

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 1589	Pinetown	Durban	3600	+27 31 710 1900	intcontact@spar.co.za	http://www.spar.co.za	1967/01/01	2023/09/30	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, Pick n Pay, Woolworths

Five Major Shareholders

24%	Government Employees Pension Fund
8%	Allan Gray
6%	Old Mutual Group
6%	Coronation Fund Managers
6%	M & G Investments

Company Performance Report

Company Performance in US Dollars - USD

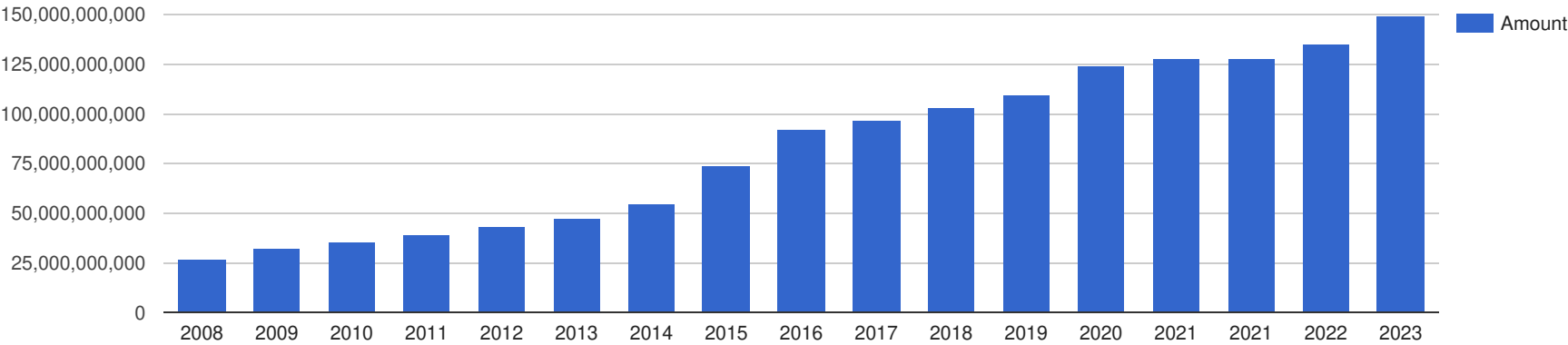
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	3,263,966,142	120,798,065	705,441,354	525,525,997
2009	3,821,800,948	135,900,474	774,881,517	544,988,152
2010	4,964,699,238	184,552,386	1,063,117,763	754,264,332
2011	5,609,768,786	203,034,682	1,199,653,179	839,898,844
2012	5,417,935,323	188,893,035	1,230,758,706	877,823,383
2013	5,139,333,333	178,763,441	1,052,225,806	710,537,634
2014	5,244,613,918	175,786,463	1,615,443,279	1,326,978,074
2015	6,171,666,667	163,166,667	1,610,833,333	1,333,491,667
2016	6,712,321,689	177,525,473	1,990,960,699	1,580,269,287
2017	7,192,760,918	182,435,233	2,088,127,313	1,601,450,777
2018	7,315,873,580	175,007,102	2,219,850,852	1,714,893,466
2019	7,494,831,245	190,456,630	2,331,279,524	1,369,343,465
2020	7,429,082,105	161,186,000	3,152,619,781	2,680,987,536
2021	8,785,674,065	207,184,255	3,575,427,127	3,000,721,035
2021	8,785,674,065	207,184,255	3,575,427,127	3,000,721,035
2022	7,740,681,546	173,640,048	3,260,345,910	2,689,023,346
2023	7,876,058,258	51,267,905	3,248,813,375	2,709,709,202

Company Performance in South African Rand - ZAR

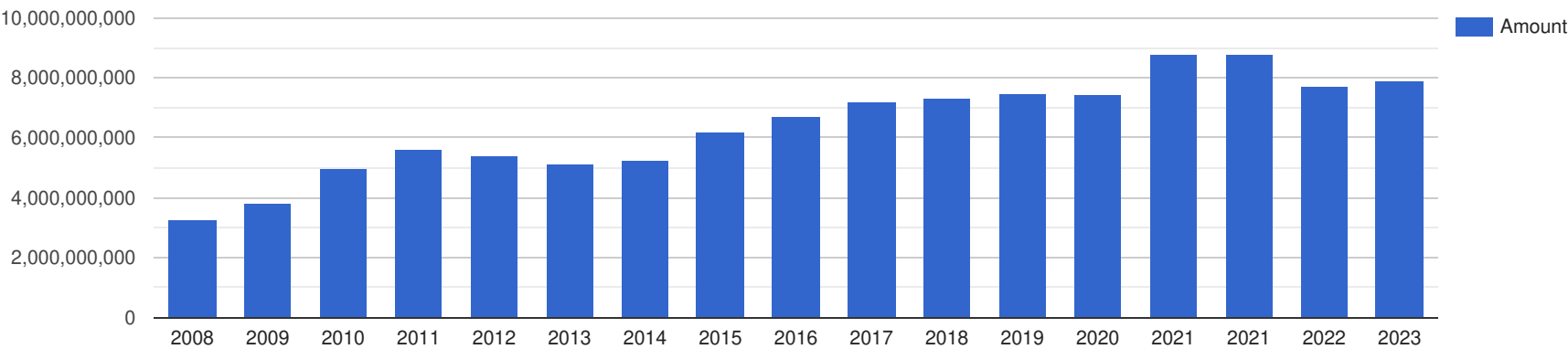
Year End:	Revenue:	Profit Before Tax:	Assets:	Liabilities:
2008	26,993,000,000	999,000,000	5,834,000,000	4,346,100,000
2009	32,256,000,000	1,147,000,000	6,540,000,000	4,599,700,000
2010	35,160,000,000	1,307,000,000	7,529,000,000	5,341,700,000
2011	38,819,600,000	1,405,000,000	8,301,600,000	5,812,100,000
2012	43,560,200,000	1,518,700,000	9,895,300,000	7,057,700,000
2013	47,795,800,000	1,662,500,000	9,785,700,000	6,608,000,000
2014	55,016,000,000	1,844,000,000	16,946,000,000	13,920,000,000
2015	74,060,000,000	1,958,000,000	19,330,000,000	16,001,900,000
2016	92,227,300,000	2,439,200,000	27,355,800,000	21,712,900,000
2017	97,174,200,000	2,464,700,000	28,210,600,000	21,635,600,000
2018	103,007,500,000	2,464,100,000	31,255,500,000	24,145,700,000
2019	109,477,000,000	2,782,000,000	34,053,000,000	20,002,000,000
2020	124,277,400,000	2,696,400,000	52,738,600,000	44,848,900,000
2021	127,940,500,000	3,017,100,000	52,066,800,000	43,697,700,000
2021	127,940,500,000	3,017,100,000	52,066,800,000	43,697,700,000
2022	135,609,000,000	3,042,000,000	57,118,000,000	47,109,000,000
2023	149,324,000,000	972,000,000	61,595,000,000	51,374,000,000

Company Performance Changes Report

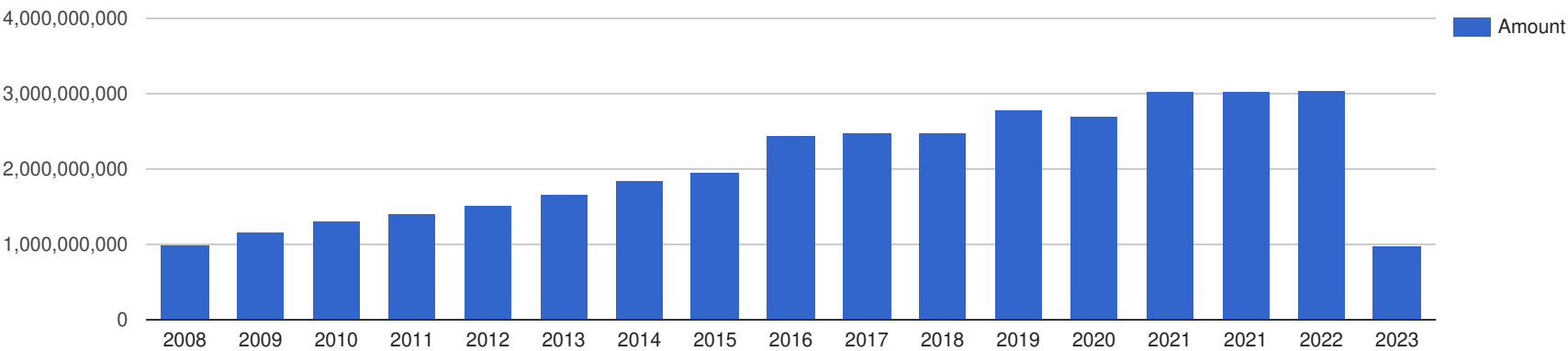
Company Revenue - ZAR



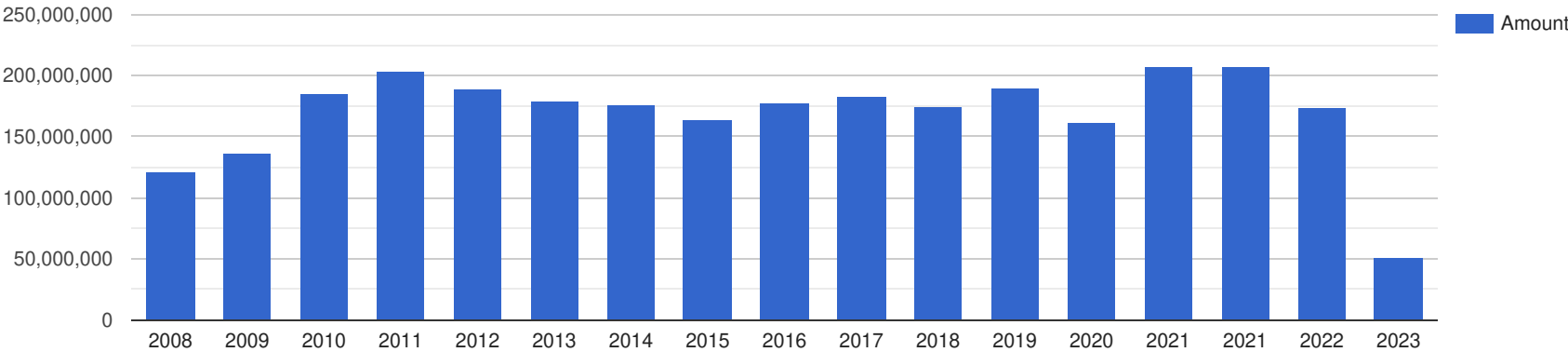
Company Revenue - USD



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	Hook	Wayne	Male	Yes	Yes
2009	Hook	Wayne	Male	Yes	Yes
2010	Hook	Wayne	Male	Yes	Yes
2011	Hook	Wayne	Male	Yes	Yes
2012	Hook	Wayne	Male	Yes	Yes
2013	Hook	Wayne	Male	Yes	Yes
2014	O'Connor	Graham O	Male	No	No
2015	O'Connor	Graham O	Male	Yes	Yes
2016	O'Connor	Graham O	Male	Yes	Yes
2017	O'Connor	Graham O	Male	Yes	Yes
2018	O'Connor	Graham O	Male	Yes	Yes
2019	O'Connor	Graham O	Male	Yes	Yes
2020	O'Connor	Graham O	Male	Yes	Yes
2021	O'Connor	Graham O	Male	No	No
2021	Botten	Brett	Male	No	No
2022	Botten	Brett	Male	Yes	Yes
2023	Botten	Brett	Male	No	No

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	222,249	64,450	213,301	0	500,000	0	500,000
2009	242,368	88,441	231,997	0	562,806	81,450	644,255
2010	323,118	91,936	285,694	0	700,748	49,428	750,177
2011	350,434	99,277	100,578	0	550,289	192,919	743,208
2012	336,070	100,498	271,517	0	708,085	0	708,085
2013	333,548	88,387	256,344	0	678,280	352,581	1,030,860
2014	211,258	72,375	300,473	0	584,106	0	584,106
2015	309,917	68,417	293,917	0	672,250	0	672,250
2016	303,130	36,099	296,870	28,821	664,920	0	664,920
2017	374,019	44,338	117,098	31,754	567,209	0	567,209
2018	415,483	48,793	310,653	33,239	808,168	0	808,168
2019	461,080	53,878	446,704	37,311	998,973	0	998,973
2020	486,879	86,676	467,452	0	1,041,007	0	1,041,007
2021	545,117	63,521	70,663	113,171	792,474	278,258	1,070,732
2022	453,793	51,715	0	52,971	558,479	0	558,479
2023	149,533	17,406	0	766,232	933,172	387,731	1,320,903

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	3	555,985	1,267,715	185,328	422,572
2009	3	605,919	1,396,411	201,973	465,470
2010	3	803,276	1,817,540	267,759	605,847
2011	3	796,243	1,275,289	265,414	425,096
2012	3	773,134	1,633,955	257,711	544,652
2013	3	754,731	1,588,387	251,577	529,462
2014	4	916,462	2,361,211	229,115	590,303
2015	4	998,750	2,194,917	249,688	548,729
2016	4	961,572	2,138,719	240,393	534,680
2017	4	1,084,456	1,698,890	271,114	424,722
2018	4	1,162,074	2,307,955	290,518	576,989
2019	4	1,217,088	2,654,891	304,272	663,723
2020	4	898,380	1,934,246	224,595	483,561
2021	3	952,204	1,415,534	317,401	471,845
2022	2	813,403	994,235	406,701	497,117
2023	2	503,455	1,361,781	251,727	680,890

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	7	193,229	27,604
2009	7	213,587	30,512
2010	7	290,213	41,459
2011	8	338,584	42,323
2012	8	369,154	46,144
2013	7	332,043	47,435
2014	7	316,083	45,155
2015	7	301,667	43,095
2016	8	284,934	35,617
2017	6	310,437	51,739
2018	7	365,838	52,263
2019	8	371,192	46,399
2020	7	340,427	48,632
2021	7	368,150	52,593
2022	8	495,405	61,926
2023	12	1,241,363	103,447

CEO Remuneration - ZAR:

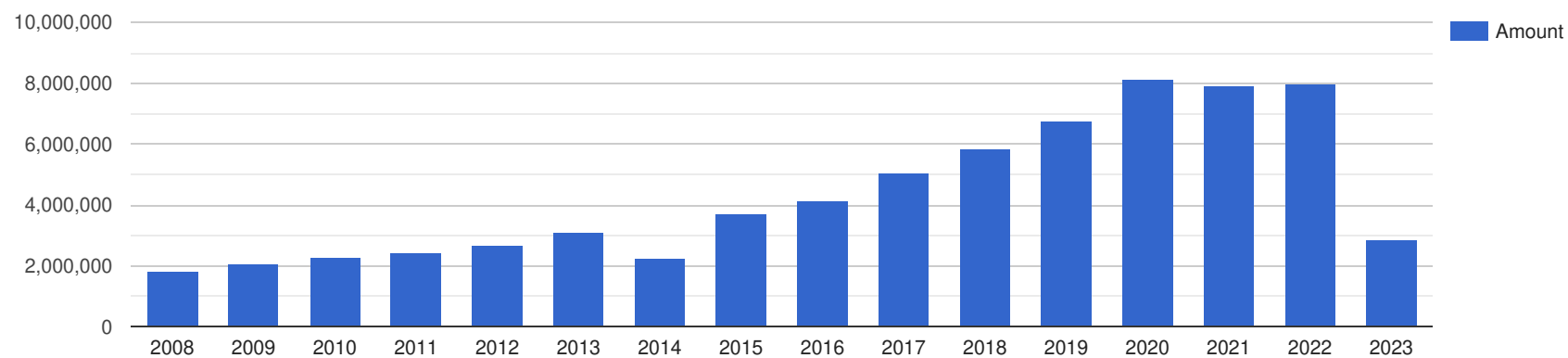
Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	1,838,000	533,000	1,764,000	0	4,135,000	0	4,135,000
2009	2,080,000	759,000	1,991,000	0	4,830,000	699,000	5,529,000
2010	2,288,000	651,000	2,023,000	0	4,962,000	350,000	5,312,000
2011	2,425,000	687,000	696,000	0	3,808,000	1,335,000	5,143,000
2012	2,702,000	808,000	2,183,000	0	5,693,000	0	5,693,000
2013	3,102,000	822,000	2,384,000	0	6,308,000	3,279,000	9,587,000
2014	2,233,000	765,000	3,176,000	0	6,174,000	0	6,174,000
2015	3,719,000	821,000	3,527,000	0	8,067,000	0	8,067,000
2016	4,165,000	496,000	4,079,000	396,000	9,136,000	0	9,136,000
2017	5,053,000	599,000	1,582,000	429,000	7,663,000	0	7,663,000
2018	5,850,000	687,000	4,374,000	468,000	11,379,000	0	11,379,000
2019	6,735,000	787,000	6,525,000	545,000	14,592,000	0	14,592,000
2020	8,145,000	1,450,000	7,820,000	0	17,415,000	0	17,415,000
2021	7,938,000	925,000	1,029,000	1,648,000	11,540,000	4,052,000	15,592,000
2022	7,950,000	906,000	0	928,000	9,784,000	0	9,784,000
2023	2,835,000	330,000	0	14,527,000	17,692,000	7,351,000	25,043,000

Executive Director Remuneration - ZAR:

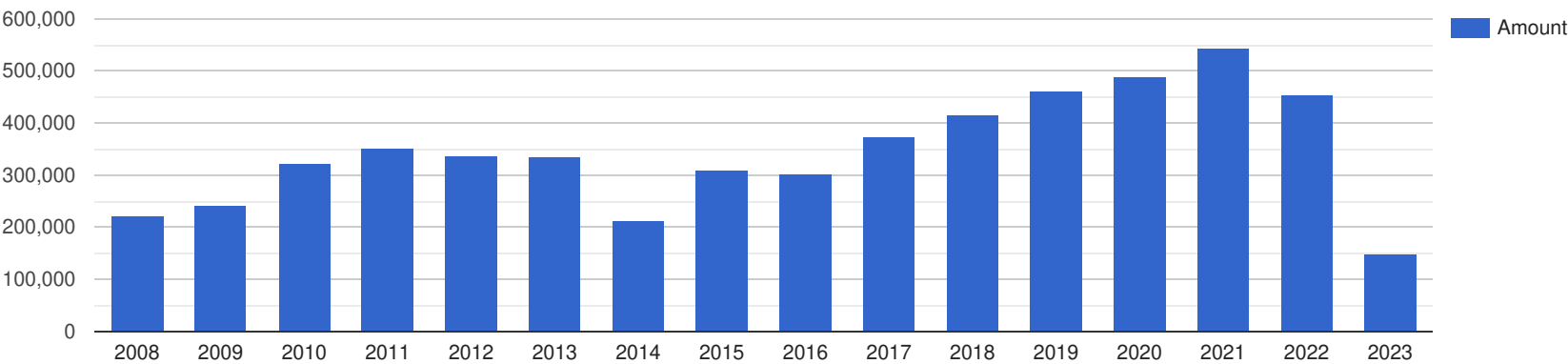
Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	3	4,598,000	10,484,000	1,532,667	3,494,667
2009	3	5,200,000	11,984,000	1,733,333	3,994,667
2010	3	5,688,000	12,870,000	1,896,000	4,290,000
2011	3	5,510,000	8,825,000	1,836,667	2,941,667
2012	3	6,216,000	13,137,000	2,072,000	4,379,000
2013	3	7,019,000	14,772,000	2,339,667	4,924,000
2014	4	9,687,000	24,958,000	2,421,750	6,239,500
2015	4	11,985,000	26,339,000	2,996,250	6,584,750
2016	4	13,212,000	29,386,000	3,303,000	7,346,500
2017	4	14,651,000	22,952,000	3,662,750	5,738,000
2018	4	16,362,000	32,496,000	4,090,500	8,124,000
2019	4	17,778,000	38,780,000	4,444,500	9,695,000
2020	4	15,029,000	32,358,000	3,757,250	8,089,500
2021	3	13,866,000	20,613,000	4,622,000	6,871,000
2022	2	14,250,000	17,418,000	7,125,000	8,709,000
2023	2	9,545,000	25,818,000	4,772,500	12,909,000

Company Directors Fee Changes

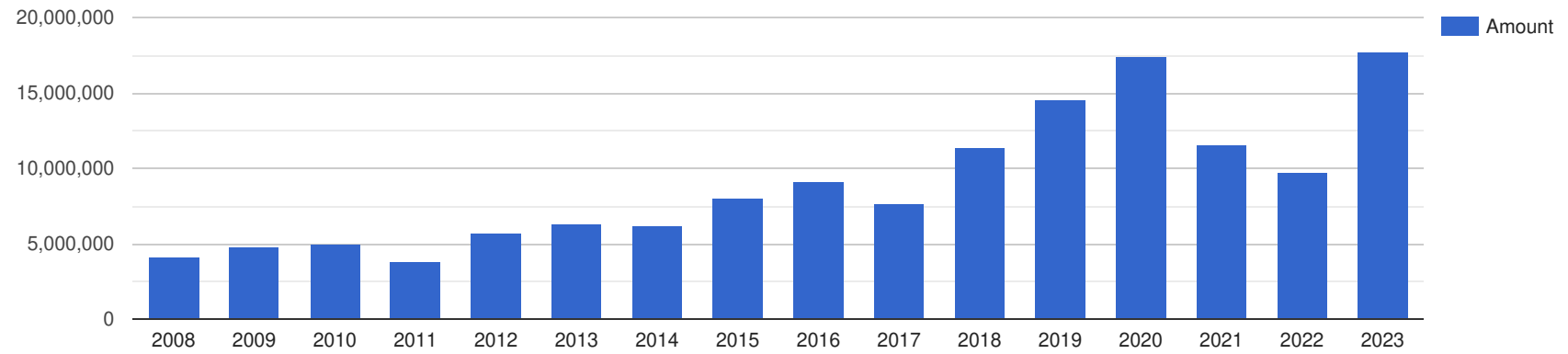
CEO Salary - ZAR



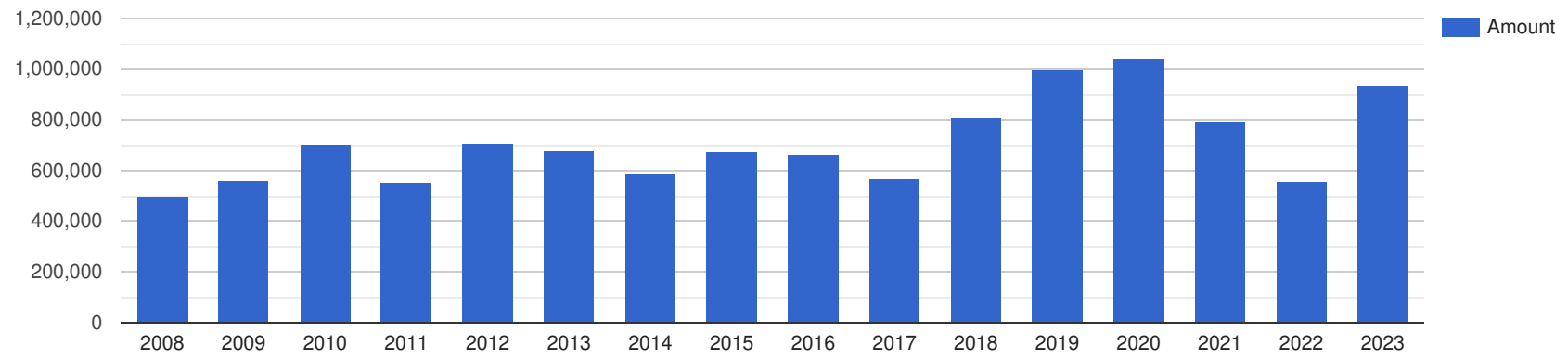
CEO Salary - USD



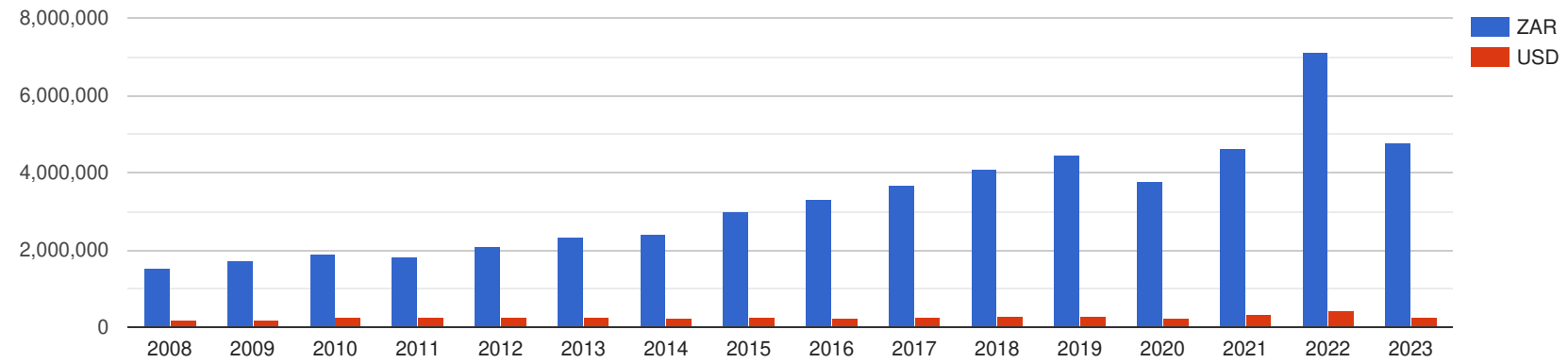
CEO Remuneration - ZAR

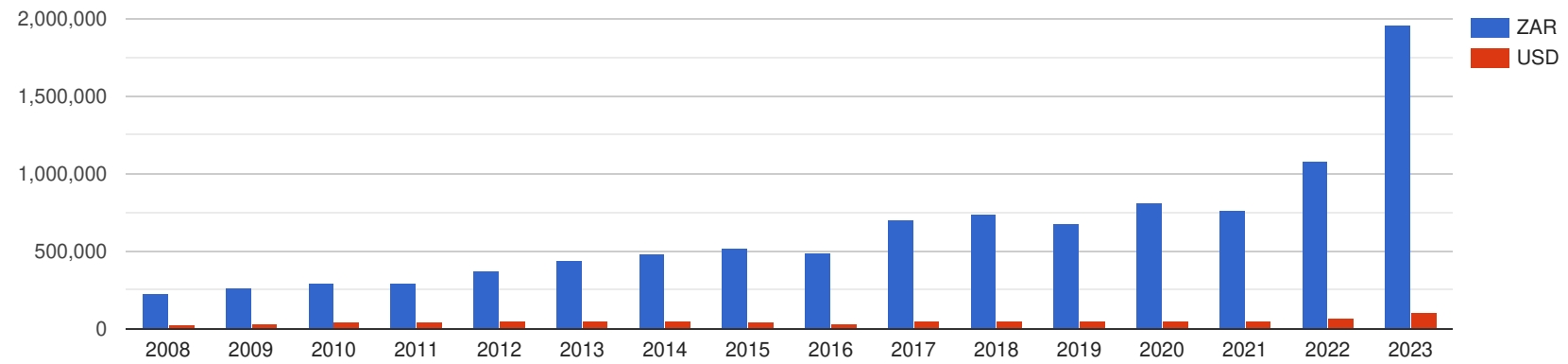


CEO Remuneration - USD



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	2570
2009	0	0	2640
2010	0	0	2698
2011	0	0	3816
2012	0	0	3904
2013	0	0	3886
2014	4025	0	4025
2015	0	0	4724
2016	0	0	6387
2017	0	0	6786
2018	0	0	7204
2019	0	0	0
2020	0	0	10078
2021	10281	0	10281
2021	10281	0	10281
2022	10385	0	10385
2023	10512	0	10512

Countries of Operation:

Country of Operation:	Is This the Home Country?	Is There a Recognition Agreement?	Country notes
South Africa	Yes	No	Stores in neighbouring countries are branded as SPAR but are independently owned - not franchise.
Swaziland	No	No	0
Botswana	No	No	0
Zimbabwe	No	No	0
Namibia	No	No	0
Lesotho	No	No	0
Mozambique	No	No	0
Angola	No	No	0

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	1864	4025	0	4025	0	0	0	0	No
Angola	2014	0	0	0	0	0	0	0	0	No
Botswana	2014	0	0	0	0	0	0	0	0	No
Lesotho	2014	0	0	0	0	0	0	0	0	No
Mozambique	2014	0	0	0	0	0	0	0	0	No
Namibia	2014	0	0	0	0	0	0	0	0	No
Swaziland	2014	0	0	0	0	0	0	0	0	No
Zambia	2011	0	0	0	0	0	0	0	0	No
Zimbabwe	2014	0	0	0	0	0	0	0	0	No