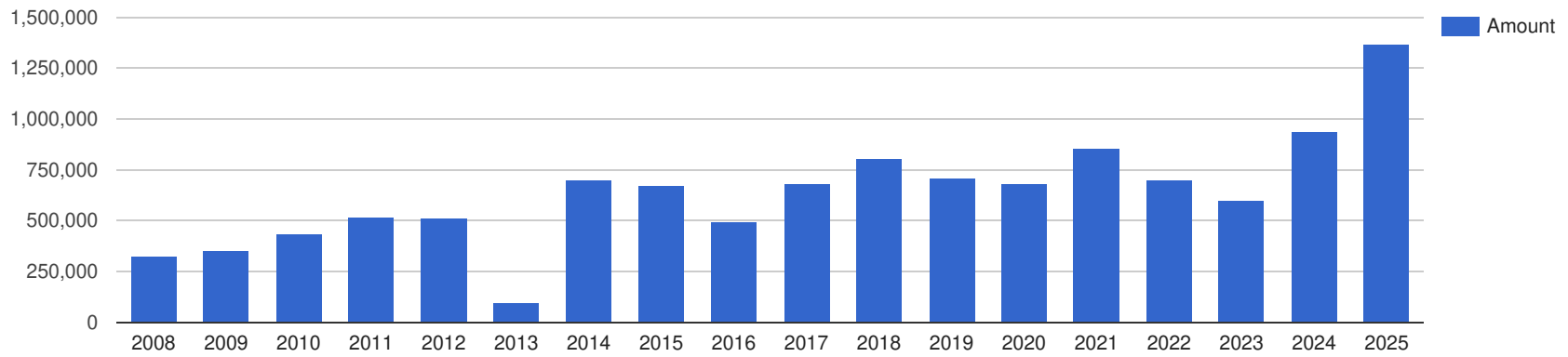
Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
0	1	0	0	0	0
2008	5	6,173,000	9,177,900	1,234,600	1,835,580
2009	5	5,762,300	12,121,000	1,152,460	2,424,200
2010	4	8,595,000	10,839,800	2,148,750	2,709,950
2011	3	7,524,300	12,051,400	2,508,100	4,017,133
2012	6	10,912,300	24,554,900	1,818,717	4,092,483
2013	6	14,803,500	17,099,100	2,467,250	2,849,850
2014	6	18,118,100	33,530,400	3,019,683	5,588,400
2015	5	17,727,500	36,412,600	3,545,500	7,282,520
2016	5	19,235,900	47,312,000	3,847,180	9,462,400
2017	5	21,656,500	25,523,900	4,331,300	5,104,780
2018	5	22,933,400	28,479,300	4,586,680	5,695,860
2019	5	24,174,800	69,143,000	4,834,960	13,828,600
2020	6	24,710,800	30,069,600	4,118,467	5,011,600
2021	6	26,356,500	71,285,700	4,392,750	11,880,950
2022	2	15,777,000	34,916,400	7,888,500	17,458,200
2023	4	17,336,100	38,555,300	4,334,025	9,638,825
2024	4	23,689,700	41,561,300	5,922,425	10,390,325
2025	2	30,847,000	34,092,000	15,423,500	17,046,000

Company Directors Fee Changes

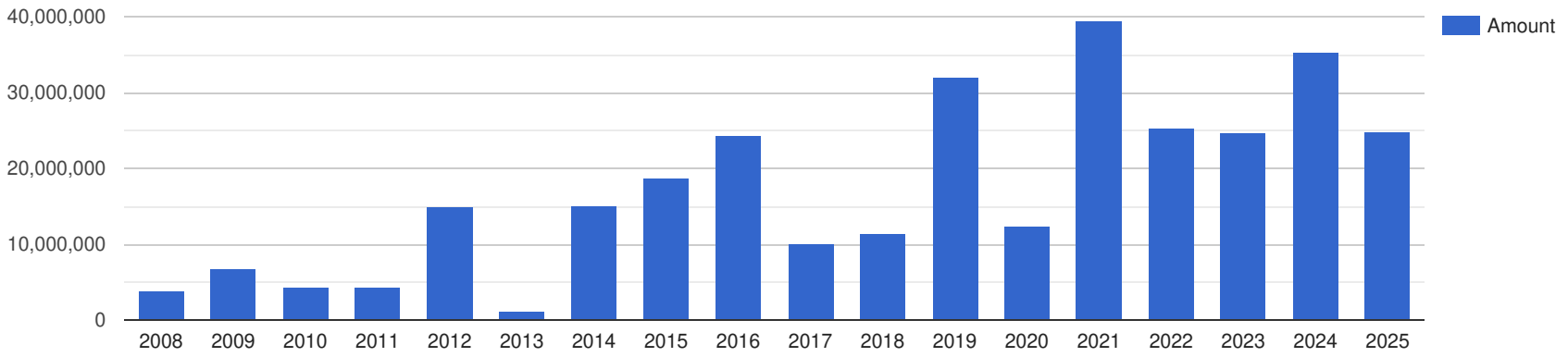
CEO Salary - ZAR



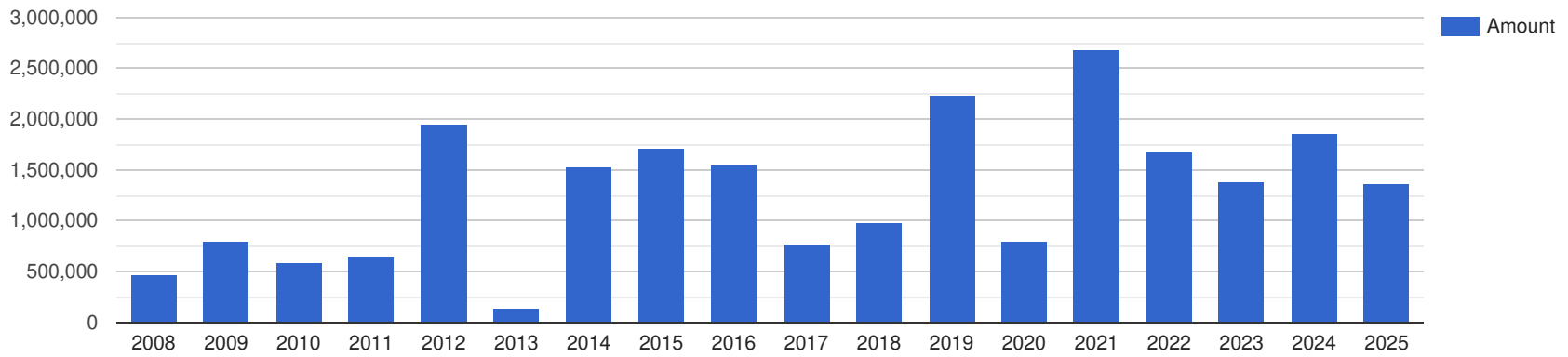
CEO Salary - USD



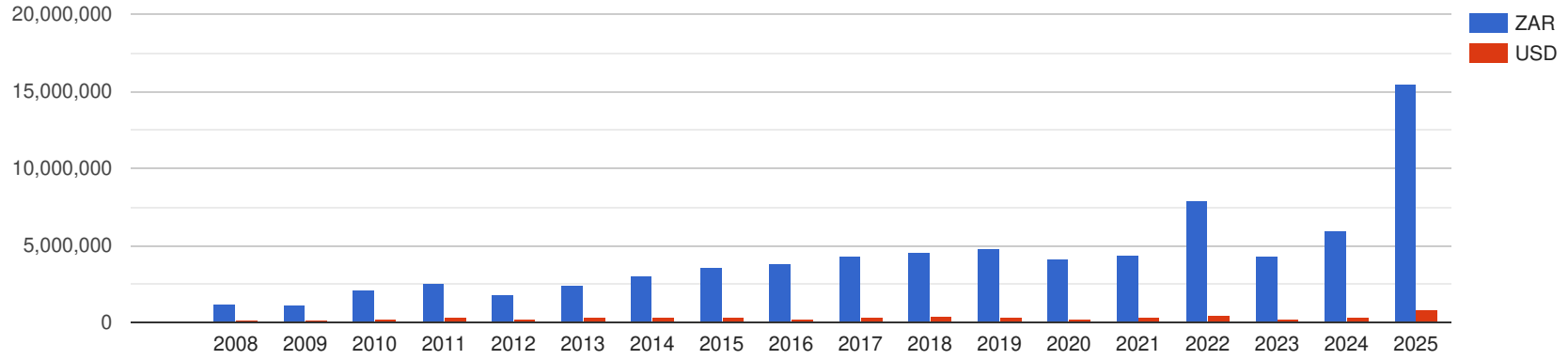
CEO Remuneration - ZAR



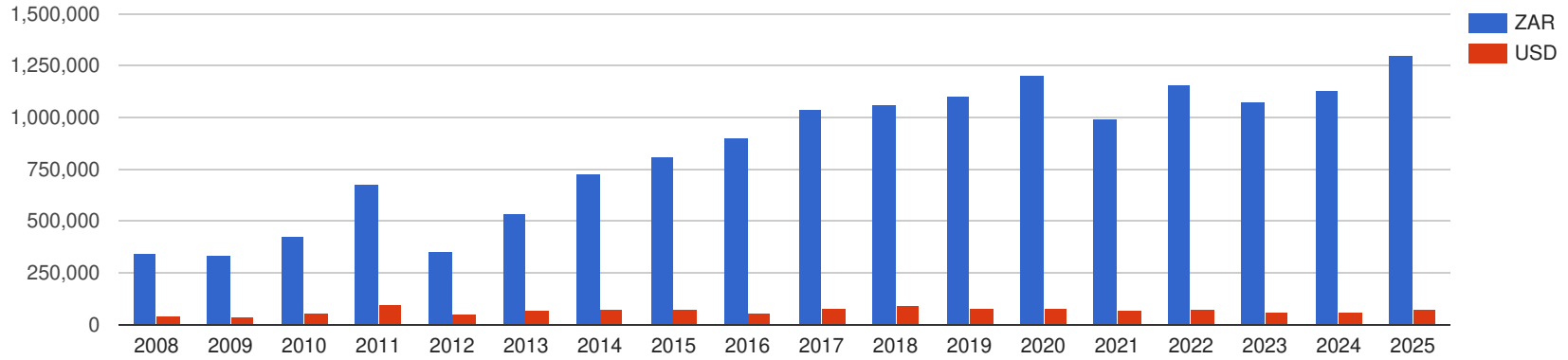
CEO Remuneration - USD



Average Executive Director Salary



Average Non-Executive Director



Company Employees Report

Total Employee Count:

Year End:	No. Employees:	No. Contractors	Total Workforce
2008	0	0	54700
2009	0	0	53100
2010	0	0	49000
2011	0	0	49200
2012	0	0	42400
2013	0	0	72300
2014	0	0	49300
2015	0	0	48700
2016	52900	0	52900
2017	0	0	54400
2018	0	0	51900
2019	0	0	53600
2020	0	0	90000
2021	0	0	90000
2022	57000	0	57000
2023	90000	0	90000
2024	0	0	90000
2025	0	0	90000

Countries of Operation:

Country of Operation:	Is This the Home Country?	Is There a Recognition Agreement?	Country notes
South Africa	Yes	Yes	2012 and 2013 numbers from HR payroll; number of employees is the NMBU. The total is 2012: 5550; 2013: 37933
Zambia	No	Yes	2011: two stores in Zambia, one opened in 2010-2011, ; will open three more stores in Zambia in the year to February 2012. 2013: 5 Stores (Company owned)
Zimbabwe	No	Yes	We are once again accounting for our share of profits from our 25% investment in TM Supermarkets in Zimbabwe (TM). We are encouraged by the improved economic climate and trading stability in Zimbabwe and are impressed with the strides made by the team at TM in rebuilding that business. We have successfully concluded negotiations to purchase a further 24% of TM, to bring our total shareholding to 49%. The transaction is awaiting approval by the Reserve Bank of Zimbabwe and the Zimbabwean Indigenisation Board
Lesotho	No	Yes	Having secured a necessary threshold, the Union will negotiate wages and other terms and conditions of employment November 2012. 2013: Two franchises/
Swaziland	No	Yes	2013: 9 franchise and 5 Boxer stores
Botswana	No	No	2013: 10 Franchise stores
Namibia	No	Yes	2013: 20 Franchise stores
Mozambique	No	No	We have signed new local master franchise agreements in Mozambique and Mauritius where we will open three and two stores, respectively in the year to February 2012. 2013: 1 Franchise store
Mauritius	No	No	2013: Three franchise stores

Total Employee Count:

Country:	Year End:	No. Operations	No. Employees:	No. Contractors:	Total Workforce:	Union(s):	Degree of Unionisation:	Min Wage (Local) Per Month:	Min Wage USD (Per Annum):	Min Wage USD (Per Annum):
South Africa	2014	1030	0	0	0	0	0	0	0	No
Algeria	2010	0	0	0	0	0	0	0	0	No
Australia	2011	0	0	0	0	0	0	0	0	No
Botswana	2014	9	0	0	0	0	0	0	0	No
Lesotho	2014	1	0	0	0	0	0	0	0	No
Mauritius	2014	0	0	0	0	0	0	0	0	No
Mozambique	2014	0	0	0	0	0	0	0	0	No
Namibia	2014	17	0	0	0	0	0	0	0	No
Swaziland	2014	11	0	0	0	0	0	0	0	No
Zambia	2014	8	0	0	0	0	0	0	0	No
Zimbabwe	2014	52	0	0	0	0	0	0	0	No