

## 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 215	Brackenfell	Cape Town	7561	+27 (0) 21 980 4000	cosec@shoprite.co.za	http://www.shopriteholdings.co.za	1936/01/01	2023/07/02	ZAR

### GUF Information

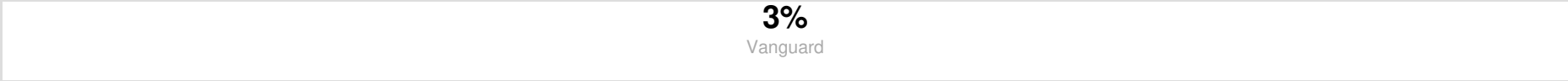
GUF in this sector:	Signed an IFA:	IFA signing Date:
UNI	Yes	2010/02/23

### Sector Information

Sector:	Stock Exchange Listings:	Major Competitors:
Retail	Namibian Stock Exchange (NSX), Johannesburg Stock Exchange (JSE), Zambian Stock Exchange	South Africa: Pick 'n Pay, Woolworths (also has a presence in Uganda), Spar, Massmart, Metcash, Africa: Game (South Africa), Carrefour (France), Metro Group (Germany), Nakumatt Holdings (Kenya)

### Five Major Shareholders

<b>15%</b> Government Employees Pension Fund
<b>10%</b> CH Wiese
<b>7%</b> Shoprite Checkers (Pty) Ltd
<b>5%</b> GIC Private Ltd



## Company Performance Report

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### Company Performance in US Dollars - USD

Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	5,761,976,783	297,612,938	1,796,164,812	1,213,475,816
2009	7,028,265,284	357,596,682	1,983,346,919	1,387,463,626
2010	9,378,383,192	472,949,492	2,503,366,773	1,672,419,786
2011	10,357,847,708	555,353,582	2,966,154,298	1,942,737,393
2012	10,674,914,452	578,284,774	3,987,808,774	2,335,200,129
2013	10,539,467,500	590,210,568	3,805,598,977	2,072,386,477
2014	9,855,737,705	527,193,828	3,908,678,881	2,242,044,359
2015	9,938,286,713	522,902,098	3,839,160,839	2,164,335,664
2016	8,815,457,627	464,067,797	3,272,338,983	1,821,288,136
2017	10,865,377,206	586,807,429	4,293,981,660	2,155,660,014
2018	10,204,073,034	515,028,090	4,342,837,079	2,413,272,472
2019	10,296,090,915	433,970,014	4,449,578,969	2,657,492,983
2020	9,067,287,126	303,254,523	4,782,126,134	3,626,336,782
2021	11,777,640,179	478,637,771	5,302,098,383	3,843,274,854
2022	11,654,932,253	524,629,606	5,790,490,060	4,167,911,865
2023	11,809,659,642	501,711,103	5,623,427,689	4,179,717,180

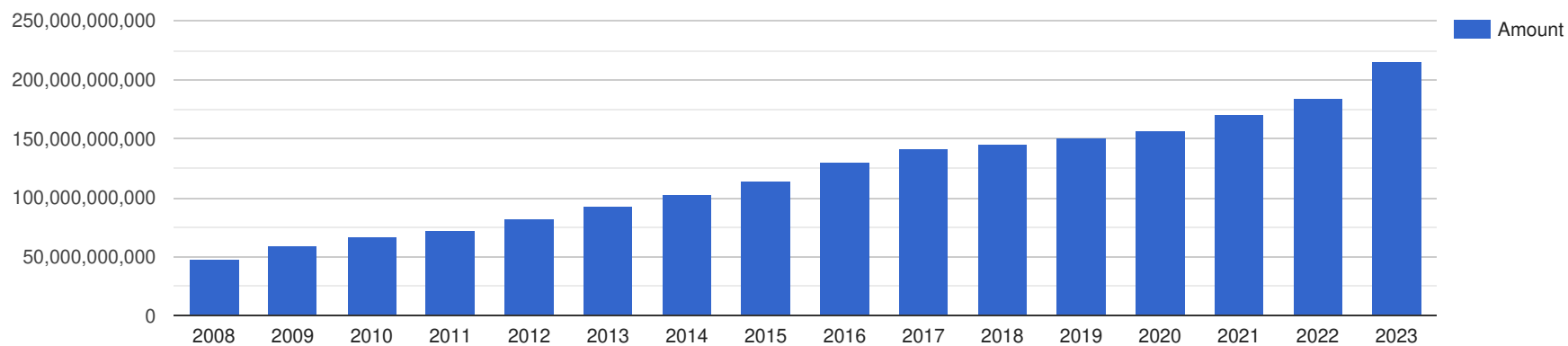
## Company Performance in South African Rand - ZAR

Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	47,651,548,000	2,461,259,000	14,854,283,000	10,035,445,000
2009	59,318,559,000	3,018,116,000	16,739,448,000	11,710,193,000
2010	67,402,440,000	3,399,088,000	17,991,697,000	12,019,681,000
2011	72,297,777,000	3,876,368,000	20,703,757,000	13,560,307,000
2012	82,730,587,000	4,481,707,000	30,905,518,000	18,097,801,000
2013	92,747,314,000	5,193,853,000	33,489,271,000	18,237,001,000
2014	102,204,000,000	5,467,000,000	40,533,000,000	23,250,000,000
2015	113,694,000,000	5,982,000,000	43,920,000,000	24,760,000,000
2016	130,028,000,000	6,845,000,000	48,267,000,000	26,864,000,000
2017	141,000,000,000	7,615,000,000	55,723,000,000	27,974,000,000
2018	145,306,000,000	7,334,000,000	61,842,000,000	34,365,000,000
2019	150,395,000,000	6,339,000,000	64,995,000,000	38,818,000,000
2020	156,855,000,000	5,246,000,000	82,726,000,000	62,732,000,000
2021	171,188,000,000	6,957,000,000	77,066,000,000	55,862,000,000
2022	184,078,000,000	8,286,000,000	91,455,000,000	65,828,000,000
2023	214,956,000,000	9,132,000,000	102,356,000,000	76,078,000,000

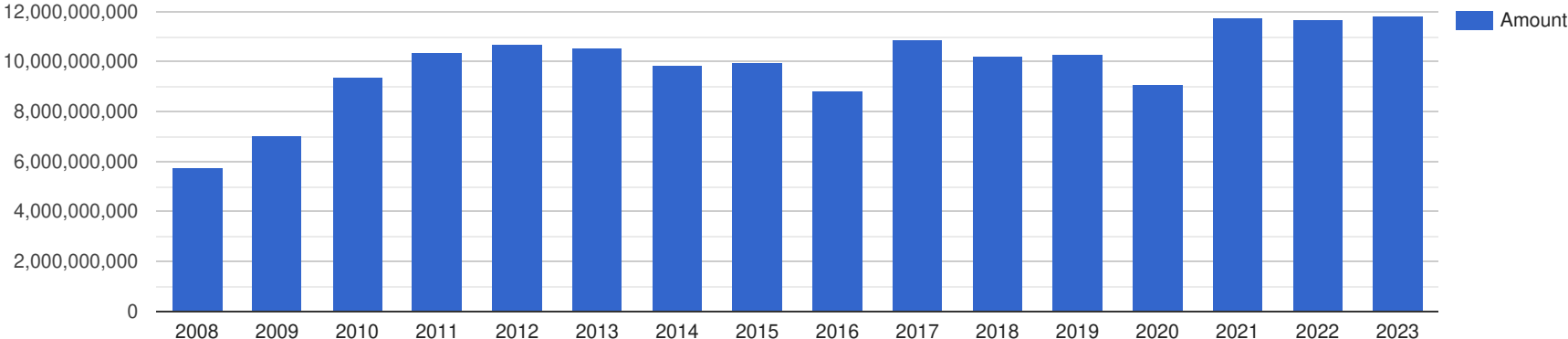
# Company Performance Changes Report

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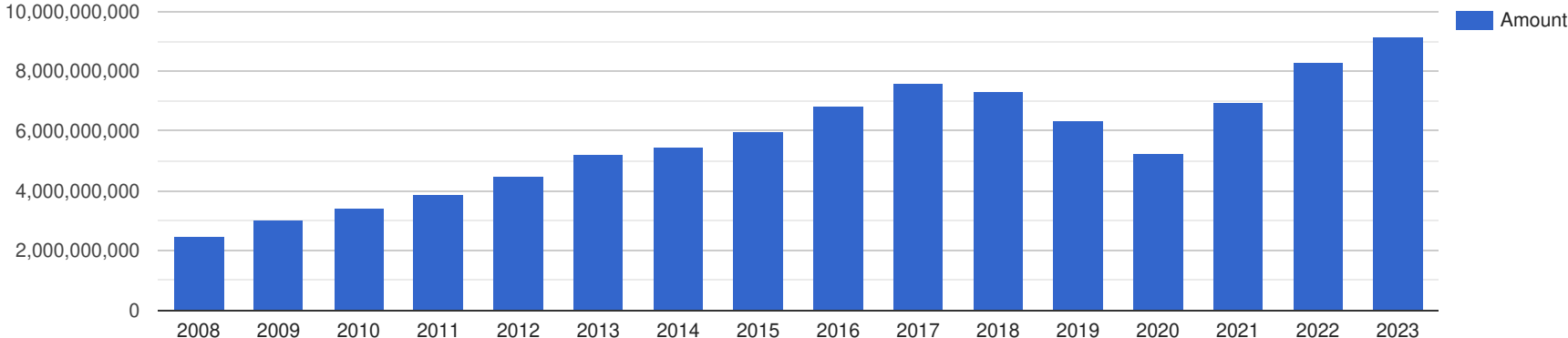
## Company Revenue - ZAR



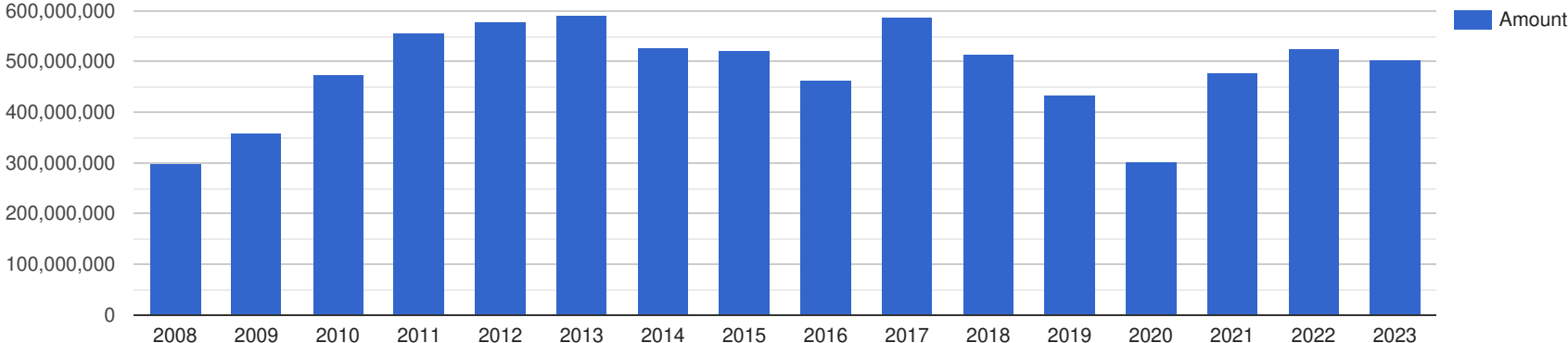
Company Revenue - USD



Company Profit Before Tax - ZAR



Company Profit Before Tax - USD





## Company Directors Report

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### CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2007	Basson	James Wellwood (Whitey)	Male	Yes	Yes
2008	Basson	James Wellwood (Whitey)	Male	Yes	Yes
2009	Basson	James Wellwood (Whitey)	Male	Yes	Yes
2010	Basson	James Wellwood (Whitey)	Male	Yes	Yes
2011	Basson	James Wellwood (Whitey)	Male	Yes	Yes
2012	Basson	James Wellwood (Whitey)	Male	Yes	Yes
2013	Basson	James Wellwood (Whitey)	Male	Yes	Yes
2014	Basson	James Wellwood (Whitey)	Male	Yes	Yes
2015	Basson	James Wellwood (Whitey)	Male	Yes	Yes
2016	Basson	James Wellwood (Whitey)	Male	Yes	Yes
2017	Basson	James Wellwood (Whitey)	Male	No	No
2017	Engelbrecht	Pieter (PC)	Male	Yes	No
2018	Engelbrecht	Pieter (PC)	Male	Yes	Yes
2019	Engelbrecht	Pieter (PC)	Male	Yes	Yes
2020	Engelbrecht	Pieter (PC)	Male	Yes	Yes
2021	Engelbrecht	Pieter (PC)	Male	Yes	Yes
2022	Engelbrecht	Pieter (PC)	Male	Yes	Yes
2023	Engelbrecht	Pieter (PC)	Male	Yes	Yes

## CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2007	1,408,369	384,255	0	0	1,792,624	0	1,792,624
2008	1,591,052	421,040	0	0	2,012,092	0	2,012,092
2009	2,249,476	561,990	0	0	2,811,466	0	2,811,466
2010	3,527,202	1,068,040	0	0	4,595,241	82,718,798	87,314,039
2011	4,593,553	632,092	0	0	5,225,645	0	5,225,645
2012	5,241,290	4,516	0	39,871	5,285,677	0	5,285,677
2013	5,642,727	39,205	0	0	5,681,932	0	5,681,932
2014	4,788,428	30,473	0	0	4,818,901	0	4,818,901
2015	4,340,559	4,720	0	33,392	4,378,671	0	4,378,671
2016	3,366,508	3,932	3,389,831	24,949	6,785,220	0	6,785,220
2017	4,542,969	57,308	330,834	70,471	5,001,581	1,224,637	6,226,218
2018	1,053,862	23,174	317,697	35,323	1,430,056	743,399	2,173,455
2019	1,104,265	14,651	303,690	33,614	1,456,220	0	1,456,220
2020	939,562	13,463	445,740	30,248	1,429,013	244,084	1,673,097
2021	1,109,116	31,854	824,493	15,893	1,981,355	770,416	2,751,772
2022	1,058,745	29,849	1,020,450	19,116	2,128,160	1,901,880	4,030,039
2023	972,421	27,250	932,974	30,546	1,963,191	1,259,422	3,222,613

**Executive Director Remuneration - USD:**

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2007	8	2,686,739	4,845,735	335,842	605,717
2008	8	2,863,966	5,159,250	357,996	644,906
2009	8	3,613,391	5,634,463	451,674	704,308
2010	8	5,318,888	8,314,526	664,861	1,039,316
2011	8	6,756,018	9,408,291	844,502	1,176,036
2012	8	7,346,571	9,592,667	918,321	1,199,083
2013	8	7,635,321	12,421,154	954,415	1,552,644
2014	9	6,826,394	8,813,792	758,488	979,310
2015	8	6,145,873	8,573,512	768,234	1,071,689
2016	9	4,768,203	9,333,017	529,800	1,037,002
2017	9	5,534,961	7,147,024	614,996	794,114
2018	7	2,877,739	5,233,357	411,106	747,622
2019	4	1,584,309	2,181,694	396,077	545,423
2020	3	1,393,636	2,186,385	464,545	728,795
2021	3	1,673,340	2,976,677	557,780	992,226
2022	3	1,628,033	3,159,152	542,678	1,053,051
2023	3	1,376,277	2,694,045	458,759	898,015

**Non-Executive Director Remuneration - USD:**

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2007	6	93,333	15,556
2008	6	79,565	13,261
2009	6	76,206	12,701
2010	6	99,207	16,534
2011	5	121,060	24,212
2012	7	158,323	22,618
2013	8	219,773	27,472
2014	8	186,017	23,252
2015	8	223,164	27,896
2016	8	197,763	24,720
2017	7	227,314	32,473
2018	8	306,742	38,343
2019	8	309,259	38,657
2020	8	372,712	46,589
2021	7	498,039	71,148
2022	12	1,177,251	98,104
2023	11	618,613	56,238

## CEO Remuneration - ZAR:

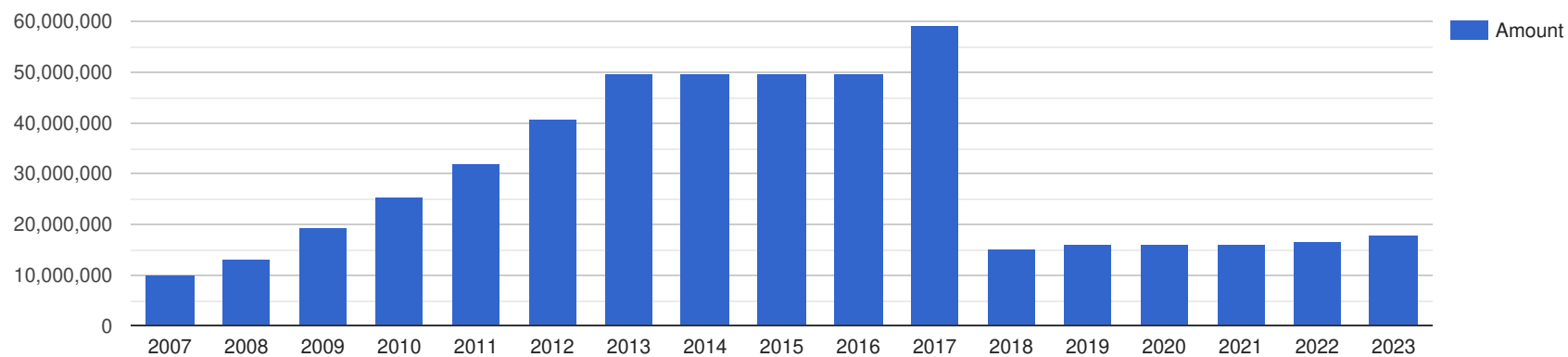
Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2007	9,929,000	2,709,000	0	0	12,638,000	0	12,638,000
2008	13,158,000	3,482,000	0	0	16,640,000	0	16,640,000
2009	19,305,000	4,823,000	0	0	24,128,000	0	24,128,000
2010	25,350,000	7,676,000	0	0	33,026,000	594,500,000	627,526,000
2011	32,063,000	4,412,000	0	0	36,475,000	0	36,475,000
2012	40,620,000	35,000	0	309,000	40,964,000	0	40,964,000
2013	49,656,000	345,000	0	0	50,001,000	0	50,001,000
2014	49,656,000	316,000	0	0	49,972,000	0	49,972,000
2015	49,656,000	54,000	0	382,000	50,092,000	0	50,092,000
2016	49,656,000	58,000	50,000,000	368,000	100,082,000	0	100,082,000
2017	59,369,000	749,000	4,324,000	921,000	65,363,000	16,006,000	81,369,000
2018	15,007,000	330,000	4,524,000	503,000	20,364,000	10,586,000	30,950,000
2019	16,130,000	214,000	4,436,000	491,000	21,271,000	0	21,271,000
2020	16,121,000	231,000	7,648,000	519,000	24,519,000	4,188,000	28,707,000
2021	16,121,000	463,000	11,984,000	231,000	28,799,000	11,198,000	39,997,000
2022	16,671,000	470,000	16,068,000	301,000	33,510,000	29,947,000	63,457,000
2023	17,700,000	496,000	16,982,000	556,000	35,734,000	22,924,000	58,658,000

**Executive Director Remuneration - ZAR:**

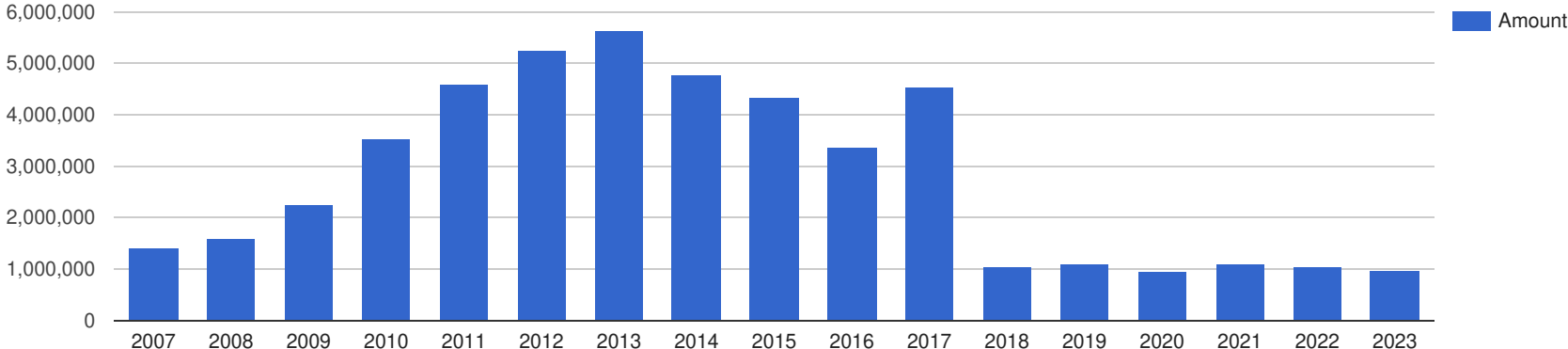
Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration:	Average Salary:	Average Remuneration:
2007	8	18,981,000	34,221,000	2,372,625	4,277,625
2008	8	23,685,000	42,667,000	2,960,625	5,333,375
2009	8	30,978,000	48,293,000	3,872,250	6,036,625
2010	8	38,257,000	59,802,000	4,782,125	7,475,250
2011	8	47,120,000	65,578,000	5,890,000	8,197,250
2012	8	57,002,000	74,482,000	7,125,250	9,310,250
2013	8	67,342,000	109,660,000	8,417,750	13,707,500
2014	9	70,826,000	91,452,000	7,869,556	10,161,333
2015	8	70,409,000	98,300,000	8,801,125	12,287,500
2016	9	70,331,000	137,662,000	7,814,556	15,295,778
2017	9	72,334,000	93,497,000	8,037,111	10,388,556
2018	7	40,979,000	74,523,000	5,854,143	10,646,143
2019	4	23,142,000	31,868,000	5,785,500	7,967,000
2020	3	23,912,000	37,514,000	7,970,667	12,504,667
2021	3	24,322,000	43,266,000	8,107,333	14,422,000
2022	3	25,635,000	49,744,000	8,545,000	16,581,333
2023	3	25,051,000	49,037,000	8,350,333	16,345,667

## Company Directors Fee Changes

CEO Salary - ZAR

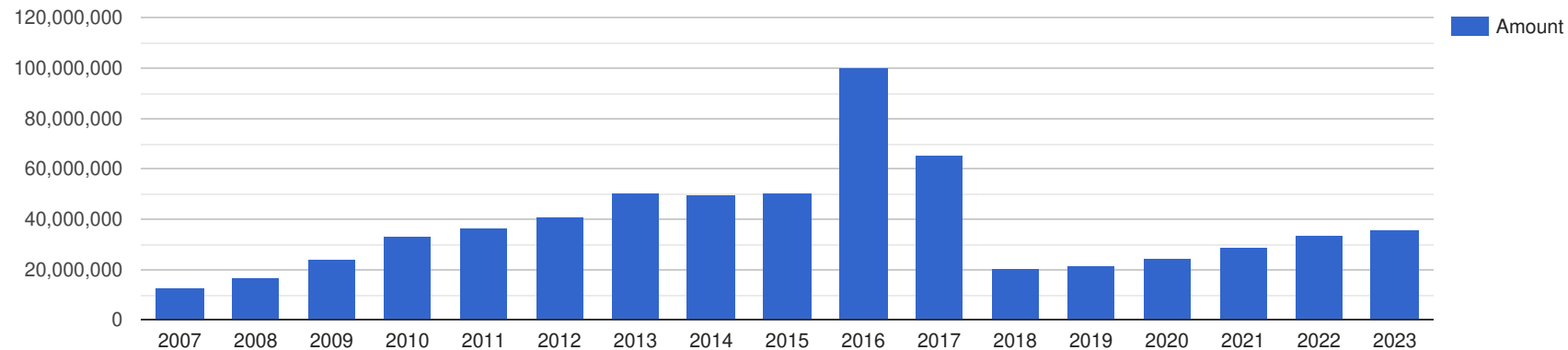


CEO Salary - USD

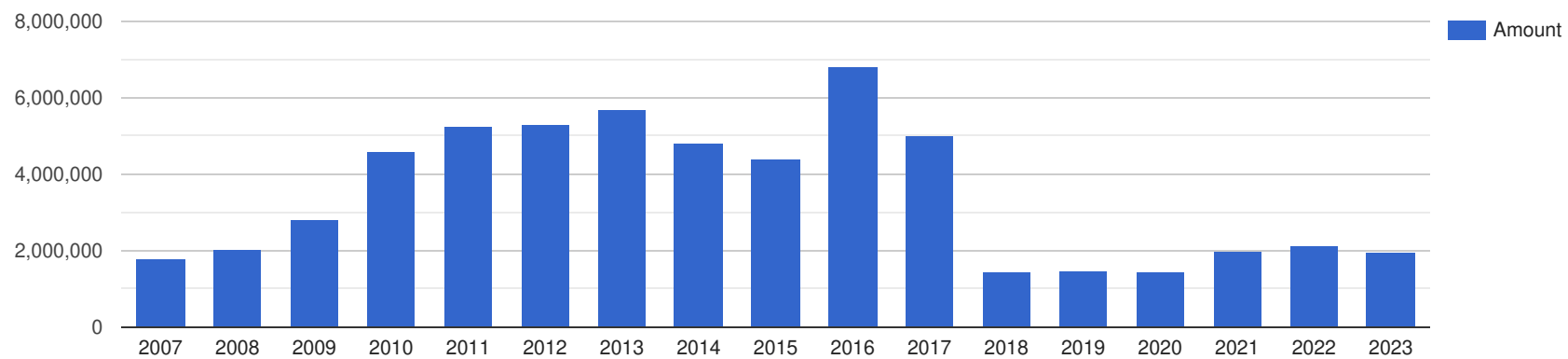




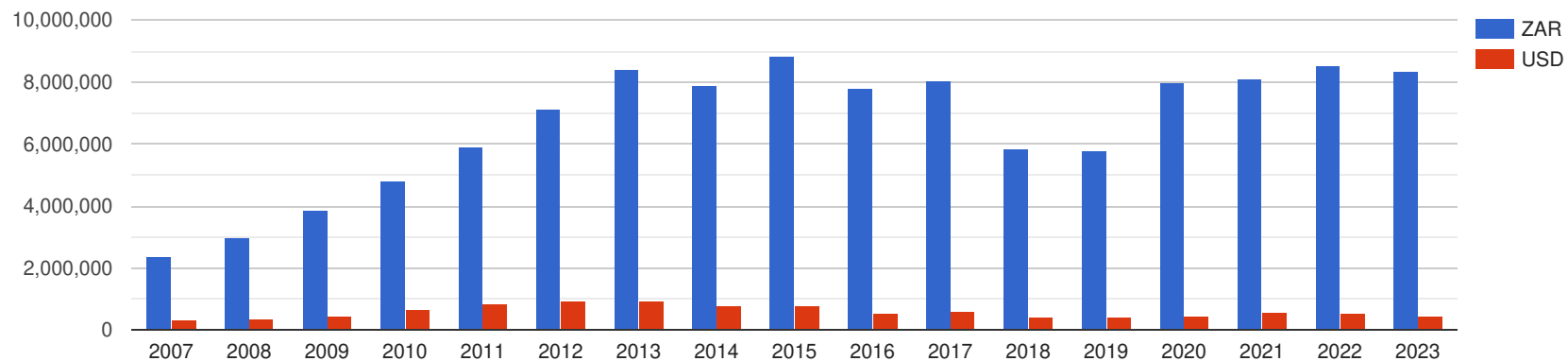
CEO Remuneration - ZAR



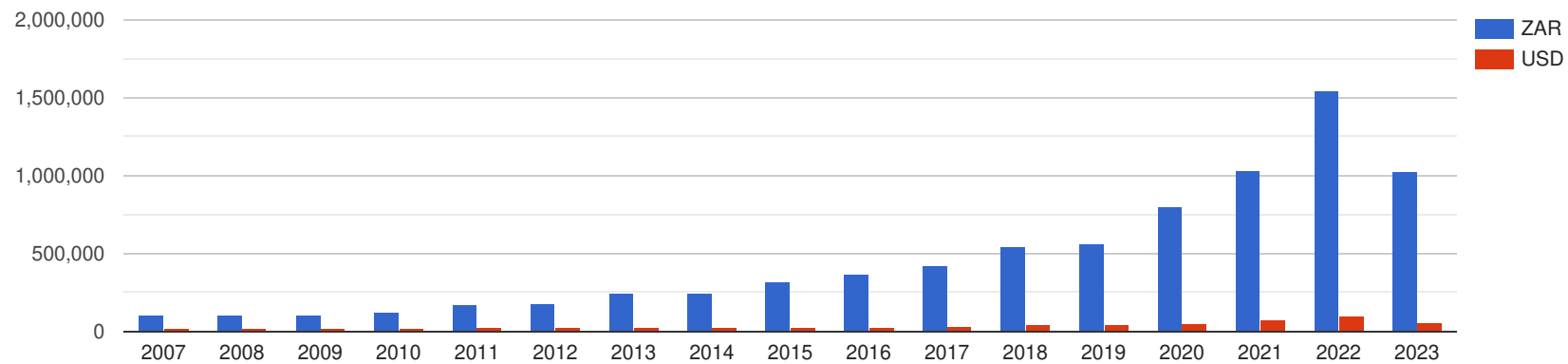
CEO Remuneration - USD



Average Executive Director Salary



Average Non-Executive Director



# Company Employees Report

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**Total Employee Count:**

Year End:	No. Employees:	No. Contractors	Total Workforce
2008	0	0	73373
2009	0	0	83886
2010	0	0	88000
2011	0	0	95050
2012	0	0	102137
2013	0	0	111338
2014	0	0	123100
2015	132942	0	0
2016	0	0	137775
2017	0	0	143802
2018	0	0	147478
2019	0	0	0
2020	141452	0	141452
2021	142602	0	142602
2022	145595	0	145595
2023	153726	0	153726

## Countries of Operation:

Country of Operation:	Is This the Home Country?	Is There a Recognition Agreement?	Country notes
South Africa	Yes	Yes	June 2013: 1227 corporate stores; three year agreement - 2012 - 2015 There are both corporate and franchise stores in the South African operations. Workforce is not broken down in any way. Negotiation begin 5 March 2015.
Angola	No	No	June 2013: 26 corporate stores 2014: 32 operations
Botswana	No	Yes	June 2013: 26 corporate stores 2014: 28 operations
Ghana	No	Yes	June 2013: 3 corporate stores 2014: 4 operations
Lesotho	No	No	NURAW and NUCCAW merged. From 2012 employee numbers include casual staff; June 2013: 20 corporate stores
Madagascar	No	No	No recognition agreement required under national law. June 2013:8 corporate stores
Malawi	No	Yes	June 2013: 5 corporate stores
Mauritius	No	No	June 2013: 3 corporate stores
Mozambique	No	Yes	Agreement from December 2012 - July 2013; June 2013: 12 corporate stores
Namibia	No	Yes	June 2013: 63 corporate stores
Nigeria	No	Yes	June 2013: 7 corporate stores
Swaziland	No	No	2007 CAWUSWA and SCAWU report different worker and union numbers - CAWUSWA - 503 workers 71.4% organised / SCAWU, 404 workers 34.9% organised. June 2013: 17 corporate stores June 2013: 17 corporate stores
Tanzania	No	Yes	In January 2014 it is announced that Shoprite will be selling its Tanzania operations; a sale set to be finalised by August 2014. June 2013: 3 corporate stores
Uganda	No	Yes	June 2013:3 corporate stores
Zambia	No	Yes	June 2013: 30 corporate stores
Zimbabwe	No	No	2014 - Shoprite pulls out of Zimbabwe
Congo, Democratic Republic	No	No	Opened June 2012; June 2013: 2 corporate 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	1324	0	0	0	SACCAWU	0	2,300	2,662	Yes
Tanzania	2013	0	0	0	239	TUICO	0.960	0	0	No
Angola	2014	33	0	0	0	0	0	0	0	No
Botswana	2014	28	0	0	0	0	0	0	0	No
Congo, Democratic Republic	2014	2	0	0	0	0	0	0	0	No
Ghana	2014	4	0	0	0	0	0	0	0	No
Lesotho	2014	21	0	0	0	0	0	0	0	No
Madagascar	2014	8	0	0	0	0	0	0	0	No
Malawi	2014	6	0	0	0	0	0	0	0	No
Mauritius	2014	3	0	0	0	0	0	0	0	No
Mozambique	2014	16	0	0	0	0	0	0	0	No
Namibia	2014	69	0	0	0	0	0	0	0	No
Nigeria	2014	10	0	0	0	0	0	0	0	No
Swaziland	2014	20	0	0	0	0	0	0	0	No
Uganda	2014	3	0	0	0	0	0	0	0	No
Zambia	2014	34	0	0	0	0	0	0	0	No
Zimbabwe	2013	0	0	0	25	CWUZ	0.600	246	2,952	No