



FY25 Full Year Results

53 weeks ended
2 March 2025



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Introduction

Sean Summers

Results Overview

Lerena Olivier

CEO Update

Sean Summers

INTRODUCTION



- FY25 marked a turning point for the Group
- PnP staged the initial leg of its operational and financial recovery
- Recapitalisation completed and Boxer value unlocked
- Revival of PnP company-owned LfL sales growth
- Pick n Pay segment profit recovery – a much improved result
- Focus now on further operational improvement



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GROUP KEY METRICS

Turnover

R118.6bn

▲ 5.6%
^52 weeks ▲ 3.2%

GP margin

18.4%

▲ 30bps ▲ R1.5bn

Total expenses

1.9%

Trading profit

R1.8bn

▲ R1.4bn ▲ 110bps

Loss before tax
& capital items

-R0.2bn

▲ 83.3%
-R1.4bn in FY24

Attributable loss
before tax

-R0.7bn

▲ R2.6bn

HEPS

-61.54c

▲ 64.3%

Net cash

▲ **R4.2bn**

-R6.1bn in FY24

All figures in this presentation are based on a 53-week basis unless stated otherwise. FY24 adjusted for restatement: refer AFS note 38 ^Proforma 52-week turnover

TURNOVER SEGMENTATION

PnP SA Supers [^] LFL turnover growth %	H2 FY24 26weeks	H1 FY25 26weeks	H2 FY25 26weeks
Company-owned	(0.5)	3.1	3.6
Franchise	(0.3)	(1.4)	1.1
PnP SA Supers [^]	▼ (0.2)	▲ 1.3	▲ 2.7

Group turnover (Rbn)	FY25* 52 weeks	FY24 52 weeks	Change %	LFL change %
Pick n Pay	74.6	74.9	(0.3)	1.7
South Africa	71.2	71.3	(0.1)	2.0
Rest of Africa	3.4	3.6	(5.7)	(6.2)
Boxer	41.3	37.4	10.4	5.6
Group	115.9	112.3	3.2	3.2

* Proforma 52-week turnover

[^]PnP SA Supers excludes Clothing standalone stores

- PnP SA Supers LFL shows continuous consecutive improvement
 - Company-owned H2 LFL +3.6% (H1: +3.1%)
 - Franchise H2 LFL +1.1% (H1: -1.4%)
- Omnichannel 52w turnover +44.6%
- PnP turnover in line with last year
 - SA store estate reset
 - Rest of Africa currency devaluation & Namibia franchise exit
- Boxer turnover +10.4%

GROUP TRADING PROFIT SEGMENTATION

Rbn	FY25 (53 weeks)			FY24 (52 weeks)		
	Group	Pick n Pay	Boxer	Group	Pick n Pay	Boxer
Turnover	118.6	76.3	42.3	112.3	74.9	37.4
Trading profit/(loss)	1.8	(0.5)	2.3	0.4	(1.5)	1.9
Trading profit/(loss) margin	1.5%	(0.7%)	5.5%	0.4%	(2.0%)	5.2%
Trading result after lease interest*	0.2	(1.7)	1.9	(1.0)	(2.6)	1.6
Trading margin after lease interest*	0.2%	(2.2%)	4.5%	(0.9%)	(3.5%)	4.3%

All figures are on a 53-week basis. FY24 trading profit/result restated for corrections – refer AFS note 38 *Net lease interest cost

- Pick n Pay trading loss reduced by two-thirds to -R0.5bn, outperforming market guidance
 - Trading margin improvement +130bps to -0.7%
- Boxer trading profit up +19.7% to R2.3bn (as consolidated in the PIK Group)

BOXER KEY METRICS**

Turnover[^] R41.3bn ▲10.4% (LFL) ▲5.6%	GP margin 21.4% ▲ 20bps	Total expenses 12.7% Driven by expansion
Trading profit R2.3bn ▲R0.4bn ▲19.7%	EBITDA* R2.6bn ▲18.6%	Profit before tax & capital items R1.9bn ▲15.7% ▲10bps margin



**All metrics as per Boxer segment as consolidated by PIK Group [^]52-week proforma turnover

*EBITDA pre-IFRS16 - Refer proforma information for calculation

PICK N PAY KEY METRICS

Turnover[^]

R71.2bn

▼0.1% (LFL ▲2.0%)

GP margin

16.7%

▲ 20bps

Total expenses

-2.2%

LFL 3.0%

Trading profit

-R0.5bn

▲ R1.0bn

EBITDA^{*}

-R0.8bn

▲ 38.5%

Loss before tax
& capital items

-R2.2bn

▲ R0.9bn ▲ 29.7%

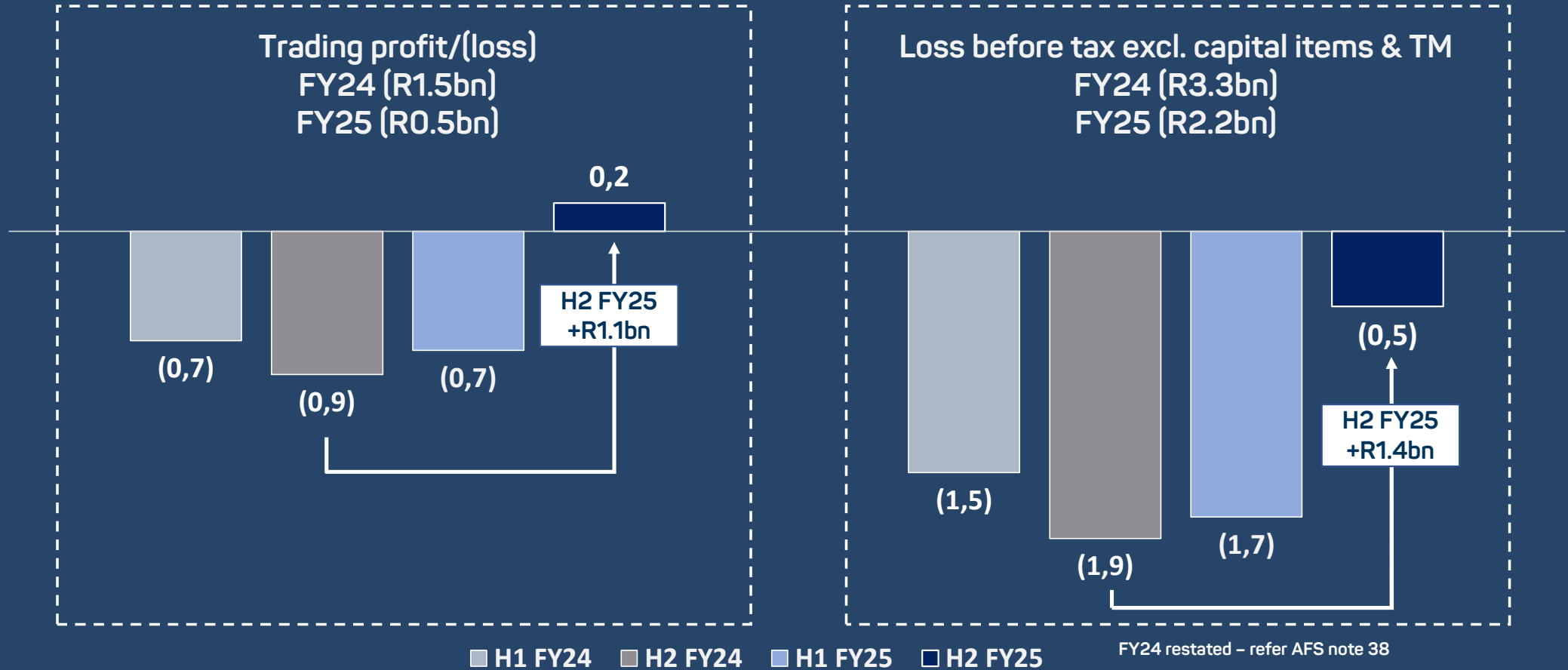
▲ 130bps margin



[^]52-week proforma SA turnover *EBITDA pre-IFRS16 - Refer proforma information for calculation
FY24 items restated - refer AFS note 38

PICK N PAY PROFIT MOMENTUM

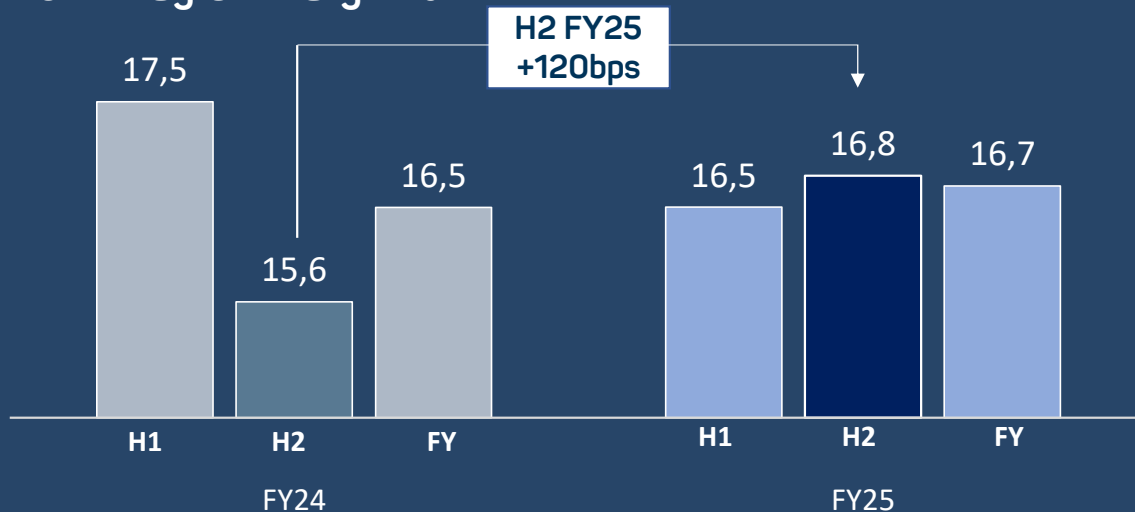
Rbn (53/52 weeks)



GROSS PROFIT (GP)

Group (Rbn)	FY25 53 weeks	Change %	Margin %	Margin % change
Pick n Pay	12.7	▲ 2.8	16.7	▲ 20bps
Boxer	9.1	▲ 14.3	21.4	▲ 20bps
Group	21.8	▲ 7.3	18.4	▲ 30bps

Pick n Pay GP margin %



- PnP strengthens price competitiveness while achieving GP margin improvement
 - GP margin up 20bps to 16.7%
 - H2 FY25 margin +120bps
 - Improved mix in key categories
 - Notable waste reduction
- PnP SA internal selling inflation 2.1% (FY24: 8.2%) below CPI food of 3.9%

TRADING EXPENSES

Rbn	FY25 53 weeks	Change %	LFL change ¹ %
Pick n Pay	15.9	(2.2)	3.0
Employee costs	6.4	1.1	5.7
Occupancy	2.3	(2.4)	(0.6)
Operations ²	4.1	(0.7)	0.4
Merchandise & admin	2.9	3.3	4.1
Expected credit loss (ECL) allowance	0.2	(67.8)	(48.6)
Boxer	7.1	12.7	
Group	23.0	1.9	

1) LFL – Refer to Appendix 3 annual financial statements

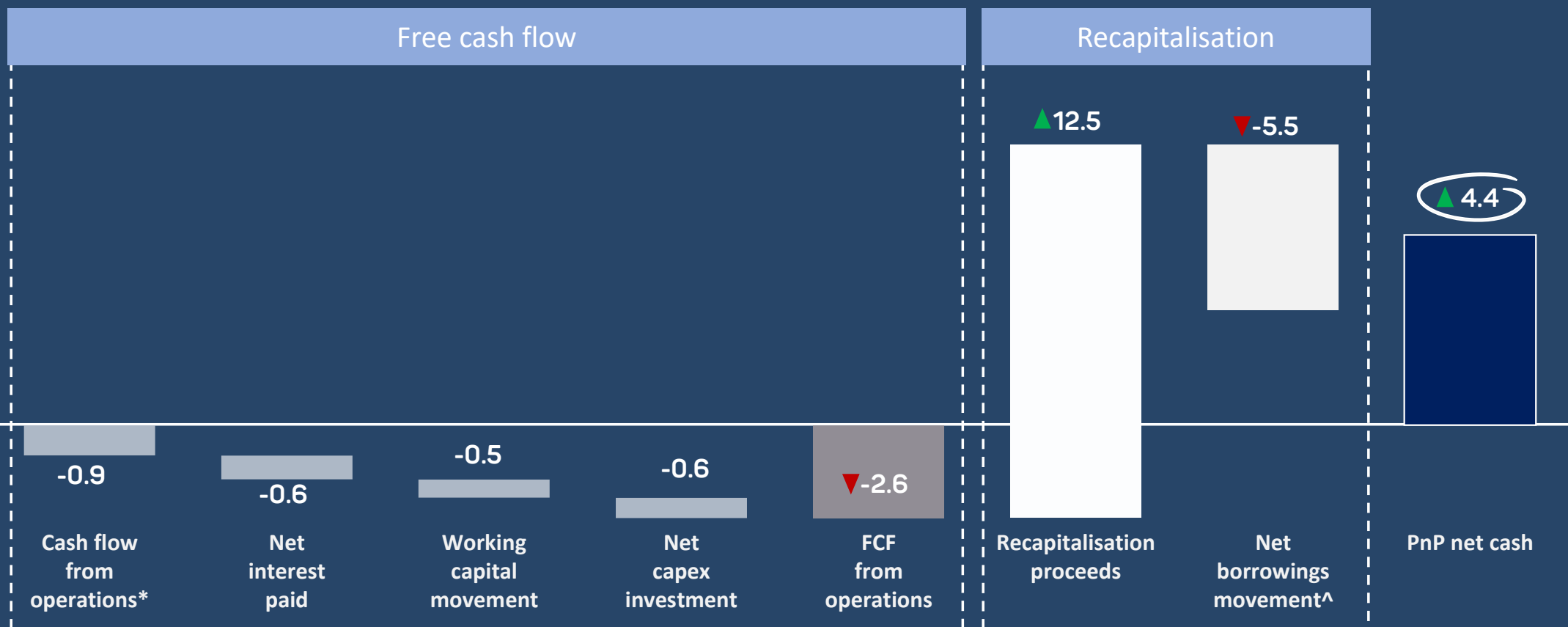
2) Operations consist mainly of utilities and energy costs

3) As per Boxer segment as consolidated by PIK Group
FY24 restated – refer AFS note 38

- Group trading expenses increased +1.9%
 - Boxer +12.7%³ due to store and DC expansion
 - PnP -2.2% & LFL +3.0% reflecting strict expense control
- PnP key items impacting y-o-y comparability
 - R307m VSP and restructuring costs
 - R430m reduction in ECL provisioning
- PnP LFL employee cost +5.7%. Selective hiring to enhance in-store execution drives turnover
- PnP LFL merchandise & admin +4.1% reflecting investment in targeted advertising

PICK N PAY FREE CASH FLOW PROFILE

Cash generation and utilisation (Rbn)



FCF – Free cash flow *Before non-cash flow impact of IFRS16 ^Net of Boxer IPO & Rights offer costs

WORKING CAPITAL MANAGEMENT

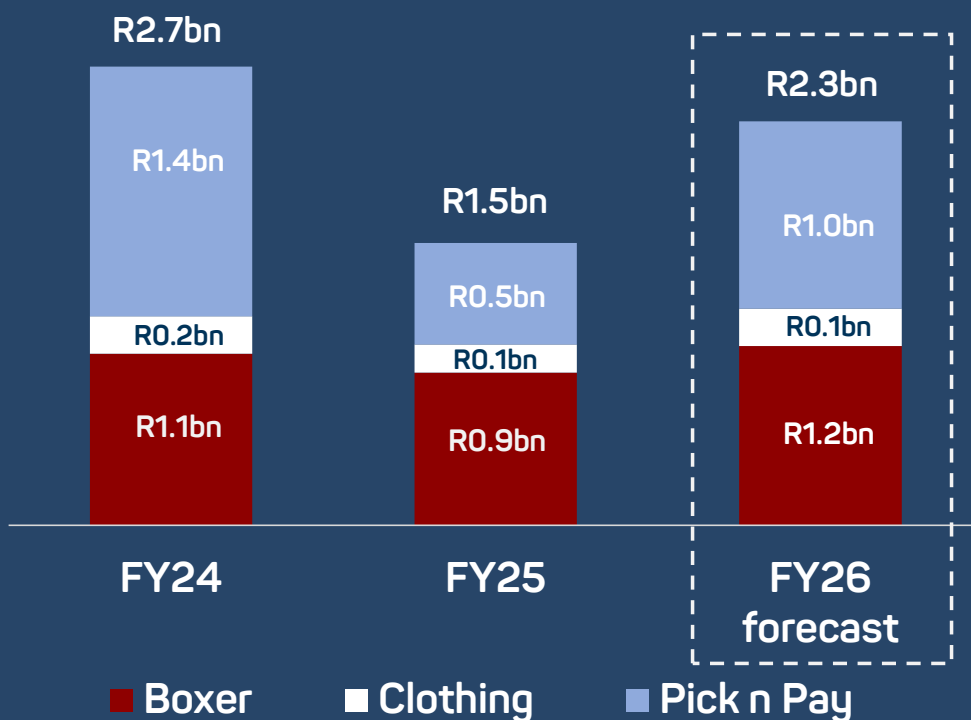
Group working capital (Rbn)	FY25 53 weeks	FY24 52 weeks	Change Rbn
Pick n Pay	0.8	0.3	(0.5)
Boxer	(0.9)	(1.0)	(0.1)
Group working capital	(0.1)	(0.7)	(0.6)
Pick n Pay working capital			
Inventory	7.2	7.0	(0.2)
Trade and other receivables*	3.9	4.0	0.1
Trade and other payables*	(10.3)	(10.7)	(0.4)
Working capital	0.8	0.3	(0.5)

* FY24 restated – refer AFS note 38

- Group working capital utilisation R0.6bn
 - H2 impacted by normal seasonality
- Pick n Pay FY25 utilised R0.5bn liquidity
 - Inventory well managed at +3.8%
 - Quality of franchise debt improved - ECL allowance % of gross trade receivables normalised to 4.6% from 13.9% in FY24
 - Payables impacted by creditor settlements during week 53

CAPEX INVESTMENT

Net capital investment* (Rbn)



*Capex as per cash flow statement, net of asset disposal proceeds

- R1.5bn FY25 Group capex well down on FY24 in line with forecast
- Boxer and Clothing capex remained aligned to growth ambitions
- PnP capex contained ahead of recapitalisation
 - Investment strictly managed and prioritised for repairs & maintenance
- FY26 Group capex guidance of R2.3bn
 - PnP increased to R1bn driven by refurbishment of key stores

GROUP HEPS RECONCILIATION

Rm	FY25 53 weeks	FY24 52 weeks	Change %
Loss after tax [^]	(651)	(3 301)	80.3
Non-controlling interest	(85)		
Attributable loss	(736)	(3 301)	77.7
Headline adjustments (after tax)	328	2 324	
Headline loss	(408)	(977)	58.2
HEPS (cents)	(61.54)	(172.21)	64.3
EPS (cents)	(111.01)	(581.85)	80.9
WANOS (millions)*	663.0	567.3	16.9

*WANOS – weighted average number of ordinary shares

[^]FY24 restated – refer AFS note 38

- Boxer 34.4% non-controlling interest for last quarter of FY25
- FY25 Headline adjustments down
 - PnP asset impairment (pre-tax) R274m vs. R3bn in FY24
- Rights issue impact on WANOS
 - Increased by 16.9% FY25
 - Further c.11% increase in FY26

GEARING ADDRESSED BY CAPITAL RAISED

Rbn	Feb 2025	Feb 2024
Gross debt	(1.1)	(11.4)
Cash & cash equivalents	5.3	5.4
Group net cash/(debt)	4.2	(6.1)
Pick n Pay net cash	4.4	
Boxer net (debt)	(0.2)	

- Recapitalisation gross proceeds of R12.5bn
 - Successful rights offer R4bn
 - Boxer JSE listing R8.5bn
- PnP net cash reserves of R4.4bn
 - Sufficient resources to fund PnP turnaround
 - Working capital facilities in place if required



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FOCUSED STRATEGY - STEADY PROGRESS

Our Strategic Priorities



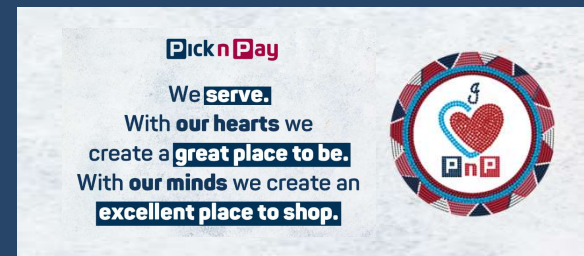
- Executing across 5 remaining priorities
- Delivered solid performance in FY25
- Group Turnover on forecast and guidance
- Group PBT* better than plan
- PnP Trading Loss reduced well ahead of equity market guidance of halving FY24 loss

* Group PBT before capital items for both Pick n Pay and Boxer

LEADERSHIP AND PEOPLE

A determined focus on leadership, training and engagement to support the operational execution of our plan and drive cultural shift

- Regional leadership structures re-established and realigned
- “I love Pick n Pay” campaign restoring purpose and pride
- Phase 1 of owned store staff customer training complete
- Ongoing training - store management, fresh and customer service
- Store staff incentive programme launched in March 2025
- Succession plans in place across senior leadership roles



ACCELERATE LFL SALES – MORE TO DO

Encouraging and tangible progress in core LfL sales growth, driven by:

- Operational execution in stores
- Improved range and assortment
- Stronger focus on fresh
- Targeted marketing campaigns

More customers in our stores

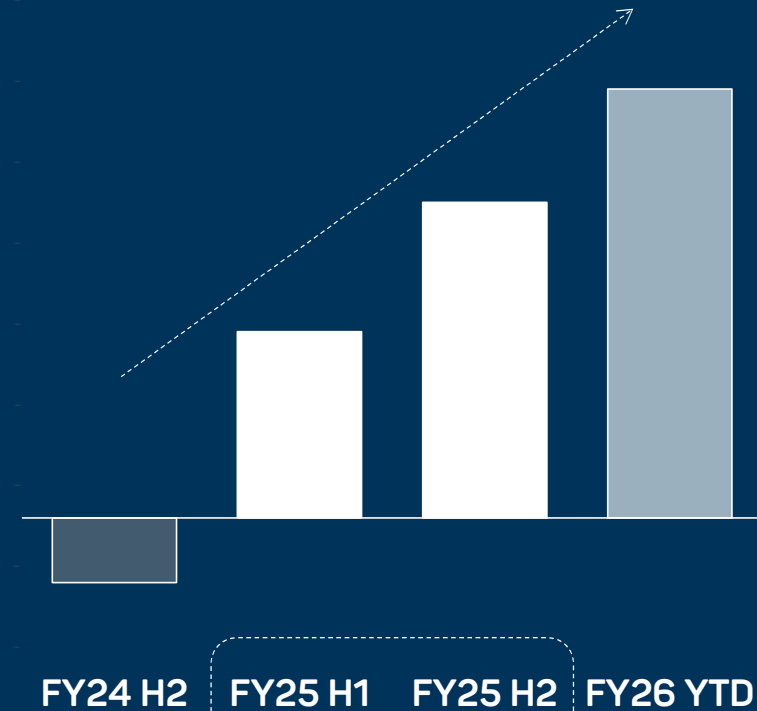
+3.7%

LfL customer growth FY25*

Improvement from +2.6% in H1

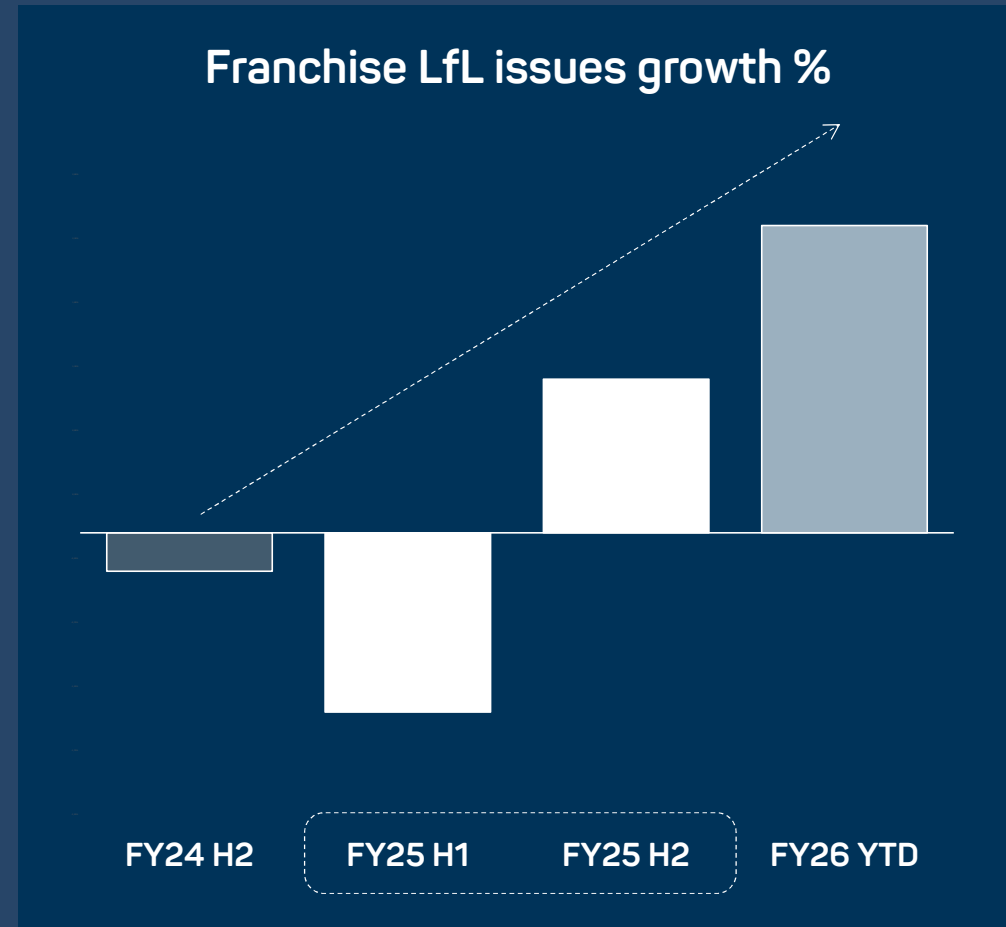
* Corporate owned Supers & Hypers

Owned Stores LfL sales growth %



FRANCHISE – CENTRAL TO OUR FUTURE

- A successful franchise network drives mutual value
- We continue to evolve our model to provide stronger support
- Encouraged by improved topline performance
- Franchisees embracing asap!, more than doubling locations over last 2 years – a significant growth opportunity
- Overall, this stronger foundation will see us achieve sustainable results together

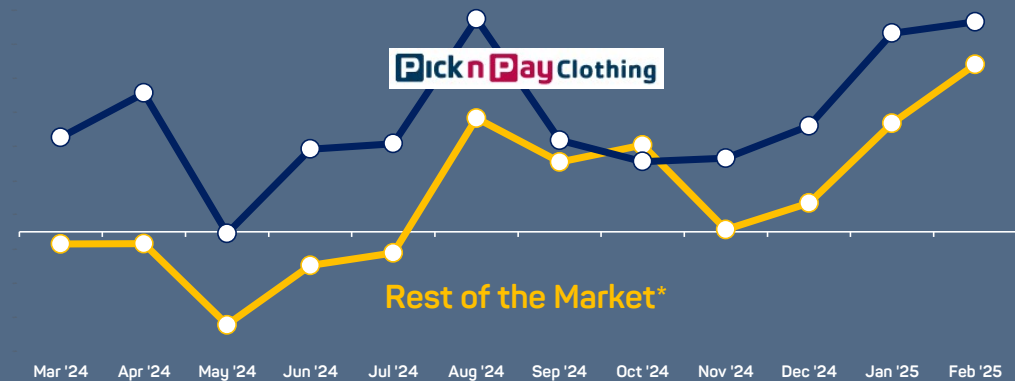


CLOTHING MOMENTUM

- Market share gains continue unabated
- Highest share gains in kids, baby and menswear
- Strong FY25 performance considering strength of the FY24 base of 7.7% LfL sales growth
- 37 new stores opened, 10 revamped – standalone store count now at c.400
- Nearly half of all products now feature sustainable attributes - doubled over 4 years
- Focus on local sourcing continues and now exceeds 40% of goods sold



3-month moving average growth %
(*RLC reports)



MODERNISING PNP ESTATE FOR GROWTH

- Ongoing initiatives to modernize stores and enhance overall profitability across network
- Meaningful progress in FY25 affirmed our strategy – reinforcing confidence in priorities, i.e.



1 Conversions to Franchise or Boxer to improve returns

2 Closing loss-making stores in structurally challenged sites

3 Reinforcing store standards to elevate customer experience

4 Refurbishing key stores through our renewed Capex program*

* The proportion of >R4bn net cash reserves earmarked for store refurbis to be utilised very judiciously

EXECUTING OUR STORE ESTATE RESET PLAN

- Targeted focus to ensure the right stores are in the right locations
- Will lead to better performing and more profitable store estate
- Our plans remain dynamic, whilst the meaningful progress made thus far has reaffirmed our strategy
- Updated plans total 114 stores, with 80 stores completed / confirmed - 18 stores to return to profit

A dynamic store estate reset plan

Store Reset Plan	Previous estimate	Completed / confirmed	Work underway*
Convert to Boxer		9	
Convert to Franchise		11	6
Store closures		50	20
Stores return to profit [^]		10	8
TOTAL	112	80	34

Updated estimate = 114
(incl. 18 stores to return to profit)

[^] Ongoing monitoring of individual store profitability improvement sees certain stores retained

* Teams actively engaging with Franchisees and Landlords

BUILDING A FUTURE-FIT BUSINESS

- Focusing on innovation, adaptability and income diversification to secure our future

Head of Innovation & Digital

Pick n Pay

Pick n Pay Omnichannel

Pick n Pay asap! NEW

Value-Added Services

DO SO MUCH MORE IN-STORE

TRAVEL AND EVENT BOOKINGS

INTERCAPE, eagleairliner, FlySafair, fastjet, light, web tickets, Intercity Express, BIGSKY INTERCITY, CemAir, GREYHOUND, AIR BOTSWANA, Ethiopian, Kenya Airways, AIRLINK, SOUTH AFRICAN AIRWAYS

PAY WITH YOUR PnP STORE ACCOUNT

DO WITHDRAWALS AND DEPOSITS

SEND MONEY

Mama Money, MoMo, hellopaisa, CAPITEC, Standard Bank

KEEP CONNECTED WITH CELLULAR

MOBILE, vodacom, MTN, Telkom, cellC

BUY GIFT CARDS & VOUCHERS

JUST FOR YOU, A GIFT TO YOU, PlayStation, NETFLIX

Earn FREE data every time you shop!*

Pick n Pay

Loyalty & Data Science

SMART SHOPPER

Retail Media

RECENT MARKETING AWARDS



Pick n Pay asap!

find the bunny get the money!

22 DAYS. 22 BUNNIES. FROM OUR HOME TO YOURS.
Find one in your order and **WIN R100K***

The Best in Show represents the pinnacle of achievement in marketing excellence, recognizing the most outstanding campaign across all categories that exemplifies innovation, creativity, effectiveness. It celebrates a single campaign that not only achieved its goals but also sets new industry standards and delivers exceptional results.

SOUTH AFRICA BEST IN SHOW

Pick n Pay asap! and Gorilla

**PICK N PAY ASAP!
FIND THE BUNNY!
GET THE MONEY!**



Best in Show Award SA

SMART SHOPPER PRICE PALOOZA

WIN WIN WIN BIG!

>40m reach

Stand to **WIN R100K**
28 DAYS
28 WINNERS

Crazy Smart Shopper Deals ✓
Double Points ✓
PLUS a chance to **WIN R100 000** when you buy participating products in-store or on asap! ✓

Valid 10 Feb to 9 March 2025. T&Cs apply. Smart Shopper card must be registered.

Pick n Pay



Omnichannel Marketing



Instant Impact / Promotion



Instant Impact / Promotion



Creator / Influencer



Cross Digital Media Marketing



Social Media Marketing



Omnichannel Marketing



Social Media Marketing

ESTABLISHING A FUTURE-FIT STRUCTURE

- Despite encouraging progress in FY25, we have not yet built a structure fit for the future
- Our loss-making reality highlights the need for structural change
- This priority is critical to our turnaround, future resilience and long-term sustainability

Focus areas to establish a sustainable future-fit business:

Support Offices

More focused and streamlined functions to reduce fixed overheads

Store Operations

Optimising store labour and operations while protecting service standards

Shortage

Improve forecasting & replenishment and tighter controls on waste and shrink

Supply Chain

End-to-end supply chain efficiencies to lower our cost-to-serve

NEW ALLIANCES - UNLOCKING FUTURE GROWTH

- Pick n Pay is now the primary grocery partner for FNB's eBucks
- Unlocks access to the ecosystem of the Best Global Loyalty Program in Financial Services*
- Aimed at accelerating sales growth through increased frequency, higher basket spend, and greater loyalty
- Joint activation roadmap in place and being executed



FNB | eBucks | Pick n Pay

Iconic Duo Epic Rewards!

Get up to 30%* back in eBucks* with Pick n Pay

FNB | eBucks | Pick n Pay

This iconic duo brings you Burger Friday!

Get these 5 ingredients:

- 2x Beef, 2x Pork, 2x Chicken, or 2x Veggie Patties 4x
- 2x Beefy Bun 4x, Lettuce Mix 2x, Slicing Tomatoes 2x, and Landwood Processed Cheese Slices 115g

SAVE R100 ALL 5 R50 SWIPE IT
FNB clients with Smart Shopper Card ONLY LOCAL RESIDENT CUSTOMERS

SAVE R50 R100 SWIPE IT
Smart Shopper Price

First National Bank, a division of First National Bank Limited, an Authorized Financial Services and Credit Provider (NCR3923). Earn up to 20% back on Pick n Pay orders and up to 20% back on in-store shopping. Excludes FNB Premier, Private Client, Private Wealth, SMS Private Bank and Business Clients. Terms, conditions and earn limits apply.

T1 and C1 apply. R100 deal only valid when swiping your registered Smart Shopper Card. Limits apply. R50 deal only valid when swiping your registered Smart Shopper Card and paying with an FNB card, only 1 deal per customer. Only available in-store at Pick n Pay Supermarkets and Hypermarkets, while stocks last. Valid until 30 May 2025.

* Major Awards in 2025 include Best Global Loyalty Program (Financial Services), Best Long-Term Loyalty Program, International Loyalty Program of the Year Africa

UNITING ICONIC SOUTH AFRICAN BRANDS

- Pick n Pay is the new Tier 1 sponsor of SA Rugby's National teams for the next 4 years
- This unites two iconic South African brands to elevate visibility and deepen national resonance
- Will drive sales growth through stronger customer engagement and enhanced customer affinity
- Activations to include competitions, merchandise, promotions and fan experiences



PROUD RETAIL
SPONSOR OF
THE SPRINGBOK MEN,
WOMEN AND JUNIOR BOKS!



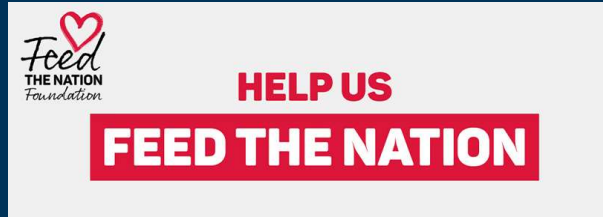
SUPPORTING OUR COMMUNITIES

Schools Club

Free educational materials reaching 2.3 million learners from >3,300 schools



Feed the Nation



Distributed >187,000 meals worth >R8 million in FY25

Community Gardens

182 community food garden initiatives that help support >11,000 families



Beach Cleanups

>1.8 tons of waste collected in nationwide beach and community cleanups



Emergency Response

Trusted emergency response partner – free meals and relief supplies



BOXER - FY25 HIGHLIGHTS

- **Successful IPO and listing of Boxer Retail on the JSE**
- **Strong operational momentum maintained**
 - Double digit total turnover growth and strong LFL
 - Consistent market share gains
 - Added 48 stores to reach 525 stores
 - Trading Margin exceeded IPO guidance
- **Executed on key strategic initiatives**
 - Boxer Rewards Club launched in October 2024
 - Inventory Management improvements
 - Broke ground on new KZN Tongaat DC Facility



CLOSING REMARKS AND OUTLOOK



- FY25 was transformational for the Group, but much remains to be done
- Boxer segment will continue to grow trading profit as per existing guidance
- PnP segment break-even at *trading profit after lease interest* level likely in FY28
 - Previously targeting FY27
 - Balance between driving LfL sales growth and implementing future-fit operational structure
 - Rebuilding retail excellence for long-term success and profitability
- PnP segment too early to provide FY26 trading profit guidance
 - Any FY26 trading profit improvements likely to be incremental on FY25
 - Despite H2 FY25 trading profit, normal profit seasonality implies expected H1 FY26 trading loss
- Group considerations
 - 12-month Boxer minority interest (vs. 3m in FY25) approx. offsets interest savings from recap
 - R4.2bn PnP net cash sustains the PnP segment on its journey to profitability



Q & A SESSION

Our Strategic Priorities



APPENDICES

KEY DEVELOPMENTS – REST OF AFRICA

Nigeria

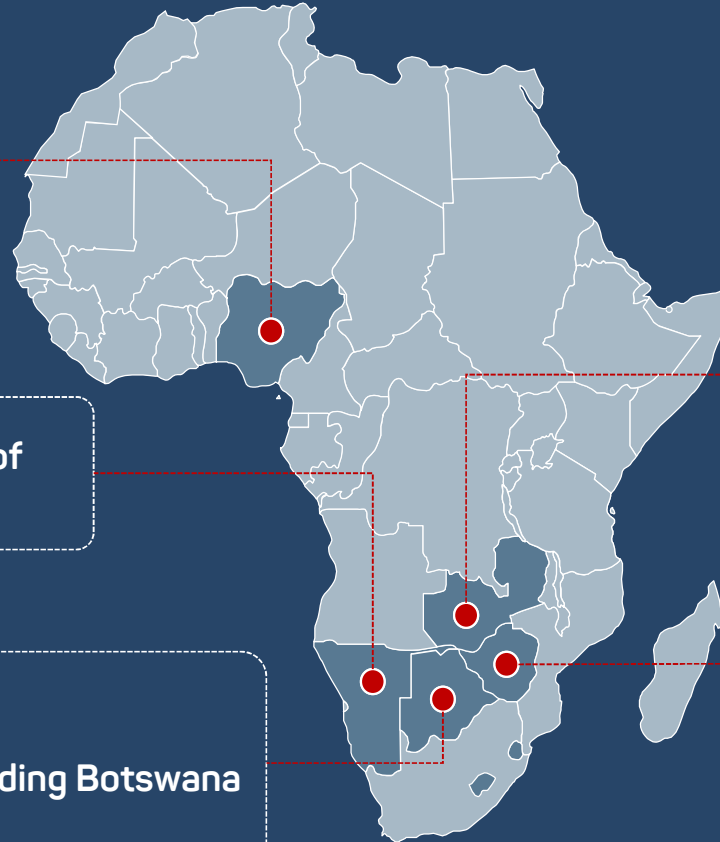
- Strategic decision to exit market
- Sale agreement and competition approval in progress

Namibia

- Franchise agreement terminated as of June 2025

Botswana

- Corporatised franchise business
- Share sale agreement concluded pending Botswana Competition Commission approval



Zambia

- Strong volume growth during FY25
- Resilient underlying performance despite unprecedented loadshedding & currency devaluation

Zimbabwe

- Market and currency volatility remain
- Investment remains fully impaired

PNP ECL% OF GROSS TRADE RECEIVABLES

Rbn	FY25	FY24	FY23	FY22	FY21
Gross trade receivable debt*	4 442	4 422	4 369	4 075	3 797
Expected credit loss (ECL) allowance **	204	613	188	80	169
ECL allowance as % of gross debt	4.6%	13.9%	4.3%	2.0%	4.5%

*Gross trade receivable debt and ECL allowances include SA & the Rest of Africa, consisting mostly of franchise trade receivables from contracts with customers

**ECL allowance refers the amount relating to trade receivables as included in the income statement

- PnP incremental ECL of R204m[^]
- ECL allowance as a % of gross debt has declined from FY24 13.9% to 4.6%, returning to levels consistent with historical trends
- FY21 to FY23 average 3.6%

[^] Refers to trade receivables from contracts with customers only