Integrated Annual Report

25

Leading the way in sub-Saharan African retail.

CHOPPIES

Great value for your money!

ENTER

Choppies aspires to be the preferred retailer in each of the regions it serves. We are focusing on growing the business through organic growth and new stores and products that reflect the changing habits and needs of our customers and that will bring new customers and communities into the Choppies family.

Our purpose

Providing great value to customers, growing together with our communities and respectfully and sustainably contributing to their wellbeing.

Vision

Being the preferred 'one stop shop' retailer for mass grocery and financial services in the countries in which we operate.

Mission

Being the preferred one-stop-shop community hub in the countries in which we operate.

Core values

Our core values are derived from the concept of Botho, a Tswana word encapsulating the concept of Ubuntu or humanity and caring for the community.

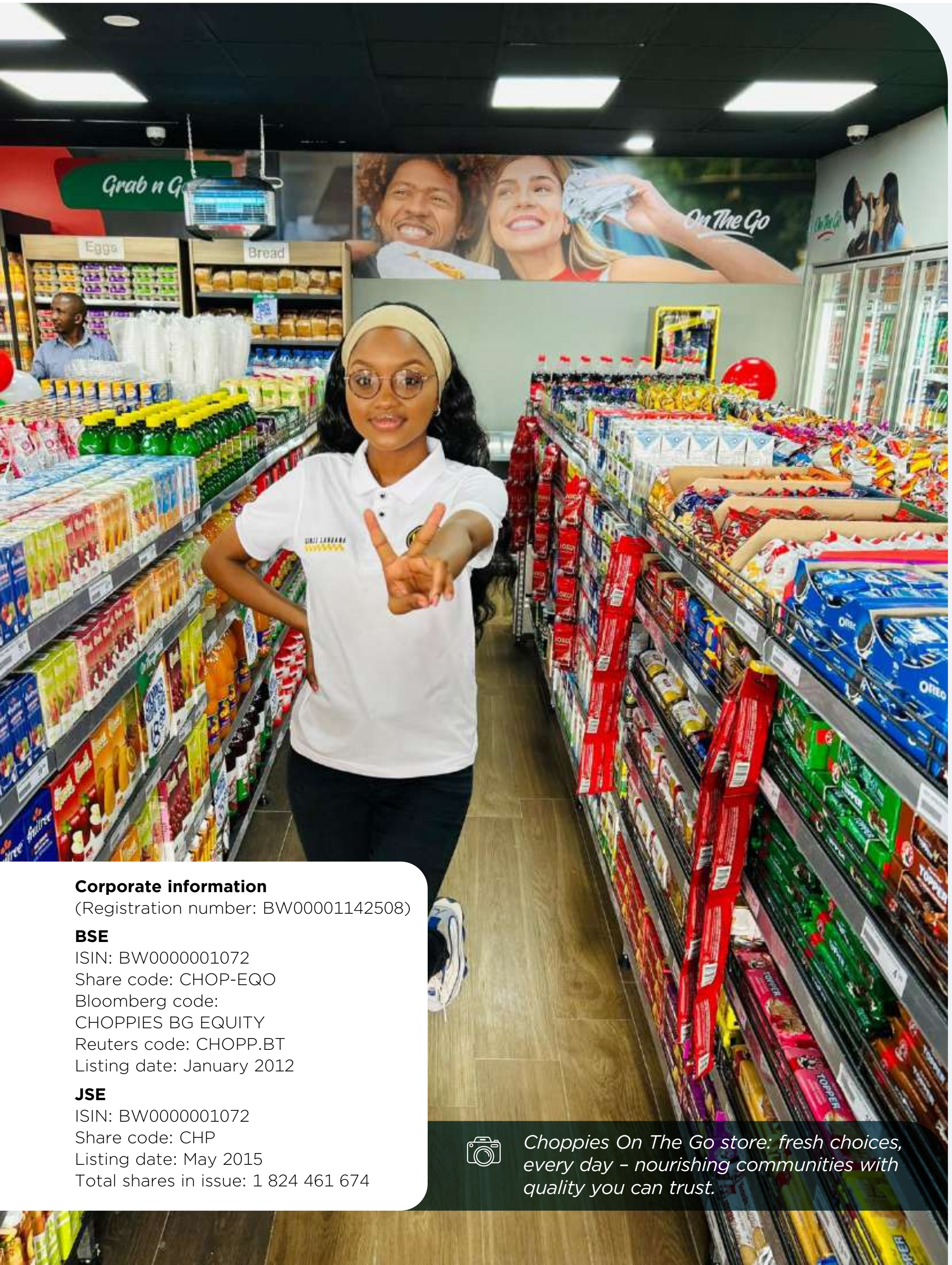
B
- **Listening** to our stakeholders
- Providing **great overall value** to our customers and communities

O
- **Caring** for the **wellbeing** of our customers and communities

T
- Working in **partnership** with our communities
- **Always on the lookout** for opportunities, technologies and innovations

H
- **Taking pride in what we do** and showing respect and honesty in all our dealings

O
- **Ethically** sound
- **Empowering, recognising and rewarding** our people



Choppies On The Go store: fresh choices, every day – nourishing communities with quality you can trust.

Corporate information
(Registration number: BW00001142508)

BSE
ISIN: BW0000001072
Share code: CHOP-EQO
Bloomberg code:
CHOPPIES BG EQUITY
Reuters code: CHOPP.BT
Listing date: January 2012

JSE
ISIN: BW0000001072
Share code: CHP
Listing date: May 2015
Total shares in issue: 1 824 461 674

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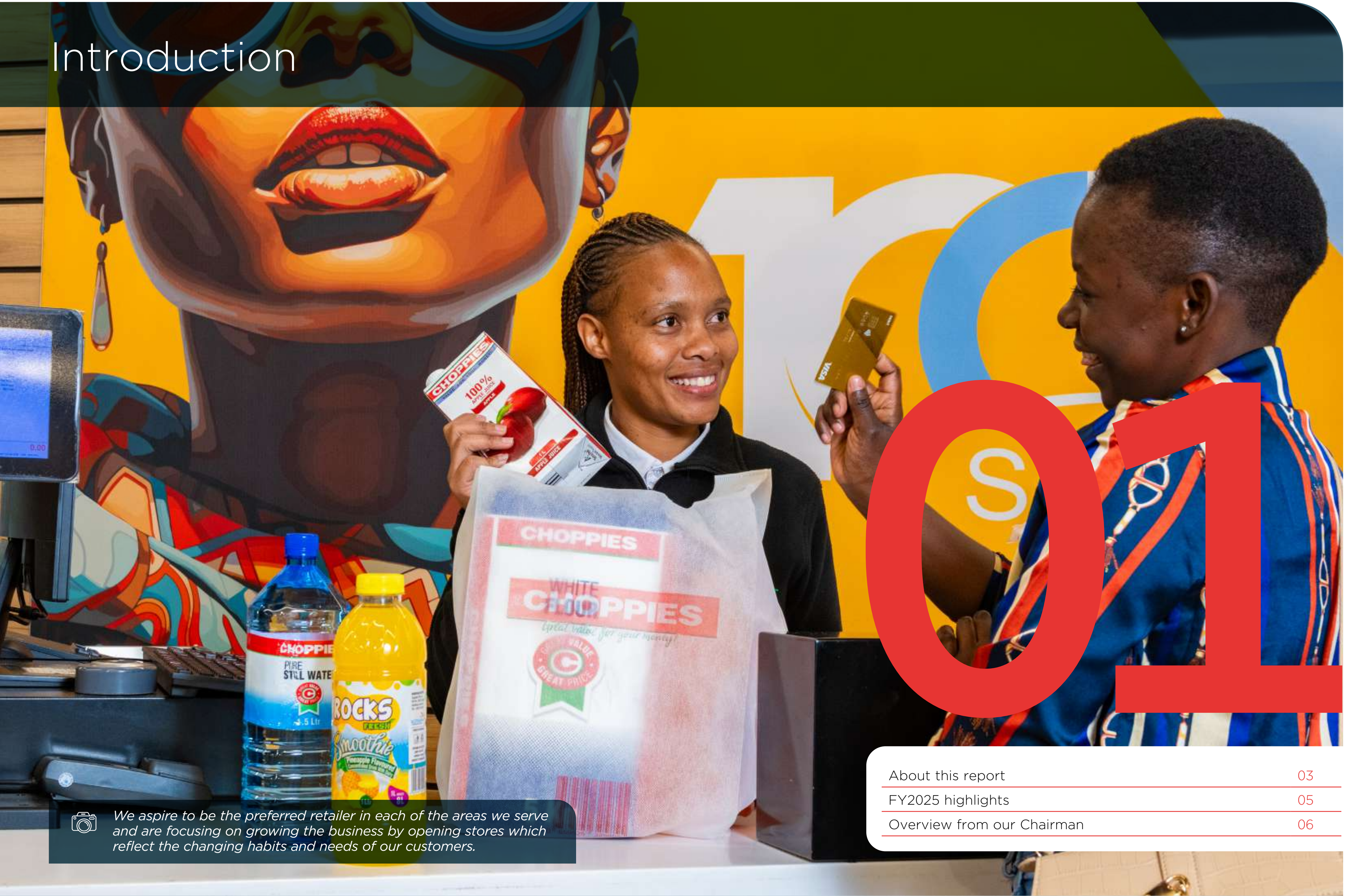
Cover image: One of over 600 vehicles in the Choppies fleet ensuring consistent quality and delivery.

Introduction

01



We aspire to be the preferred retailer in each of the areas we serve and are focusing on growing the business by opening stores which reflect the changing habits and needs of our customers.

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ABOUT THIS REPORT

Scope and boundary

The Integrated Annual Report 2025 provides an overview of our business, growth strategy, and our potential to create sustainable value for our stakeholders in the short, medium, and long term. It covers the period from 1 July 2024 to 30 June 2025. This Integrated Annual Report focuses on the material issues that the Board of Directors believe are important to our stakeholders' understanding of the Company.

The disclosures encompass Choppies' operations across all regions of continuing operations. The annual financial statements are presented in Botswana Pula ("BWP") (unless otherwise stated), which is considered the functional currency.

There was no change to any measurement techniques, and where indicated, FY2024 numbers have been re-presented in accordance with the application of IFRS 5 Non-current Assets Held for Sale and Discontinued Operations. The Group sold the assets of the Zimbabwean segment in December 2024.

The boundary has been extended beyond financial reporting to encompass the material interests attributed to or associated with our key stakeholders in analysing the risks, opportunities, and outcomes that significantly impact the Group's potential to create value for its stakeholders.

Forward-looking statements

This Integrated Annual Report contains forward-looking statements that, unless otherwise indicated, reflect the Group's expectations as at year-end. Actual results may differ materially from the Group's expectations. The Group cannot guarantee that any forward-looking statement will materialise and, accordingly, readers are cautioned not to place undue reliance on these. The Group disclaims any intention and assumes no obligation to revise any forward-looking statement even if new information becomes available, other than as required by the BSE Listings Requirements and the JSE Listings Requirements or any other applicable regulations.

Reporting frameworks

This Integrated Annual Report is prepared in accordance with IFRS, the BSE Listings Requirements, the JSE Listings Requirements, the Botswana Companies Act, and the International Integrated Reporting Framework. Choppies complies in all material respects with the principles contained in the BSE Code of Best Practice on Corporate Governance as well as the King IV™* report, as encapsulated in the applicable regulations.

Assurance

The Company's external auditor, Forvis Mazars, has independently audited the consolidated and separate annual financial statements for the year ended 30 June 2025. Their audit report is set out on pages 100 to 102.

Six capitals and materiality

Through the effective and balanced use of essential resources and stakeholder relationships, or "capitals", as described by the International Integrated Reporting Council's International <IR> Framework, we produce long-term sustainable value for stakeholders. We increase, decrease, or transform the six capitals through the execution of our business activities, as outlined in our business model on pages 22 and 23.

For reporting purposes, we define material matters as those that may have a significant impact on our capacity to build and sustain value over the short, medium and long term. The Board of Directors and executive management in the strategy review have assessed and identified the material matters. Material matters identified during the year are outlined on page 24.

While this report is primarily aimed at our present and potential shareholders, it also takes into account the information demands of our vast and diverse range of stakeholders who are critical to the Group's long-term value development.

Choppies Distribution Centre in Gaborone. Our in-house distribution and logistics capabilities ensure consistent quality and well-stocked stores.

ABOUT THIS REPORT continued

Business process	Nature of assurance	Assurance provider
Consolidated and separate annual financial statements	External audit	Forvis Mazars
Internal audit	Independent outsourced	BDO Services (Pty) Limited
Health, safety and environmental audits	Compliance reviews	Encyclo Investment (Pty) Limited
BSE Listings Requirements	Compliance reviews	Motswedi Securities (Pty) Limited
JSE Listings Requirements	Compliance reviews	PSG Capital
Lender due diligence	Legal and compliance reviews	Managed internally by the investment committee
Insurance due diligence	Independent risk reviews	Alpha Direct Insurance Company (Pty) Limited

Our stakeholders

For further information, please see pages 27 to 30

Customers	Shareholders	Communities
Financiers	Employees	Media
Suppliers	Regulators and government	Employee representation

Feedback

More information is available on our website: **www.choppiesgroup.com**. This year's Integrated Annual Report is available on www.choppiesgroup.com. On request, shareholders can obtain a physical copy of the report at no cost.

We are committed to improving this report year on year. Therefore, we appreciate and encourage constructive feedback. Please forward comments to **vidya@choppiesbotswana.co.bw**.

For additional contact details, please see page 167.

Board responsibility statement

The Choppies Board of Directors confirms its responsibility for the integrity of the Integrated Annual Report, the content of which has been collectively assessed by the directors who believe that all material issues have been addressed and are fairly presented.

The Board believes that the Integrated Annual Report was prepared in accordance with the <IR> Framework. The report, which remains the ultimate responsibility of the Board, is prepared under the supervision of senior management and subject to external assurance. The report is submitted to the audit and risk committee, which reviews and recommends it to the Board for approval, having reviewed the contents, as well as the collation process, and with reliance on the assurance provided on the various reporting elements.

The directors confirm that Choppies complies with the provisions of the Botswana Companies Act or laws of establishment, specifically relating to its incorporation, and is operating in conformity with its constitution and/or relevant constitution documents.

Uttum Corea
Chairman

Ramachandran Ottapathu
CEO

Minnesh Rajcoomar
CFO

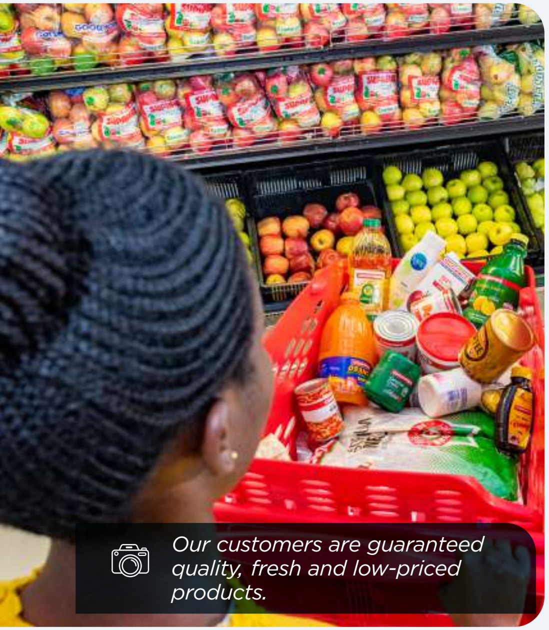
28 October 2025

FY2025 HIGHLIGHTS

Financial highlights

Choppies Group continues to progress on its strategy and vision

- Group retail sales up **14.7%** to **BWP9 107 million** (2024: BWP7 940 million)
- Earnings before interest and tax down **5.1%** to **BWP318 million** (2024: BWP335 million)
- Adjusted earnings before interest and tax up **12.2%** to **BWP386 million** (2024: BWP344 million)
- Adjusted EBITDA up **10.2%** to **BWP669 million** (2024: BWP607 million)
- EBITDA up **3.7%** to **BWP620 million** (2024: BWP598 million)
- Headline earnings per share – down **2.1%** to **9.4 thebe** per share (2024: 9.6 thebe)
- Profit after tax from continuing operations down **23.0%** to **BWP151 million** (2024: BWP196 million)
- Free cash flow up **5.8%** to **BWP624 million** (2024: BWP590 million)



Our customers are guaranteed quality, fresh and low-priced products.

Operational highlights

- All Choppies segments – Botswana, Namibia and Zambia – achieved **profitable EBITDA**
- The strategy of exiting loss-making segments continues with the **exit from Zimbabwe**
- **Retail footfall** up by **10.5%**
- **Strong momentum as customers respond to value and convenience offering**
- **Group funding covenants complied with**
- Rest of Choppies segments – **turnaround of all segments** in progress, but slower than expected, and plans are in place to improve the performance
- Building a **deeper pool of employees** ready to step into key roles to ensure adequate succession
- Commenced with the implementation of a **new enterprise resource planning** ("ERP") system for completion by FY2027
- **Final dividend of 0.6 thebe per ordinary share declared** (subject to withholding tax) (2024: 1.6 thebe), bringing the **total dividend to 2.2 thebe** (2024: 3.0 thebe)
- Store footprint **increased by 30 stores**.

Comparative numbers for June 2024 have been re-presented in accordance with the application of IFRS 5 Non-current Assets Held for Sale and Discontinued Operations. The Group sold the assets of the Zimbabwean segment in December 2024. The general merchandise business, South African liquor business and Mediland business were discontinued during the June 2024 financial year.

OVERVIEW FROM OUR CHAIRMAN

Uttum Corea
Chairman

Our resilience is powered by the unwavering commitment of our people and the shared values that guide our operations.

Choppies continues to be resilient in the face of macroeconomic headwinds. It was another challenging year marked by regional currency fluctuations, inflation and severe droughts across the regions in which we operate which impacted operations. While top line growth was good with the improvement of gross profit margins, profit was affected by rising operating costs, costs of new store openings, and impairments relating to discontinued operations and an increase in taxation. There was a reduction of bank debt.

We continued to grow our store footprint across our three regions. A key achievement was the strategic exit from the Zimbabwean segment in December 2024, which had been a drag on performance as well as senior management time, enabling the Group to focus on core markets.

As we continue to navigate regional currency volatility, inflationary pressures and global uncertainty, Choppies remains steadfast in delivering on its strategic objectives.

Strategy advancements

We have reviewed and further streamlined our strategy by focusing on building a high-return business model guided by sound risk management principles that account for the long-term sustainability of the business. We are committed to driving this through a people-led, technology-enabled retail platform. At the heart of our approach are shared values that not only create a sustainable competitive advantage but also reinforce our responsibility to the communities we serve and our role in addressing environmental challenges.

Our goal is to replicate our successful growth model in all the countries in which we operate.

Below are the objectives that will be guiding us going forward.

- ✓ Improving shareholders returns, maintaining optimal dividend yields and strengthening the balance sheet
- ✓ Shared value journey: sustainability and social responsibility
- ✓ Driving a digital transformation that improves the customer, employee and supplier experience and powers the business to improve productivity, efficiency, engagement, and performance
- ✓ Becoming employer of choice in the regions in which we operate

Our balanced approach also integrates financial, social and environmental goals, which aligns with our commitment to shared value. Our strong focus on becoming a technology-powered omnichannel retailer remains at the forefront, while all of this is supported by operational efficiency and strategic growth. Realising our strategy would not be possible without our people and we therefore highlight our employee-centric vision which includes skills development, competitive pay and a healthy workplace.

OVERVIEW FROM OUR CHAIRMAN continued

Dividend

Notably we paid an interim dividend of 1.6 thebe per share on 8 May 2025. We also declared a final dividend of 0.6 thebe per share thus bringing the total dividend for the year to 2.2 thebe per ordinary share. The dividend was declared from income reserves. This is another key milestone in our performance, and the return of value add to shareholders.

We have over 380 house brands in a range of products.

Environmental, social and governance

At Choppies, sustainability is embedded in our business strategy and not treated as a mere compliance exercise. This is why we continue to uphold sustainable practices within our operations.

During the year, we completed a number of solar projects and piloted a water recovery system in eight Botswana stores to help conserve this vital resource in water-scarce regions. This helps us offset our reliance on the grid and helps increase our green footprint. We also have additional initiatives we aim to carry out moving into the next financial year.

Our shared value approach is one of our strong points and was evident in us being the first corporate in Botswana to spearhead the new president's call to introduce a living wage. This was in alignment with our CEO's ambition to introduce a living wage in business units which justified this through performance and productivity. This underscored our commitment to retention, attraction of the best and improved productivity. All these initiatives and similar efforts help us maintain our position as one of the companies leading in the shared value strategy and ESG in the country.

Looking ahead

We expect continued uncertainty in business and the economies in which we operate driven by global economic conditions, geopolitics, tariffs and conflicts. The new tariff regime introduced this year on imports into the USA first proposed a crippling tariff of 37% on Botswana. The new government did well in negotiating this down to 15%. There are unconfirmed reports that it may result in Botswana obtaining a 0% tariff on its diamond exports into the USA in line with the exemption provided to the diamond market in Antwerp, Belgium. Botswana already has a zero tariff on diamond exports into Europe. This augurs well for a recovery in the diamond market for Botswana which is experiencing a current cash flow challenge from diamond exports amid challenges from the overall global market for diamonds including lab grown diamonds and the restructuring of De Beers.

A silver lining from the diamond cash flow crisis is that the new government has revived economic diversification efforts by bringing in Pemandu Associates of Malaysia to conduct laboratories to drive the Botswana Economic Transformation Programme for immediate implementation in the areas of agriculture, manufacturing, infrastructure, financial services, digitalisation, tourism, energy, water, mining and social sectors.

There was a 'devaluation' of the Botswana Pula on 11 July 2025 of an effective rate of 7%. This will increase costs of imported goods and have an inflationary effect going forward.

Appreciation

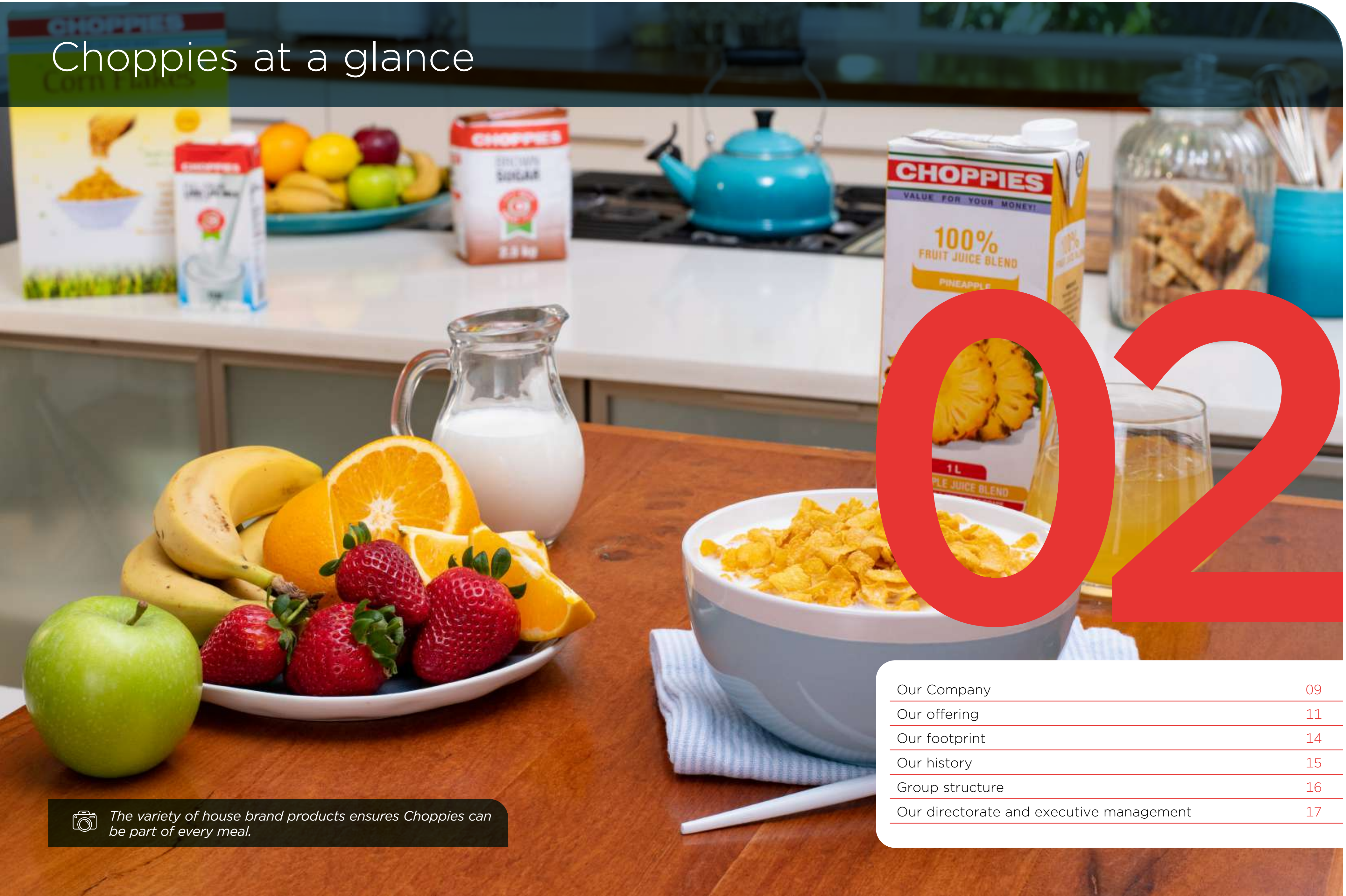
On behalf of the Board, I would like to sincerely thank all our stakeholders for their continued support, commitment and belief in the Choppies journey. Your contributions have been instrumental in driving the growth and resilience of our business.

To my fellow directors I am deeply grateful for your steadfast guidance and thoughtful counsel. As we navigate the evolving landscape, your leadership remains vital in steering Choppies toward the successful delivery of our strategic objectives.

Uttum Corea
Chairman

17 September 2025

Choppies at a glance



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The variety of house brand products ensures Choppies can be part of every meal.

OUR COMPANY

Choppies is **one of the largest retailers in Southern Africa** with a broad presence throughout Botswana and a growing footprint in two other African countries.

Initially established in Lobatse, Botswana in 1986, Choppies has since grown to 287 stores (174 grocery retail, 85 liquor stores, 28 hardware stores) across **Botswana, Namibia and Zambia** with seven distribution centres and 11 393 employees (10 192 Choppies, 1 201 Kamoso).

Our grocery stores operate across **six store formats**, providing a tailored offering to communities from lower-and middle-income and upward. Our supermarkets provide a selection of groceries, general products and financial services, with liquor and hardware products sold through the Liquorama and Builders Mart brands. These are supported by our strategically located distribution centres and broad logistics network. In addition, we have milling and tissue conversion and grain packaging operations. See page 11 for more details on our offering.

Everything we do is underpinned by a **commitment to shared value** which drives our approach to our people, customers, suppliers and all other stakeholders. This is embodied in a commitment to providing **high-quality, affordable food to all our customers while also creating significant job opportunities throughout our value chain**.

The Choppies customer at the centre

Our brand value proposition has been key in helping us become a local brand of choice in each country in which we operate. Our team's commitment to deliver the best customer experience and provide value and assortment ensures steady innovation in our house brands and confined brands.

House brands account for 22% of products and ensuring a consistent supply is a priority. The majority of these are produced locally and consumer trust and loyalty in the brand is evidenced in the volume of products sold.

Confined brands allow us to provide more value to customers. The Lumo body care brand continues to do well and we are looking at expanding it to soaps. This year we launched a new pasta offering under the name *Legane* as well as an eco-friendly toilet paper branded as *Lefofa*.

We are constantly innovating to increase and improve our customer offering. This includes expanding special categories such as basmati rice – giving our customers a better choice.

Unlocking value in partnerships

Working together with our suppliers

We offer small-scale suppliers the opportunity to formalise their businesses as well as a route to market, thereby enabling local manufacturers to invest in product development, knowing there is demand. This, in turn, contributes to further industrialisation within the countries we serve.

Supporting local produce

We support more than 5 600 farmers across all three countries where we operate by sourcing most of our produce locally. See page 60 for more details on our partnerships with local farmers.

386 own-label house brand SKUs	**17** new house brands launched	**182** confined brands	**49** new confined brands launched	**10 million** shoppers per month at Choppies stores

Key facts

Contribution per country

Botswana

FY2025 revenue **BWP5 744 million**		
6 970 employees	**8** new stores	**111** stores

Rest of Africa

FY2025 revenue **BWP2 338 million**		
3 222 employees	**11** new stores	**63** stores

Kamoso

FY2025 revenue **BWP1 474 million**		
1 201 employees	**5** manufacturing/ grain packaging operations	**113** retail stores

OUR COMPANY continued

Investment case

- **Market-leading** and **strong** brand
- **Largest private employer** in Botswana
- Significant **market share** in regions in which **we operate**
- **Strong private label** brand
- Economic **value** creation
- **Customer** and **shared-value** approach
- **Political** and **economic stability** in largest market
- **Return on net assets** ("RONA") remains well above our pre-tax weighted average cost of capital ("WACC")
- **Optimised distribution** infrastructure and strong operational expertise
- Broad **consumer market** serving all income groups
- **Strong supplier** relationships supporting a **sustainable food** system
- **Diversified earnings** in terms of product categories and **currency earnings**
- **Digital journey** started for paperless retail
- Relentless **focus on product** and service improvement

Digital transformation

Central to our operations is our digital transformation journey, which is aimed at fostering agility, embracing technology advancements and empowering our employees and customers. We seek to fully leverage our data to adapt to our customers' needs. Part of this is using technology to improve financial access for our customers through our Monyglob financial services as well as our e-wallet, Payzana. Payzana allows customers to top up their wallet, pay for groceries and utilities as well as send money to others or make cash withdrawals.

Freshness and quality supported by in-house logistics

Our superior in-house distribution and logistics capabilities ensure we are able to provide consistent quality, across all products.

Distribution centres

Botswana	Namibia	Zambia
5	**1**	**1**
25 319m²	2 507m²	10 945m²

Fleet				
Botswana	**Zambia**	**Namibia**	**Kamoso**	**Total**
450 fleet (2024: 435)	38 fleet (2024: 34)	33 fleet (2024: 22)	129 fleet (2024: 130)	650 (2024: 621)

Expanding the value chain

Our milling and paper operations allow us to produce our own brands and bring them to shelves at a lower rate. By avoiding the middleman we can reduce costs as well as better manage stock levels and supply. This value add is ultimately passed on to the end consumer.

A people-centric business

Choppies is the largest employer in Botswana after the government, and across our regions we are committed to upskilling our employees and transferring skills to the local communities. In Botswana, we are the only company to pay the living wage of BWP4 000 per month. In addition, we are the largest employer of differently abled people. See pages 39 to 62 for more information on our people and communities.

OUR OFFERING

Our store formats

Choppies Hyper
"One stop shop"
- 3 000m² to 4 900m²
- 15 000 SKUs
- Spacious layout
- Urban areas
- More affluent consumers demanding greater variety.

Choppies Superstore
Broad range supermarket
- 550m² to 2 300m², average 1 350m²
- Up to 12 000 SKUs
- Full supermarket offering (bakery, deli, fresh produce, financial services)
- LSM three to six customers.

Choppies Valuestore
Convenience store for immediate needs
- Less than 500m², average 350m²
- 7 500 SKUs
- Based in rural areas with low levels of formal retail
- Target retail consumers in lower income brackets.

On The Go
Convenience stores within petrol station forecourts
- 2 700 SKUs
- 24-hour access to food and select products, including fresh, frozen, canned foods, snacks, ethnic specialities, health and beauty care, household, laundry and toiletry products.

Wholesaler
- Dealers Cash & Carry
- 950m²
- 3 000 SKUs

Hybrid
Hybrid lines focused on bulk basics
- 354 SKUs

Liquorama
- Liquor retail and wholesale stores.

Builders Mart
- Building material and hardware retail stores.

We operate across eight store formats, providing a tailored offering to communities from lower- and middle-income families to the most affluent households.

Food

Fresh fruit and vegetables

We serve our customers good quality fresh fruits and vegetables sourced directly from markets and farmers in Botswana, Namibia, Zambia and South Africa. We achieve this through a unique fruit and vegetable distribution centre in Botswana which is supported by a sustainable farming community with adequate stock availability and competitive pricing.

More than 700 fresh fruit and vegetable options.

Groceries

We provide a range of the best international branded groceries as well as 568 SKUs of Choppies branded and confined branded products ranging from fresh, frozen, canned, dry foods, snacks, ethnic specialities, health and beauty care, household as well as laundry products and toiletry products.

2.5 million customers on a weekly basis.

Bakery

In-store bakeries provide customers with freshly baked goods daily, including bread, cakes and pastries. Offerings differ according to the profile of the store and region.

Around 26 000 cakes sold monthly.

Takeaways

Our "Store-in-store takeaway" concept offers takeaway food offerings in all stores. The daily menu is tailored to the customer profile in each location. Items include chips and curries.

320 different menu choices.

OUR OFFERING continued

Food continued

Butchery

Local supply arrangements with farmers and abattoir owners in all regions ensure regular and consistent supply of fresh meat and poultry.

Partnered with over 600 farmers for supply of goats, sheep and cattle.

Choppies Fried Chicken ("CFC")

Our CFC stores are available in 74 Choppies stores across three countries. Every On The Go store includes a CFC.

CFC 2 piece & chips (around 18 000 monthly) most ordered CFC meal.

Wholesaler

Our first Cash & Carry wholesale store providing grocery and vegetables, including all hybrid lines to dealers and small retailers.

First store opened in Lobatse in FY2025.

Added services

Value-added/financial services

Provides customers with access to mobile money, airtime, utilities payment, bus tickets, foreign exchange and satellite TV subscription.

Approximately BWP400 million worth of financial services transactions monthly

Liquorama Stores

Liquorama is a liquor retail and wholesale operation offering a wide selection of alcohol products ranging from local and international beer to ciders, spirits and wines.

10 new stores opened

Builders Mart Stores

Builders Mart is a leading retailer of a range of building material and tools, hardware, plumbing materials and electrical items aimed at catering to the middle-and lower-middle-class customer segment, with a particular focus on the rural regions of Botswana.

Well-known brand in Botswana and opened the first store in Namibia

OUR OFFERING continued

Non-retail offering

Peacock Blue

Milling and packaging of maize.

RBV

Manufacturer of tissue and paper-related products from virgin and recycled paper from its plants.

Ilo Industries

Packager of a number of staple foods, such as rice, samp, beans and spices, flour, assorted beans, pulses and dried fruit.

Honey Guide

Milling and packaging of sorghum and mixed fowl feeds.

Real Plastic

Produces bottled water, soda water and empty plastic bottles.

OUR FOOTPRINT

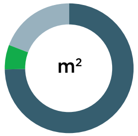
Geographic footprint

Our flexible business model allows us to operate effectively and generate value across various regions. We currently hold a significant leading position in Botswana's retail sector and have a presence in Namibia and Zambia.

Key facts

Split of our space across operations

- Grocery retail space 228 169m²
- Liquor retail space 18 361m²
- Builders' supply retail space 57 982m²

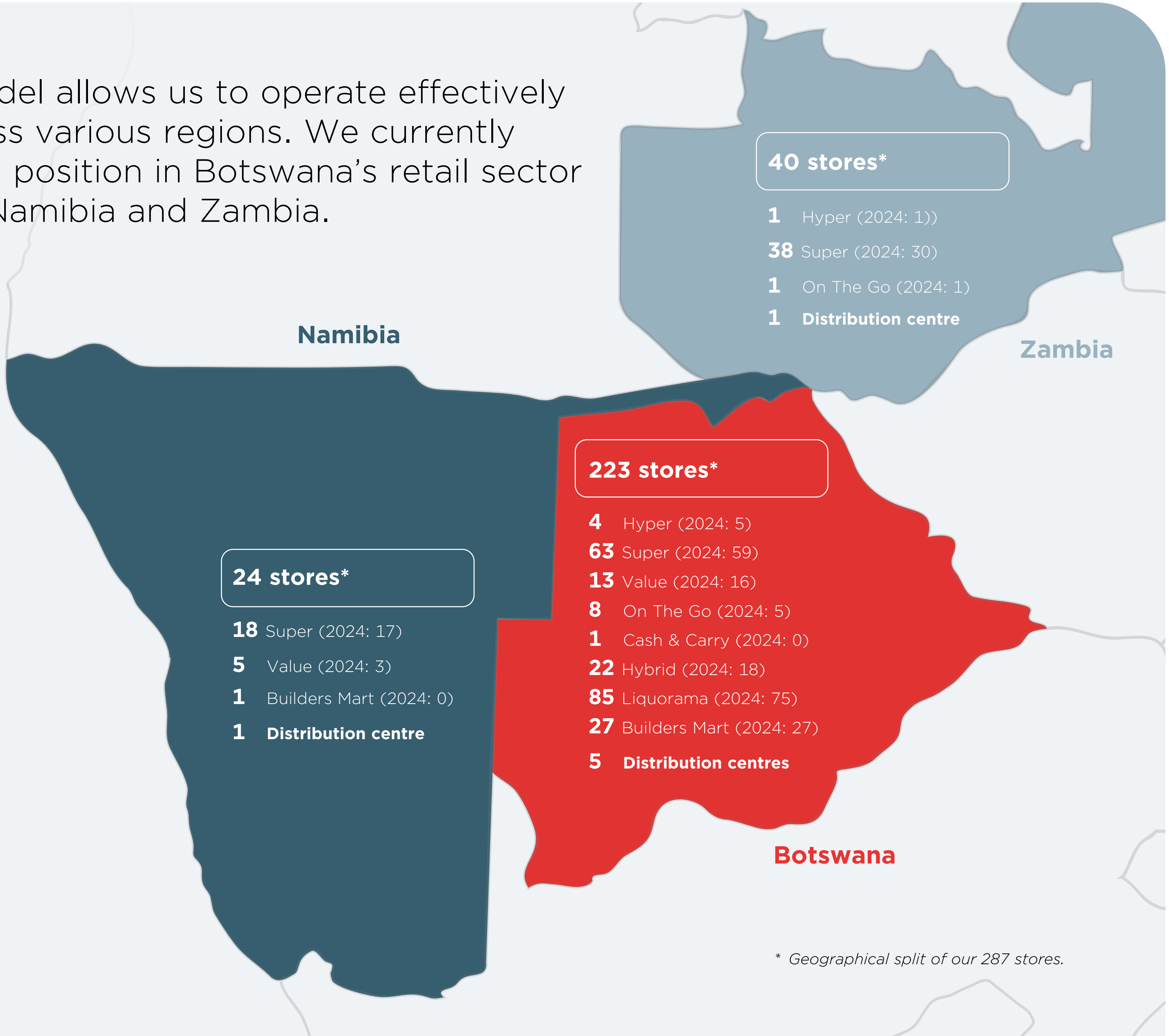


New stores

- Botswana
  - Grocery retail – **8**
  - Liquorama – **10**
- Namibia
  - Grocery retail – **3**
  - Builders Mart – **1**
- Zambia
  - Grocery retail – **9** (1 closed).

Store trading size (m²)

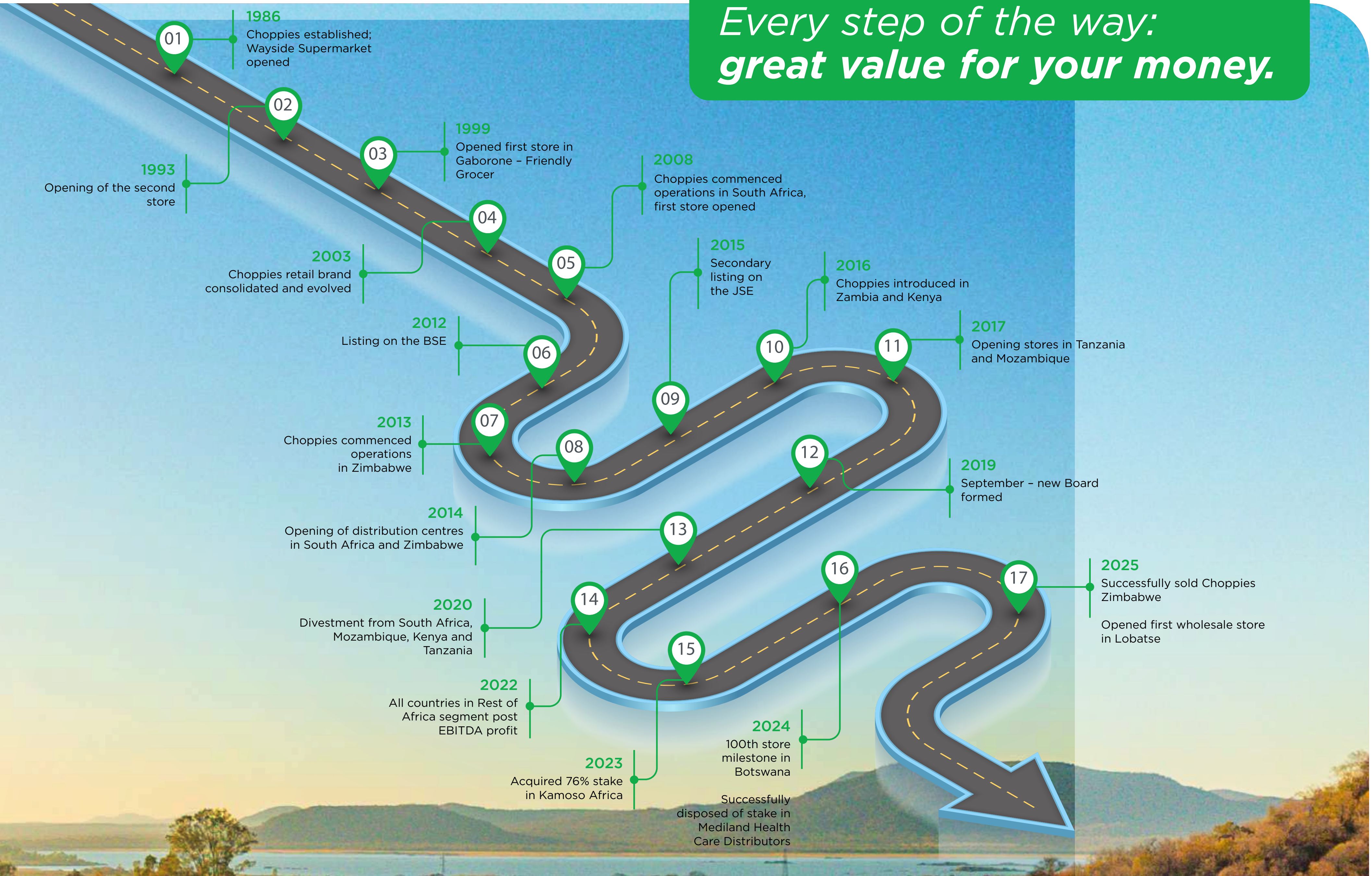
- **Botswana**
  - Choppies – 145 902m²
  - Liquorama – 18 361m²
  - Builders Mart – 54 638m²
- **Namibia**
  - Choppies – 36 087m²
  - Builders Mart – 3 344m²
- **Zambia** – 46 180m².



* *Geographical split of our 287 stores.*

OUR HISTORY

Every step of the way:
great value for your money.



01 — **1986**
Choppies established; Wayside Supermarket opened

02 — **1993**
Opening of the second store

03 — **1999**
Opened first store in Gaborone – Friendly Grocer

04 — **2003**
Choppies retail brand consolidated and evolved

05 — **2008**
Choppies commenced operations in South Africa, first store opened

06 — **2012**
Listing on the BSE

07 — **2013**
Choppies commenced operations in Zimbabwe

08 — **2014**
Opening of distribution centres in South Africa and Zimbabwe

09 — **2015**
Secondary listing on the JSE

10 — **2016**
Choppies introduced in Zambia and Kenya

11 — **2017**
Opening stores in Tanzania and Mozambique

12 — **2019**
September – new Board formed

13 — **2020**
Divestment from South Africa, Mozambique, Kenya and Tanzania

14 — **2022**
All countries in Rest of Africa segment post EBITDA profit

15 — **2023**
Acquired 76% stake in Kamoso Africa

16 — **2024**
100th store milestone in Botswana

Successfully disposed of stake in Mediland Health Care Distributors

17 — **2025**
Successfully sold Choppies Zimbabwe

Opened first wholesale store in Lobatse

GROUP STRUCTURE

CHOPPIES

Great value for your money!

Choppies Enterprises Limited

Botswana

Choppies Distribution Centre (Pty) Limited

All Botswana operations

100%

- 100% Jexman Holdings (Pty) Limited
  - 100% Monyglob (Pty) Limited
- 100% Shaysons Builders Mart Investments Namibia (Pty) Limited
- 76% Kamoso Africa (Pty) Limited
- 100% Ilo Packaging Namibia (Pty) Limited

Zambia

Choppies Supermarkets Limited

All Zambian operations

90%

- 90% Monyglob (Pty) Limited

Namibia

Choppies Supermarket Namibia (Pty) Limited

All Namibian operations

93%

Our in-store bakeries provide customers with freshly baked goods on a daily basis.

OUR DIRECTORATE AND EXECUTIVE MANAGEMENT

Board member | A Audit and risk committee | I Investment committee | ESG Environment, social and governance committee | R Remuneration and human resources committee | N Nominations committee

Directorate

Independent Non-executive Directors

Uttum Corea (78)
Chairman

^ *Committee chair.*

FCA (SL), FCA (Bots), PIAM (Harvard)
Appointed: 11 September 2019

Skills brought to Choppies:
Strategic leadership experience from the private sector and government at a national level. Professional and board experience, conservation and vocational experience.

Valentine Chitalu (61)

FCCA (UK), MPhil (UK), BACC (Zambia)
Appointed: 5 August 2021

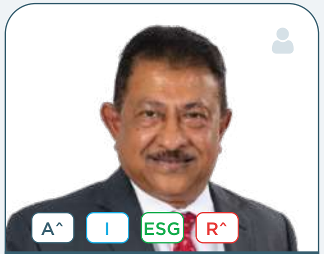
Skills brought to Choppies:
Entrepreneurship and private equity experience and extensive board experience. Specialist privatisation experience.

Carol-Jean Harward (39)

^ *Committee chair.*

BFIN, MBA, CIIA®
Appointed: 6 September 2019

Skills brought to Choppies:
Extensive investment experience with global institutions, a multi-national bank and asset management firms. HR experience, board experience and founder of women-owned and led enterprise.



Ranjith Priyalal De Silva (70)

^ *Committee chair.*

ACMA (UK), FCA (Bots), FCA (SL)
Appointed: 1 May 2023

Skills brought to Choppies:
Professional audit and advisory experience. Extensive board and audit and risk committee experience.

Executive Director

Ramachandran (Ram) Ottapathu (62)
Chief Executive Officer

BCom, CA (ICAI), FCA (Bots)
Appointed: 2004

Skills brought to Choppies:
Entrepreneurship, leadership, retail management, board experience, conservation and vocational experience.

Senior executives

Vinod Madhavan* (54)
Deputy Chief Executive Officer

PGDM (IIM-A), BTech (IIT-M)
Appointed: 15 October 2022

* *Mr Vinod Madhavan resigned on 7 October 2025 and Mr Koos Pieterse joined as Chief Operating Officer on 7 October 2025.*

Minnesh Rajcoomar (60)
Chief Financial Officer

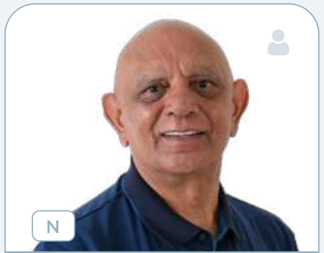
BCom (Hons), CA(SA), FCA (Bots)
Appointed: 1 May 2020

Vidya Sanooj (42)
*Head of Corporate Affairs***

BCom, CA (ICAI), FCA (Bots)
Appointed: 19 December 2006

** *Also holding the positions as Chief Compliance Officer/Investor Relations*

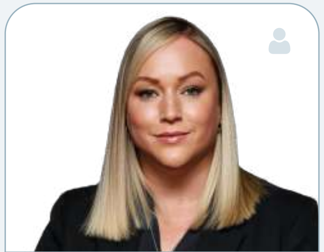
Non-executive Directors



Farouk Ismail (72)
Deputy Chairman

Appointed: 2004

Skills brought to Choppies:
Entrepreneurship, leadership, retail management experience, board experience and vocational experience.



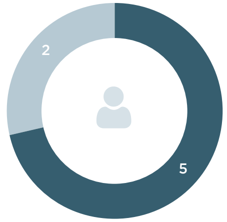
Natalie Graaff (42)

BCom (Law), LLB degrees
Appointed: 20 January 2025

Skills brought to Choppies:
Legal background and experience in commercial law and private sector legal advisory services.

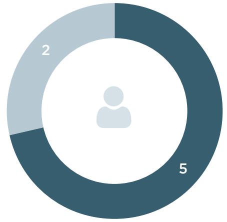
Further details of the Board and executive management team is available on our website:
https://choppiesgroup.com/leadership.php

Board diversity



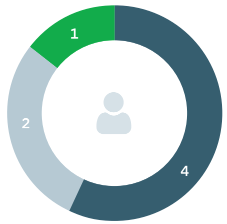
- Male
- Female

Board tenure



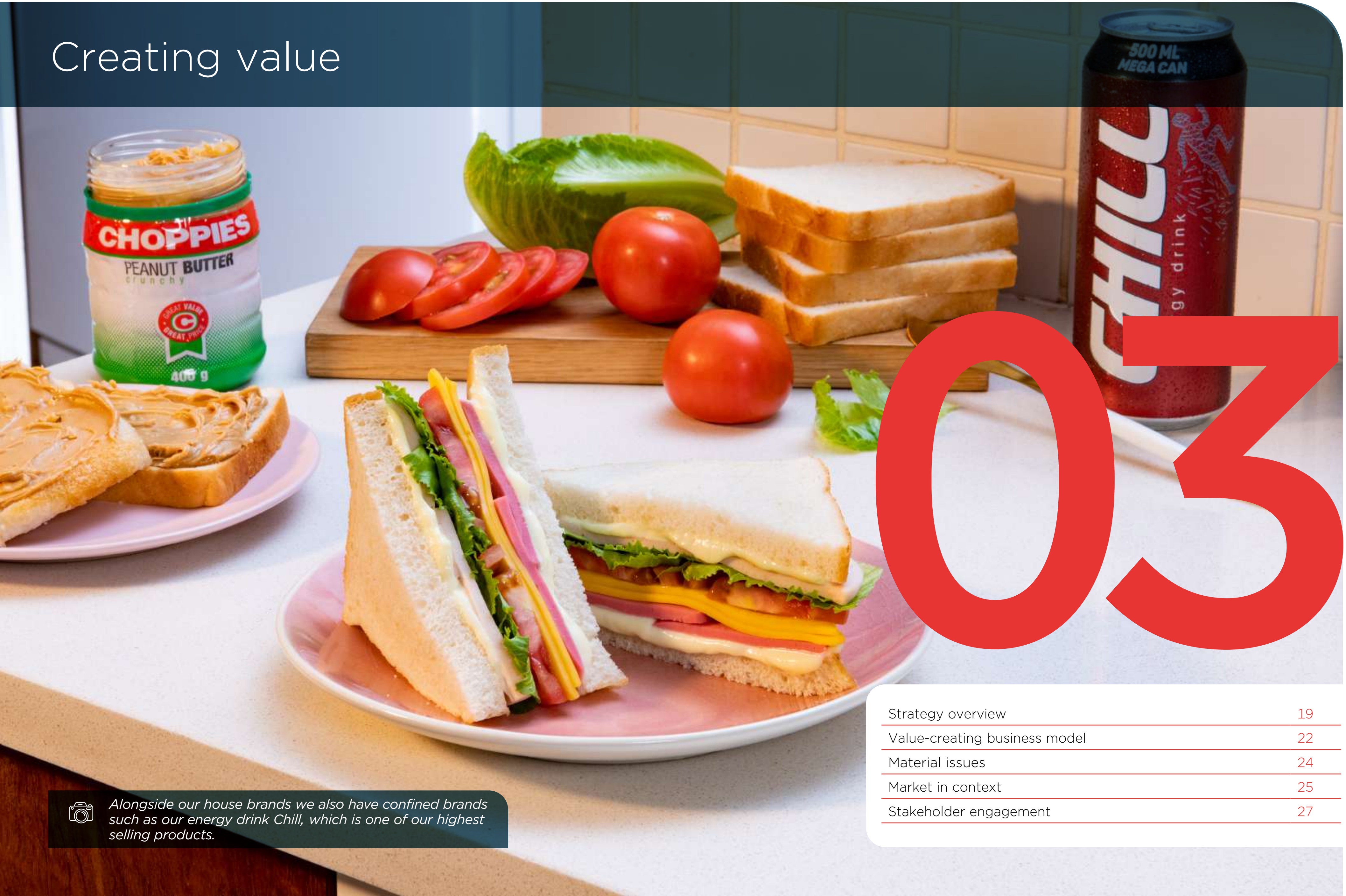
- 0 – 6 years
- +10 years

Board independence



- Independent Non-executive
- Non-executive
- Executive

Creating value



03

Strategy overview	19
Value-creating business model	22
Material issues	24
Market in context	25
Stakeholder engagement	27

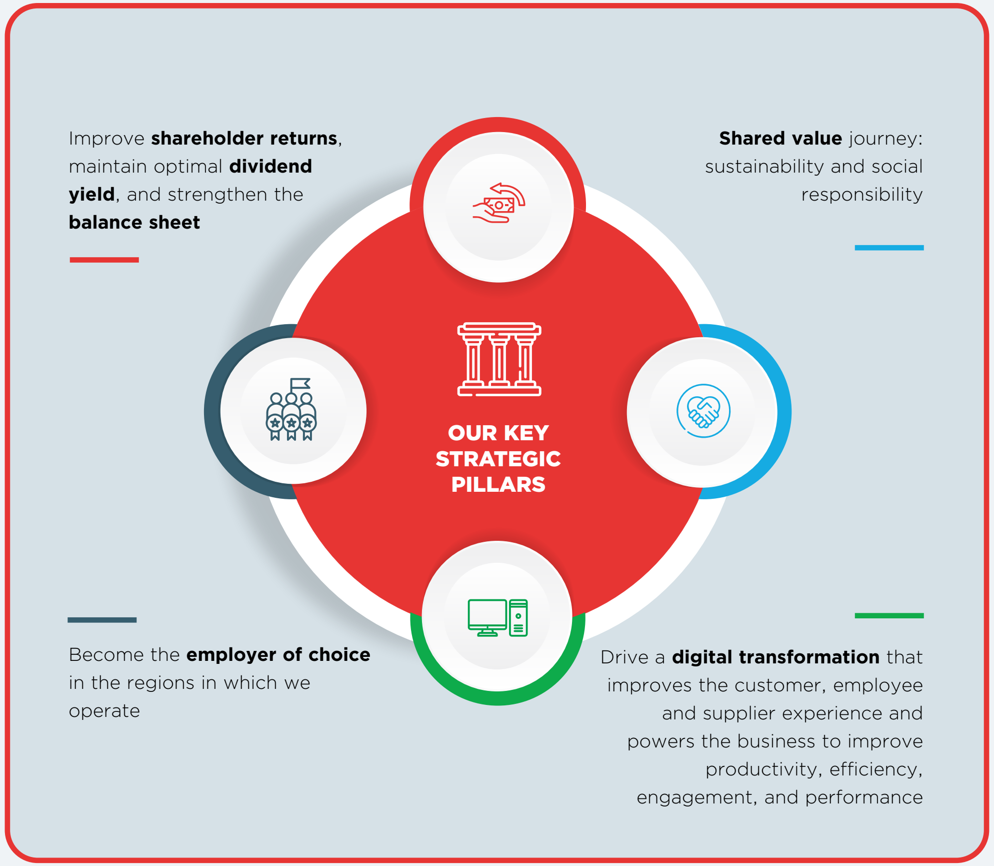
Alongside our house brands we also have confined brands such as our energy drink Chill, which is one of our highest selling products.

STRATEGY OVERVIEW

Our strategy is to build a sustainable business with an attractive dividend yield and strong balance sheet by developing a people-driven, technology-enabled omnichannel retail model.

In doing so, we aim to embed the principle of shared value that benefits all stakeholders and creates a competitive advantage, supports the communities we serve and addresses environmental challenges.

We want to be known as a company that cares about and gives back to the communities where we do business. This is underpinned by Choppies' commitment to giving the best value and quality to our customers. Our success and growth are inextricably tied to those of all of our stakeholders.



During the year our Board approved a new Group strategy which sets out four key pillars, designed to ensure sustainable growth in the long term and value creation for shareholders.

Improve shareholder returns, maintain optimal dividend yield, and strengthen the balance sheet

Strategic pillars	Strategic drivers
▶ Enhance business case to achieve: ▪ higher returns ▪ attractive dividend yield ▪ strong balance sheet ▶ Zero interest-bearing debt	▶ Improve return on invested capital and to be weighted average cost of capital (WACC) + 5% ▶ Dividend yield of 5% to 8% ▶ Debt to equity of maximum three times (currently at 11 times) ▶ Export in US Dollars or Euros to mitigate local foreign currency depreciation ▶ Efficient capital allocation

Progress FY2025
- Dividend yield of 3.38%
- Adequate forward cover for July 2025 devaluation

Shared value journey: sustainability and social responsibility

Strategic pillar	Strategic drivers
▶ Create shared value along with the communities in which we operate	▶ **Environment** – reduce waste and emissions, and improve environmental practices ▶ **Social responsibility** – support local communities through various initiatives and programmes ▶ **Governance** ▶ **Responsible sourcing** and ethical business practices

Progress FY2025
- Implementation of living wage of BWP4 000 in January 2025
- BWP4 million invested in CSR

STRATEGY OVERVIEW continued

As a people-centric business our people are valued across the Company, and their skills, talent and drive enable us to build a thriving customer-focused business.

Drive a digital transformation that improves the customer, employee and supplier experience and powers the business to improve productivity, efficiency, engagement, and performance

Strategic pillar	Strategic drivers
▸ Drive a digital transformation that improves the customer, employee and supplier experience and powers the business to improve productivity, efficiency, engagement, and performance	▸ Omnichannel one stop shopping ▸ Upgrade systems ▸ Implement loyalty programme ▸ Everyday low prices and efficiency ▸ Optimise supply chain and inventory management ▸ Cost effective operations ▸ Leverage scale ▸ Data-driven decision-making ▸ Analyse competition and adapt to strategies to stay ahead of the curve ▸ Build strategic partnerships

Progress FY2025

- ERP system upgrade commenced with targeted completion by FY2027

Become the employer of choice in the regions in which we operate

Strategic pillar	Strategic drivers
▸ Become employer of choice with investments in upskilling employees	▸ Competitive and attractive guaranteed pay with appropriate perks to improve productivity ▸ Short- and long-term incentive scheme ▸ Inspired leadership and high performing teams ▸ Healthy workplace culture ▸ Adequate succession planning

Progress FY2025

- Three employees received bursaries to study in India
- Graduate programme continued
- Total benefiting from training programme increased to 228. To date, 92 have been absorbed into various positions
- BWP637 million paid in salaries
- Implementation of living wage of BWP4 000 in Botswana in January 2025, expansion to other jurisdictions to be evaluated, subject to local market conditions.

STRATEGY OVERVIEW continued

Creating shared value

Our approach to shared value remains true to Choppies' success and purpose.

The Group has a vast distribution network, particularly in Botswana, with the intention that 90% of the population should be within a 10km radius of a Choppies store, especially in underserved rural areas. This helps provide access to most citizens as consumers.

We are therefore well positioned to engage in shared value projects with local communities to create economic value in a way that also creates value for society by addressing its needs and challenges. We partner with our suppliers, supporting and encouraging small businesses, including farmers, benefiting Choppies, farmers and customers. Please see pages 43 to 62 for more information on our engagement with farmers as well as our CSR programme.

Our commitment	What we do	Contributions/objectives achieved	Targets for FY2026
Population upskilling	▶ Train the population throughout the country in basic skills and crafts that can be used to accelerate the productivity of Choppies' employees ▶ Partner with universities to provide advanced courses on critical areas for retail such as information technology and retail management.	▶ **1 677** staff members completed training ▶ **228** graduates trained in the Choppies Graduates Trainee programme ▶ Sponsored post-graduate studies in India: ▶ Training programme extended to Liquorama and currently has **45** graduates who have started the programme ▶ **61** people with disabilities employed.	▶ Develop the same model in all regions ▶ Improving training programmes in Namibia and Zambia.
Care for the environment	▶ Develop distributed energy facilities using the stores' roofs and waste that provide energy directly to Choppies and to the community as well as the grid ▶ Collect, separate and recycle own waste generated from food, packaging, and others as well as collect from the population and farmers to transport to own or third-party recycling plants or feed local biomass plants.	▶ Solar installation completed in **19** stores in Namibia ▶ Botswana solar installation at F&V distribution centre completed ▶ **Eight** stores in Botswana running a pilot water recovery system ▶ All stores in Botswana have been converted to energy saving LED lights ▶ Successfully implemented energy-efficient self-contained fridges across **100%** of our stores and fully converted display and upright fridges to energy-efficient models in **11** stores ▶ The use of waterless urinals and strainers in all taps has helped us reduce water consumption by up to **30%**. For more information, please see page 63.	▶ Expansion of solar installation ▶ Further reduction of water consumption and green and renewable energy generation in countries in which we operate.
Develop local businesses	▶ Support farmers' growth and quality by providing platforms and knowledge, while offering the necessary financial and technical expertise ▶ Use Choppies' spare transportation capacity to help small producers reach new markets and provide the population with access to better products ▶ Support local manufacturing and SMMEs.	▶ **707** newly listed vegetable farmers, slightly under **15%** increase from last year ▶ More than **600** farmers supplying livestock in various parts of Botswana ▶ Farmers app operational with **85** active users.	▶ Develop the same model in all regions ▶ Strengthening the collaboration with local farmers and entrepreneurs.

VALUE CREATING BUSINESS MODEL

FC Financial capital | HC Human capital | IC Intellectual capital | MC Manufactured capital | NC Natural capital | SRC Social and relationship capital

As a food retailer, the Group's business model consists of acquiring goods via a productive domestic and global supply chain and reselling them to customers via a chain of retail locations. The business model demonstrates the efficient and balanced use of our capitals as defined by the International Integrated Reporting Council's Framework and sets out how we create long-term sustainable value for our stakeholders.

Capital

Financial
Funding received from providers of capital and the financial resources available to the Group

Human
Employee skills, capabilities, development and experience

Intellectual
Skills and knowledge within the organisation and the enabling systems and processes

Manufactured
We use physical infrastructure within our operations that includes our store estate, distribution capacity, and information technology platforms

Natural
Environmental resources used in our direct operations and in our supply chain which impact on our prosperity and sustainability

Social and relationship
The relationships we have with our stakeholders, including our customers, suppliers, business partners, communities, and other stakeholders

Inputs

FC
- **BWP323 million** of non-IFRS 16 borrowings
- **BWP1 388 million** of unsecured, interest free current liabilities.

HC
- **11 393** full-time employees
- Management expertise and skills
- Well-trained employees.

IC
- Strong brand equity
- Growing own brand offer and product development: private label items are available in almost every food and non-food category, fresh, frozen, canned, dry foods, snacks, ethnic specialities, health and beauty care, household, as well as laundry products
- Sophisticated IT systems
- Data analytics to respond to shopper needs.

MC
- **174** grocery stores
- **Four** support offices
- **Seven** distribution centres
- A strong and well spread-out transport infrastructure in all countries
- In-house supply chain with regionalised distribution centres
- Valued partnerships with transport logistics providers and own transport fleet
- Milling production
- Tissue production.

NC
- Restrained, appropriate carbon footprint
- Prudent consumption of resources: water and electricity
- Eco-friendly refrigeration
- Conscious focus on use of recyclable material
- Minimising food wastage.

SRC
- Customer-led long-term strategy with market research
- Meaningful corporate social investment programme
- Strong platforms for stakeholder engagement
- Strong relationships with customers, suppliers, funders, communities and government
- Support for farmers and local SMMEs.

Outputs

FC
- Group EBITDA increased by **BWP22 million**
- The Group reduced non-IFRS 16 debt by **BWP89 million** despite investing **BWP281 million** in new stores and logistics
- Net finance costs in FY2024 included a credit of **BWP6.5 million** relating to the Kamoso acquisition. Excluding this, net interest reduced from **BWP112 million** in the prior year to **BWP100 million**
- Market capitalisation at **BWP1 186 million**.

HC
- **1 016** jobs created in FY2025 across Southern Africa
- Providing living wage
- Salaries **BWP637 million**
- Economic upliftment
- Socio-economic development
- Skills transfer to local communities.

IC
- Affordable and fresh groceries in underserviced urban, semi-urban and rural areas
- Great value for money for consumers
- Unique merchandise and distribution systems
- Farmers' app.

MC
- In-house maintenance services
- Master database management and contracts with technology services providing for systems support
- Long-term alternate solar energy planning
- Waste management.

NC
- Recycling
- Solar installation at **19** stores in Namibia and one distribution centre in Botswana
- **61 855 978kWh** grid electricity used
- **190 484 kilolitres** of water used.

SRC
- Business support for local suppliers and landlords – **75%** of fresh produce in Botswana is distributed through Choppies
- Choppies supports small-scale local manufacturers
- Contracted farming fund advances food security for the nation
- Business support with local farmers for buying sheep and goat.

VALUE CREATING BUSINESS MODEL continued

Business activities

Providing the best value for money, convenience and a broad service offering, including bakery, butchery, fresh fruit and vegetables, takeaways, liquor, hardware and building materials and relevant financial services in urban, semi-urban and rural areas and shopping centres, close to residential areas and transport nodes. Milling and tissue production operations to support the value chain.

Providing consistent quality, across all products, supported by our superior in-house distribution and logistics capabilities. Fresh fruit and vegetables are directly sourced from farms.

Trade-offs

In managing the six capitals, our material trade-offs include:

- Although we value and support local suppliers and local communities, we do rely on higher levels of imported goods and services, including the employment of foreign nationals for rare and critical skills
- Determining which operating segment to prioritise in our expansion plans, given our limited resources
- While we have set debt reduction as a strategic goal, we may need funding and additional equity to grow the business in the existing segments, expand into other countries, acquire new businesses, and invest in information technology
- We will invest in stock-piling key grocery lines to mitigate price inflation and scarcity to keep our prices low and ensure availability for the benefit of our customers
- We have managed prices due to higher cost inflation, for the benefit of customers and to remain competitive, resulting in a lower gross profit margin, although our longer-term plans are to improve the gross profit margin
- We have commenced with the update of most of our systems, including a digital journey for a paperless business, all of which may result in a leaner support team in the medium term.

MATERIAL ISSUES

Our materiality assessment is embedded in the Group's daily management practices. We regularly evaluate a range of internal and external factors, risks, and opportunities, while actively engaging with key stakeholders who impact our ability to deliver sustainable value. Material issues are considered from both qualitative and quantitative angles, considering financial, operational, strategic, reputational, and regulatory implications.

In evaluating material matters, we consider macro- and microeconomic trends, our operating environment, technological advancements, regulatory developments, social issues, and evolving customer behaviours and expectations. These matters are reviewed and revised annually in terms of both the magnitude of the effect and the likelihood of occurrence. Material matters are defined by the Board as issues that have the potential to significantly affect the creation of stakeholder value over the short, medium, and long term.

We serve our customers good quality fresh fruits and vegetables sourced directly from markets and farmers in Botswana, Namibia, Zambia and South Africa.

Material matter	Context	Capital impacted
Environmental impact	Climate change leading to droughts and floods can impact agriculture.	Natural
	The excessive use of energy, water, and plastic and cardboard for packaging has the potential to significantly contribute to waste and pollution.	Manufactured
Digital innovation	Digital innovation influences customer engagement, operation efficiency and supply chain agility. It is essential in a fast-paced retail environment.	Intellectual
Social issues	High unemployment, slow economic growth and high food inflation reduces customer spending power. This results in less spending activity from consumers.	Human Social and relationship capital
Economic pressure	Economic pressure impacts both spending power and operational costs. Volatile markets impact the long-term outlook of the business.	Financial

MARKET IN CONTEXT

Choppies provides services to a diverse customer base and therefore strives to gain a deeper understanding of the factors that influence their spending habits. These insights allow us to develop strategies aimed at easing any financial pressures our customers may be experiencing.

Operating across three countries exposes us to a different set of trends and challenges, bringing both risks and opportunities for innovation and growth. Some of these challenges are global in nature, while others are unique to the specific regions in which we operate.

A tough trading environment

In **Botswana**, trade tension driven by tariffs imposed by the US weigh on an already-fragile economic growth outlook. The US is the world's largest consumer of diamonds, and the tariffs imposed on most countries in the world will increase end-consumer diamond prices, destroying some demand for diamonds and weighing on export growth. This is in addition to the threat of lab-grown diamonds. The devaluation of the Pula in July 2025 with the threat of further devaluation is also impacting the economy. All of this will have knock-on effects on household spending, investment and government consumption. Real GDP growth forecast has been revised to (0.4%), from a previous 3.3%.

Namibia's growth is expected to slow from 3.7% in 2024 to 3.6% in 2025, due to challenges in mining exports and a slowdown in both consumption and investment. The economy is highly exposed to global events. A greater-than-anticipated weakening in global demand could weigh on the market's mineral exports, including diamonds and uranium. Much of the economy remains closely tied to agriculture, and extreme weather and locust outbreaks pose substantial risks to economic stability.

In **Zambia** real GDP growth has been revised to 5.8% from a previous 5.9%. Economic growth is expected to accelerate post drought conditions that prompted a collapse in food production and renewed exchange rate depreciation, leading to resurgent inflationary pressures. Additional growth is expected to be driven by a recovery in copper prices and a further slowdown in consumer price growth. Easing external constraints will prevent further sharp depreciations of the Zambian Kwacha, which is expected to remain stable.

Impact on our market

- Low economic growth will result in weakened consumer spending
- Rising energy and fuel costs impacting logistics and operations
- Limited production for local suppliers
- Currency fluctuations affect pricing

How we responded

- Showed strong growth in an increasingly challenging economic environment with sales up **14.7%** and like-for-like sales growth at **8.6%**
- Diversified our portfolio to mitigate risk and potentially enhance returns
- Focused our expansion in high-footfall areas
- Maintaining a healthy balance sheet – all Choppies segments – Botswana, Namibia and Zambia turned into EBITDA profitable.

Pressure on consumers

Consumers remain under immense pressure due to slow economic growth, elevated interest rates and high levels of unemployment. In addition, high interest rates and inflation eroded income and raised the cost of living. This has put additional pressure on households, especially those living in vulnerable low-income communities.

Impact on our market

- Challenges in addressing food security and poverty alleviation
- Low job creation
- Slow economic activity
- Reduced spending.

How we responded

- **Customer-centric retail offering**

  Choppies offers its customers with choice at the price they can afford by opening stores that reflect the changing habits and needs of our customers. Since many of our locations are in small rural towns, we have a wide choice of private label Choppies items as well as well-known brand products to suit any budget. We continuously review our service offering to satisfy the needs of our lower-to-middle-income shoppers.

- **A people-focused business**

  Choppies is the largest employer in Botswana after the government and employs the largest proportion of differently abled people. In January 2025 in Botswana we introduced the living wage for all employees. We will evaluate the expansion of this initiative to other jurisdictions subject to local market conditions. Across our regions, we are committed to upskilling our employees and transferring skills to the local communities with a strong focus on localisation.

- **House brands and confined brands**

  Choppies house brands offer consumers product quality and value for money at an affordable price. In developing our house brands we focus on pricing, quality, affordability and availability. Our own-label products contribute 22% to the business.

MARKET IN CONTEXT continued

Digital innovation

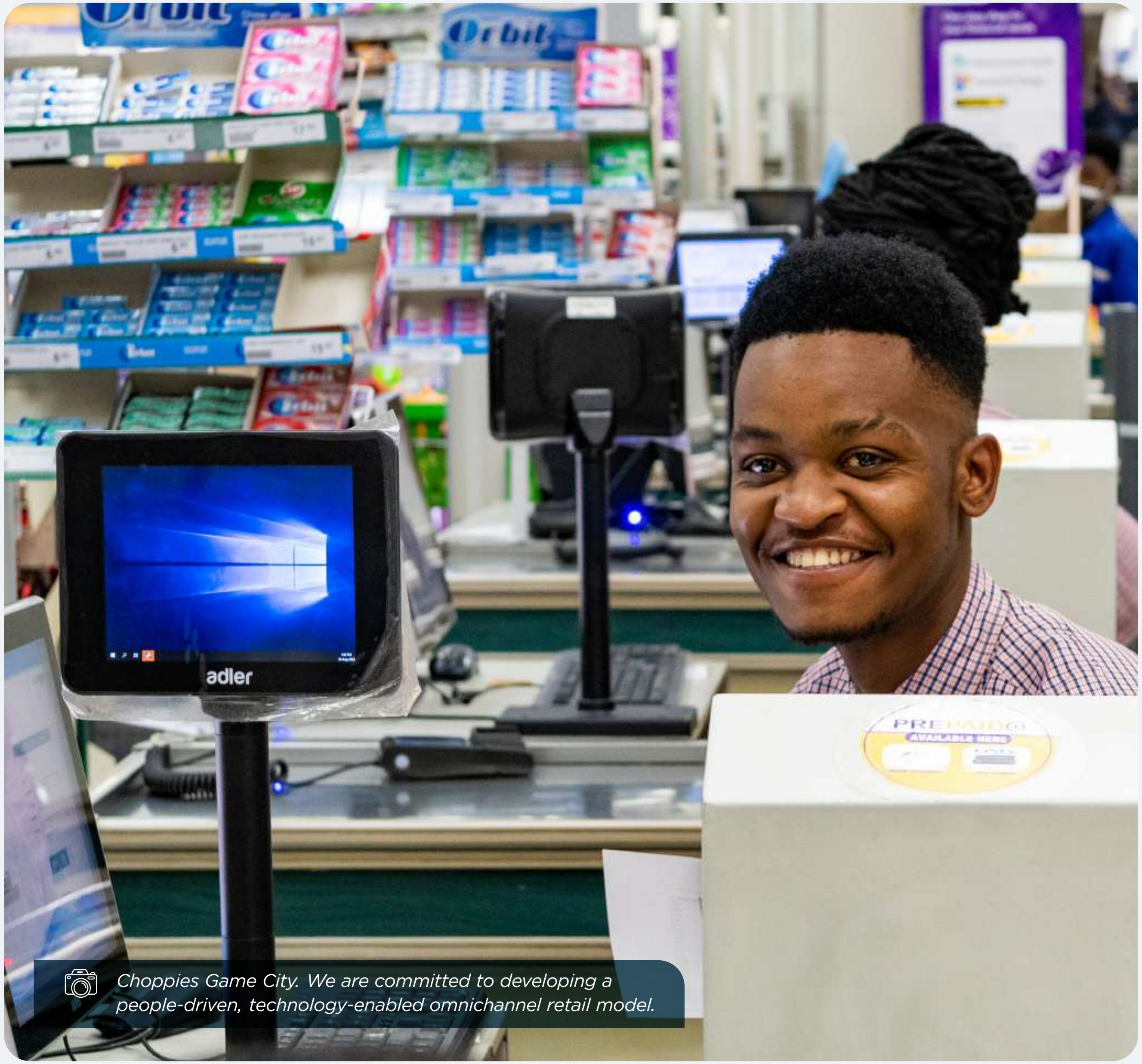
Consumers are placing greater emphasis on convenience and digital interaction. To lead in this evolving landscape, a strong integration between business and technology is essential. Digital transformation in the grocery industry involves leveraging digital technologies to reshape operations and how value is delivered to customers. For grocery retailers, this means adopting tech-driven solutions that improve the shopping experience, optimise processes and meet shifting consumer expectations.

Impact on our market

- Data is being collected in real-time to help identify and respond to changing trends, allowing Choppies to respond to consumers quicker
- Growing online sales has the potential to disrupt declining traditional sales
- Supply chain optimisation and enhanced operational efficiency
- Improved ease of convenience for customers through digital payment methods and digital payments and transfers.

How we responded

- Optimising data to stay ahead of evolving customer expectations and respond dynamically to a changing operating environment
- Embracing emerging technologies like blockchain, AI, and cloud computing to enhance efficiency and improve performance
- Fostering a culture that embraces data-driven decision-making.



Choppies Game City. We are committed to developing a people-driven, technology-enabled omnichannel retail model.

STAKEHOLDER ENGAGEMENT

Quality of relationship: S Strong C Cordial W Weak

We acknowledge that effective stakeholder engagement plays a vital role in creating and sustaining value and significantly contributes to achieving our strategic objectives and by involving our stakeholders, we can more clearly define our business strategy, make better choices, and enhance our performance in terms of the economy, the environment, and society.

We engage with our stakeholders through a variety of channels and aim to understand our stakeholders' perspectives and needs to align on shared priorities, meet agreed expectations, and keep them informed of our progress.

Key stakeholders

Stakeholders	
Customers	**Shareholders**
Financiers	**Employees**
Suppliers	**Regulators and government**
Communities	**Media**
Employee representation	

Choppies Northgate Mall: We aim to provide access to most Botswanans by ensuring that 90% of the population is within a 10km radius of a Choppies store.

Engagement helps us

Improve our awareness of stakeholders' expectations, aspirations and interests

Strengthen the transparency and accountability through which we have built valuable relationships

Consider stakeholders' concerns and interests when establishing our material issues and strategic response

Our key stakeholders and the issues that concern them are set out below:

Customers

S

What matters to them

- Value for money
- High product quality
- Convenience – location and trading hours
- Competitive pricing structures
- High service levels
- Availability and variety of products
- Extensive relationship building
- Giving backend promotions

How we engage

- Customer-centric business model
- Feedback from customers informs enhancement of products
- Conscious effort to meet expectations where applicable
- Continual product and service quality monitoring
- Facilitation of promotions
- Post year-end we launched our loyalty programme

Issues raised in FY2025

- Increase in demand from customers
- Drought and import ban affecting the availability of rice and maize
- Increase in prices due to inflation

How we responded

- Conscious effort to meet expectations where applicable
- Tie up with local suppliers/farmers
- Facilitation of promotions

STAKEHOLDER ENGAGEMENT continued

Financiers

S

What matters to them

- Effective debt reduction and management
- Compliance with various loan covenants and undertakings
- Liquidity management for solvency
- Sustainable growth
- Debt reduction

How we engage

- Regular meetings
- Regular tracking of finance covenants
- Repayment of loans in terms of agreed timelines
- Significant reduction in debt

Issues raised in FY2025

- Interest rate and transactional cost increase

How we responded

- Regular meetings and negotiations with bankers

Suppliers

S

What matters to them

- Building relationships to ensure business continuity
- Fair pricing, transparent negotiation and transparent agreements
- Partnership for better product development
- Clear communication of expectations
- Effective and efficient administration
- Resource efficiency (including energy, water, waste and logistics)
- On-time payments and quick dispute resolution
- Joint business plans for key suppliers

How we engage

- Regular contact and maintaining close relationships including joint business plans
- Enterprise and Supplier development initiatives
- Implementing and monitoring service level agreements
- Sound commercial contracts
- New product testing and marketing
- Product support for healthy living
- Supplier portal
- Annual Group meeting and dinner

Issues raised in FY2025

- Suppliers not prioritising delivery to Botswana
- Port congestion and rail network unavailability affecting international supplies

How we responded

- Regular contact and maintaining close relationships
- Exploring the options of alternate ports

STAKEHOLDER ENGAGEMENT continued

Employees

S

What matters to them

- Job security and fair and reasonable working hours (with certainty of hours and shifts)
- Training and development
- Safe working environment
- Competitive remuneration
- Recognition of performance
- Transparent and regular communication
- Wellness programmes and work life balance
- Sustainable Group performance
- Working for a responsible and ethical corporate citizen

How we engage

- Regular staff engagement and communication, both at Group and segmental levels
- Training facilitated, based on individual goals and company-specific requirements
- Staff development initiatives
- Annual appraisals
- Code of ethics
- Whistleblowing function and improved governance policies
- Training to support skills development initiatives

Issues raised in FY2025

- Skills and career development in a safe and healthy working environment especially blue-collar employees
- Growth and empowerment opportunities
- Increased cost of living

How we responded

- Improved training programmes
- Annual appraisals
- Introduction of living wage of BWP4 000

Shareholders

C

What matters to them

- Board and management stability
- Earnings and sustainable growth
- Share price performance
- Risk and mitigation strategies
- Payment of dividends
- Diversified footprint and segments
- Strong management team
- Restructuring or selling failing businesses
- Sound governance
- Expanded financial disclosure (including disclosure on key ESG concerns in line with recognised frameworks)

How we engage

- Results releases
- Annual General Meeting
- Regularly updated through SENS/XNews
- Integrated Annual Report
- Trading updates
- Website updates
- Roadshows
- Site visit

Issues raised in FY2025

- Engagement with stakeholders
- Improved return

How we responded

- Regular investor meetings
- Consistent dividend pay out

STAKEHOLDER ENGAGEMENT continued

Regulators and government

C

What matters to them

- Timeous compliance with all relevant laws and regulations
- Transparent reporting
- On-time payment of direct and indirect taxes

How we engage

- Regular contact with regulator, registrar, BSE and JSE
- Revenue authorities
- Keep abreast of changes in legislation

Issues raised in FY2025

- Compliance with regulations

How we responded

- Regular contact with regulator, registrar, BSE and JSE

Media

C

What matters to them

- Understanding the Choppies business
- Integrity of reporting

How we engage

- Circulation of press releases
- Media alerts through SENS/XNews announcements
- Specific direct engagements

Issues raised in FY2025

- Unfair and false reporting

How we responded

- Media alerts through SENS/XNews announcements

Communities

S

What matters to them

- Social licence to operate
- Employment opportunities
- Environmental sustainability
- Donating to local upliftment projects
- Shared value initiatives

How we engage

- Regular review and assessment of CSI projects
- Monitoring implementation of the Group's CSI strategy and projects
- Corporate social responsibility initiatives

Issues raised in FY2025

- Communities characterised by high unemployment and relatively low-income levels
- Increase in costs

How we responded

- Improved corporate social responsibility initiatives
- Regular promotions on basic lines

Employee representation

C

What matters to them

- Advancing matters of mutual interest
- Change management programmes
- Partnering to effect workplace transformation

How we engage

- Regular consultation on reward and employment conditions
- Consultation on transformation
- Local economic development and corporate social investment
- Skills development

Issues raised in FY2025

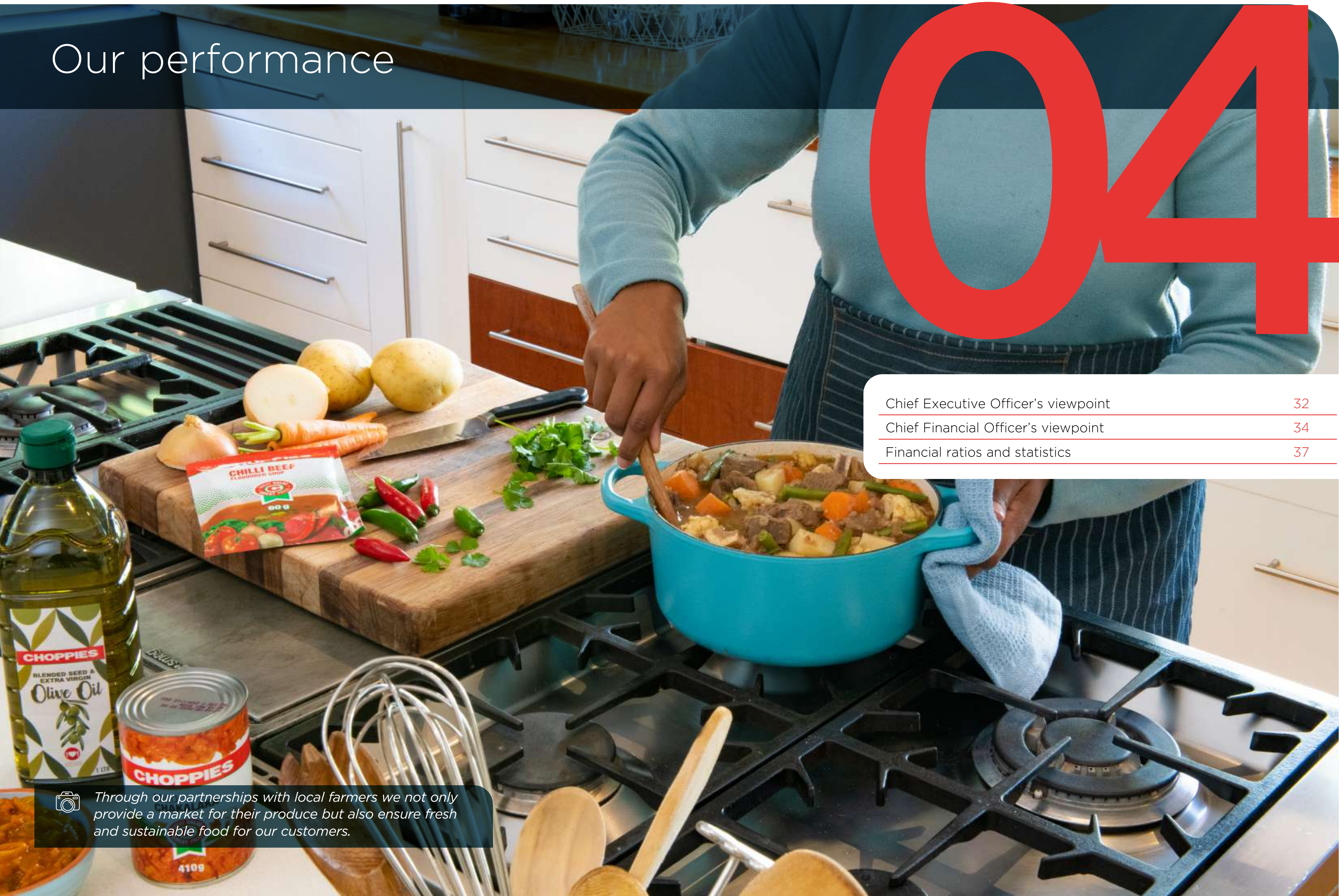
- Wages, work scheduling practices for full-time and part-time employees, transportation and late trading hours (common features of the retail industry)

How we responded

- Regular consultation on reward and employment conditions

Our performance

04



Chief Executive Officer's viewpoint	32
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Financial ratios and statistics	37

Through our partnerships with local farmers we not only provide a market for their produce but also ensure fresh and sustainable food for our customers.

CHIEF EXECUTIVE OFFICER'S VIEWPOINT

Ramachandran Ottapathu
CEO

Choppies' purpose and success is aligned to its commitment and approach to creating shared value.

During the past year we continued to advance our strategic objectives with a solid performance in Choppies Botswana and Zambia. In addition, we successfully exited the Zimbabwean market after receiving the required approval from the Competition Authority of Zimbabwe. The exit aligned with our strategic intent of focusing on profitable regions.

On the macroeconomic front, pressure on the economy persisted. In the second half of the year, unemployment increased, which coupled with the introduction of an online gambling app, saw discretionary income decline considerably.

Post year-end Botswana announced a 7% devaluation of the Pula as part of a revised monetary strategy to offset the impact of the ongoing global downturn in diamond demand. This will increase the cost of imports for the business and we expect this uncertainty to continue.

Our operational performance

Botswana

Botswana continued to demonstrate resilience in an increasingly challenging economic environment with both sales and EBITDA increasing. It remains our largest market and we continued to cautiously open eight new stores across Botswana. We successfully launched our first wholesale store in Lobatse, which has done exceptionally well and will soon reach break-even.

The consolidation of the Kamoso acquisition is progressing well. While there is still work to be done to get Liquorama and Builders Mart consistently profitable, we are encouraged that this can be achieved. In light of this we added additional Liquorama stores. The milling and packaging operations have performed in line with expectations.

Zambia

We are happy with the progress the Group is seeing in Zambia with our store numbers improving significantly despite economic challenges and constant power cuts. We opened nine new stores across Zambia during the year, and closed down one store.

Namibia

In Namibia, we have not yet reached critical mass which is impacting the performance. We believe we will see solid progress once this is achieved and remain confident in the region's potential. We regularly assess the situation and will allocate the resources and support where required to drive success. We opened three new stores as well as our first hardware store in Namibia.

A call to action

In January 2025 we implemented a living wage of BWP4 000 in Botswana. This is a principle we have long pursued and Choppies was the first company to answer the Botswanan President's call to implement a minimum living wage which is higher than the national minimum wage. The implementation of a living wage is a meaningful step towards providing workers with a more dignified standard of living. Over time, we plan to extend the minimum wage coverage to more employees. This aligns with our approach to creating shared value that remains true to our success and purpose.

Advancing our strategy

During the year we reviewed and streamlined our strategy. The new strategy is similar to our previous strategy, only more refined and further detail is set out on page 19.

In advancing our strategy this year we continued to create a high return business which helped us achieve an improved footprint in Zambia and Namibia.

CHIEF EXECUTIVE OFFICER'S VIEWPOINT continued

Our digital transformation is progressing well. We have commenced the implementation plan of our new ERP system which will ensure efficiency and consistency across the Group. The programme is set to complete by FY2027. Our focus will also be on improving the Group's e-wallet service which is still in its initial stages with more traction expected in the coming year. Our financial services platform, Monyglob, is also performing well and we intend to grow it substantially.

Going forward, our focus will be to drive progress in Namibia and ensuring improved performances for Builders Mart and Liquorama.

Building skills for tomorrow

In line with our commitment to skills and development we signed an MOU with the government of Botswana to include government interns in the Choppies internship programme. This is in addition to the existing Choppies graduate trainee programme. We are also currently in the process of initiating a similar initiative with the governments of Zambia and Namibia and have made progress by signing an MOU with the University of Zambia which is situated in Lusaka.

We currently have approximately 200 graduates in our trainee programme. On completion trainees receive permanent positions if suitable positions are available.

Our partnership with the universities in India continues to progress well. Together with the Indian High Commission, we have sent three further employees to study in India.

Our communities

We continued to embody our approach to shared value in our engagements with our communities. Our Big Bonanza continues to positively impact the lives of our customers. In the past financial year, each store awarded a lucky customer BWP1 000 daily, which formed part of our drive to alleviate poverty.

Choppies continues to sponsor young up-and-coming athletes and is currently sponsoring Malak Macheng, a young Botswana tennis player. Her recent victories have made her a rising star in Botswana's tennis scene and earned her the Junior Sportswoman of the Year award. We also sponsored the Botswana Football Association's under 17s development section with BWP5.4 million over a period of three years. See page 43 for further details on our community engagement.

Advancing our ESG initiatives

Our solar projects are progressing well in Namibia. We have completed one major solar installation in Botswana with another installation expected to be completed soon. Our aim is to continue with the installation of solar and we hope to have 10 to 20% of our sites using solar energy by the end of 2025.

Looking ahead

We see good prospects in Botswana with the incorporation of technology and financial services. We are also encouraged by the progress we are seeing in other segments such as our hardware stores especially in Namibia. Zambia is beginning to show promising growth which reflects the hard work invested in driving the success of the business.

We are also committed to continuing our investment in training, with a particular focus on equipping middle management with skills in data analytics and AI which we expect will deliver meaningful results.

Post year-end we launched our loyalty programme called **Choppies Bonus Bucks**, which will provide benefits for our customers as well as further critical data to better enhance the shopping experience. We have designed the programme to be cardless and it is linked to our customer's mobile numbers for convenience and ease of use.

We believe our resilience in core markets positions us to counter external challenges such as regional currency volatility, inflationary pressures, and global uncertainty. Our strategic priorities remain consolidating profitability in Botswana, Namibia, and Zambia, completing the turnaround of Builders Mart and Liquorama, maintaining financial discipline and covenant headroom; and advancing ESG initiatives.

Appreciation

Thank you to our management and staff for their dedication, to the Board for its guidance, and to our stakeholders; customers, suppliers, farmers, and communities, for their continued partnership.

Ramachandran Ottapathu
CEO

17 September 2025

CHIEF FINANCIAL OFFICER'S VIEWPOINT

Minnesh Rajcoomar
Chief Financial Officer

HIGHLIGHTS

- **Turnaround** of all the rest of Choppies segments is in **progress** with plans in place **to improve performance**, but slower than expected
- Group funding **covenants complied with**
- Commenced with the **implementation** of a new **enterprise resource planning** ("ERP") system for completion by FY2027
- Final dividend of **0.6 thebe** per ordinary share declared (2024: 1.6 thebe), bringing the total dividend to **2.2 thebe** per share (2024: 3.0 thebe).

All Choppies segments – Botswana, Namibia and Zambia – achieved profitable EBITDA and the exit of Zimbabwe was finalised during December 2024.

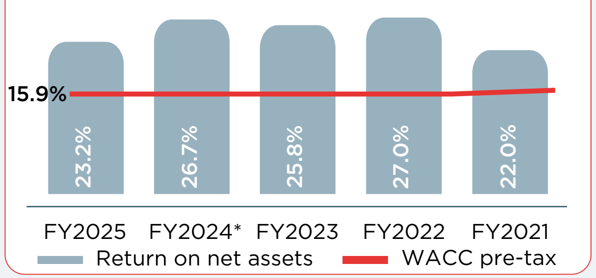
Shareholders returns

Our returns declined slightly compared to the prior year due to the sale of the Zimbabwe segment and the loss in the Liquorama segment.

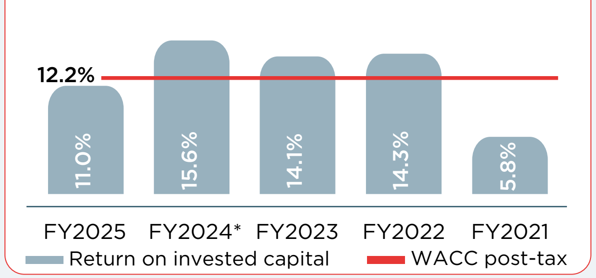
Our return on net assets ("RONA") at 23.2% (FY2024: 26.7%), remains well above our pre-tax WACC of 15.9%. Our return on invested capital ("ROIC") at 11.0% (FY2024: 15.6%) is below the WACC of 12.2%. We expect ROIC to exceed WACC in the short term.

The Board remains confident that Choppies is positioned for sustainable growth and improved shareholder returns.

Return on net assets



Return on invested capital



Distribution to shareholders – ordinary dividend number 10

An interim cash dividend (number 9) of 1.6 thebe per share was paid on 8 May 2025. The Board has declared a final dividend (number 10) of 0.6 thebe per share, payable on 5 November 2025, bringing the total dividend for FY2025 to 2.2 thebe (2024: 3.0 thebe) per ordinary share.

In accordance with the Company's dividend policy, a dividend cover of three will be maintained. The dividend has been declared out of income reserves.

* *FY2024 represented for sale of Zimbabwe.*

CHIEF FINANCIAL OFFICER'S VIEWPOINT continued

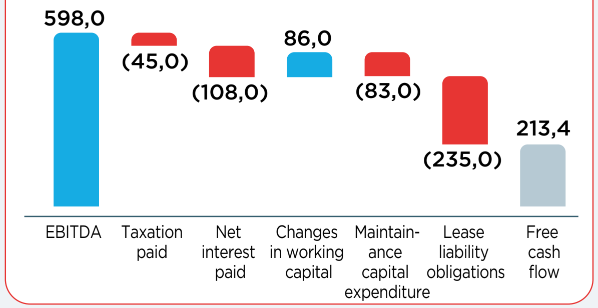
Cash flow performance

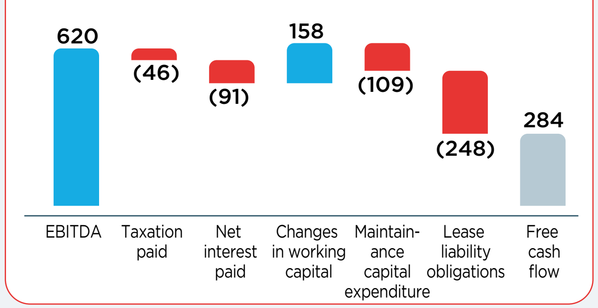
The Group reduced non-IFRS 16 debt by BWP89 million despite investing BWP281 million in new stores and logistics. Negative working capital increased from BWP322 million in the prior year to this year's BWP485 million, strengthening liquidity.

Group funding covenants were complied with, and the Group has sufficient headroom in the covenants to cushion any shocks.

We are being thoughtful and balanced about inventory levels by category and expenditure as we work and position ourselves for the next year. Year-end payables are higher than last year due to growth in sales and new stores.

Our free cash flow generation remains strong despite the losses in the Zimbabwe segment.





We also analyse free cash flow based on the statement of cash flows.

Free cash flow 12 months ended (BWP'000)	**30 June 2025**	30 June 2024
Net movement in cash and cash equivalents	**(46)**	(12)
Cash flows from financing activities	**396**	379
New store capex and new ERP	**172**	76
Acquisitions and discontinued operations	**47**	118
Dividends	**55**	29
Free cash flow	**624**	590
Change over last year	**34**	

Statement of profit or loss and segmental report commentary

The Group sold the assets of the Zimbabwean segment in December 2024. The general merchandise business, South African liquor business and Mediland business were discontinued during FY2024.

The Group's retail sales increased by 14.7% to BWP9 107 million (2024: BWP7 940 million), driven by 30 new stores, inflation and volume growth. Choppies segments saw volume growth of 8.7% and achieved price growth of 5.1%, while sales for like-for-like stores increased by 8.6%.

The gross profit margin improved by 40 basis points to 20.8% (2024: 20.4%), due to improved margins in all segments except Liquorama. The Liquorama gross profit rate reduced from 13.9% last year to 12.4% as we faced heightened competition from both liquor retailers and wholesalers, while illicit liquor imports hampered margin expansion.

In Pula terms, gross profit increased by 16.8% to BWP1 893 million (2024: BWP1 621 million) despite the competitive and challenging economic environment.

Expenses increased by 21.8% due to new stores, inflation, the loss on the sale of the Zimbabwe segment and impairment losses.

Operating profit (EBIT) decreased by 5.1% from BWP335 million to BWP318 million. However, adjusted EBIT increased by 12.2% from BWP344 million to BWP386 million.

Net finance costs in FY2024 included a credit of BWP6.5 million relating to the Kamoso acquisition. Excluding this, net interest reduced from BWP112 million in the prior year to BWP100 million.

The reduction was due to lower debt offset by higher interest on leases as a result of new stores.

The effective tax rate of 30.7% (2024: 14.8%) is higher than the standard rate primarily due to losses in Namibia for which we have not yet raised any deferred tax, and non-deductible loss on the sale of Zimbabwe. Last year's rate was lower than the standard rate due to deferred tax raised on carried forward tax losses in the Zambia segment.

Statement of financial position and cash flows

Group funding covenants were complied with, and the Group has sufficient headroom in the covenants to cushion any shocks.

We are being thoughtful and balanced about inventory levels by category and expenditure as we work and position ourselves for the next year. Year-end payables are higher than last year due to growth in sales and new stores.

CHIEF FINANCIAL OFFICER'S VIEWPOINT continued

FY2026 outlook

The Group expects continued resilience in core markets despite external challenges, including regional currency volatility, inflationary pressures and global uncertainty.

Our customers' disposable incomes are under enormous pressure and there is an increasing need for us to sustain our focus on the lowest prices and best value across our various store formats.

Strategic priorities remain:

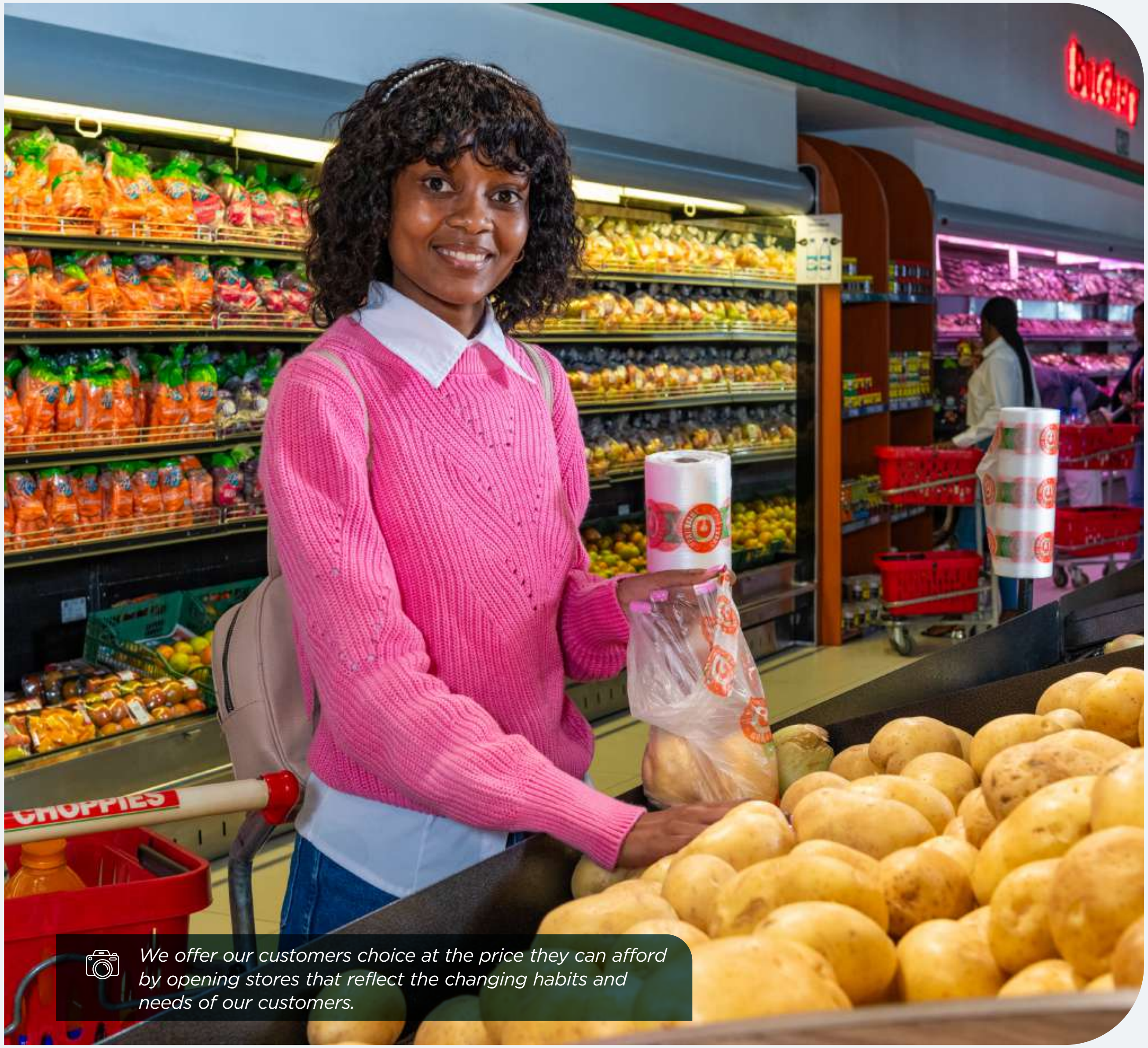
- Consolidating profitability in Botswana, Namibia, and Zambia
- Completing the turnaround of Builders Mart and Liquorama
- Maintaining financial discipline and covenant headroom
- Advancing environmental, social, and governance ("ESG") initiatives
- The implementation of the new enterprise resource planning ("ERP"), which is set for completion by FY2027.

The Board remains confident that Choppies is positioned for sustainable growth and improved shareholder returns.

M Rajcoomar

Minnesh Rajcoomar
CFO

17 September 2025



We offer our customers choice at the price they can afford by opening stores that reflect the changing habits and needs of our customers.

FINANCIAL RATIOS AND STATISTICS

		2025	2024	2023	2022	2021	2020
Profit information*							
Retail sales	BWP million	**9 107**	7 940	6 433	6 042	5 331	5 421
Gross profit	BWP million	**1 893**	1 621	1 359	1 307	1 189	1 253
Gross profit margin	%	**20.79**	20.42	21.13	21.6	22.3	23.1
Operating profit	BWP million	**318**	335	274	279	226	208
Operating profit margin	%	**3.49**	4.22	4.26	4.6	4.2	3.8
Profit/(loss) for year	BWP million	**95**	136	150	145	60	(371)
Headline earnings/(loss) for year	BWP million	**171**	176	148	162	84	(199)
Financial position information							
Total assets	BWP million	**2 935**	2 827	2 177	1 886	1 703	1 841
Total equity	BWP million	**224**	136	42	(341)	(448)	(467)
Total liabilities	BWP million	**2 711**	2 691	2 135	2 227	2 152	2 308
Net assets	BWP million	**1 365**	1 382	1 129	1 030	1 002	1 054
Profitability and asset management*							
Return on total assets	%	**11.00**	13.4	13.5	15.5	12.8	10.3
Return on equity	%	**42.4**	100	350	Neg	Neg	Neg
Return on net assets ("RONA")	%	**23**	27	25	27.5	22.0	22.9
Net asset turn	times	**6.6**	6.3	6	5.9	5.2	6.0
Shareholders' ratios*							
Earnings per share	thebe	**5.3**	7.6	10.9	10.7	5.2	(25.3)
Headline earnings per share	thebe	**9.4**	9.6	11.10	12.4	6.5	(15.3)
Dividend per share	thebe	**2.2**	3.0	—	—	—	—
Stock exchange statistics							
Market value per share ("BSE")							
– At year end	thebe	**65**	52	64	49	60	60
– Highest	thebe	**65**	64	67	60	61	69
– Lowest	thebe	**47**	47	49	49	60	60
Number of shares issued	million	**1 824**	1 824	1 824	1 304	1 304	1 304
Number of transactions		**2 471**	1 113	1 878	2 549	3 426	Sus
Number of shares traded	'000	**142 540**	24 822	44 563	29 129	169 443	Sus
Value of shares traded	BWP million	**78**	12	21	15	103	Sus
Closing market capitalisation based on issued shares	BWP million	**1 186**	949	1 168	639	782	782

Notes
1 Neg – Ratio is negative.
2 Sus – Indicate year share trading was suspended (November 2018 to July 2020).

** 2024 numbers are re-presented for discontinued operations.*

Definitions

Operating profit margin

Operating profit before interest and tax as a percentage of revenue.

Net assets

Net assets are defined as non-current assets plus trade and sundry debtors plus inventories less trade and sundry creditors (accruals and provisions). For clarification income and deferred tax balances are excluded. Net assets also exclude any cash, interest-bearing liabilities and liabilities relating to leases in terms of IFRS 16.

Return on total assets

Operating profit as a percentage of average total assets.

Return on equity

Net profit attributable to ordinary shareholders as a percentage of average ordinary shareholders' interest.

Return on net assets

Operating profit before interest and income tax as a percentage of average net assets.

Net asset turn

Revenue divided by average net assets.

Basic earnings per share ("EPS")

Net profit for the year divided by the weighted average number of ordinary shares in issue during the year (net of treasury shares).

Headline earnings per share ("HEPS")

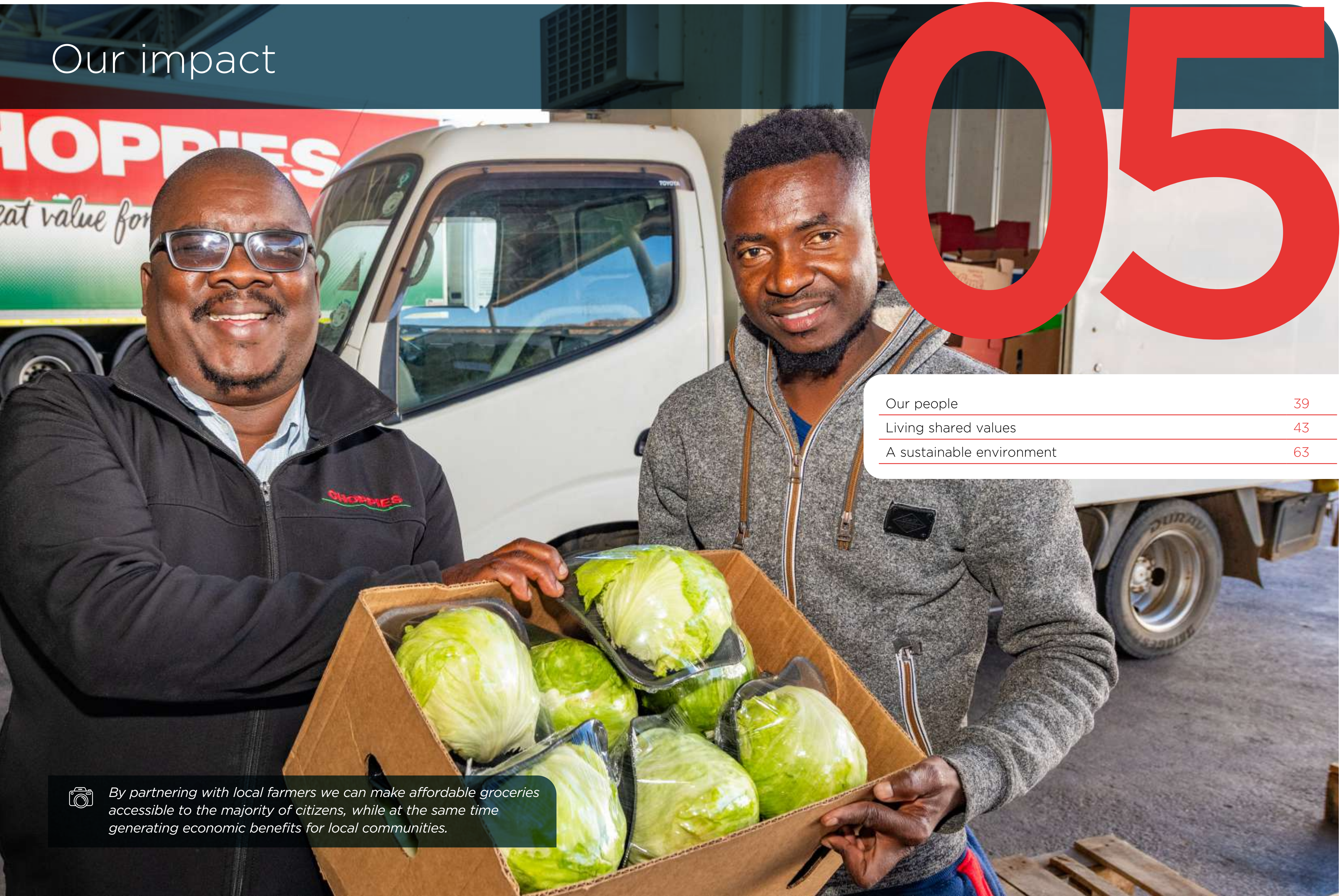
Headline earnings divided by the weighted average number of ordinary shares in issue during the year (net of treasury shares).

Headline earnings

Net profit for the year adjusted for profit/loss on sale of property, plant and equipment, and investments.

Our impact

05



Our people	39
Living shared values	43
A sustainable environment	63

By partnering with local farmers we can make affordable groceries accessible to the majority of citizens, while at the same time generating economic benefits for local communities.

OUR PEOPLE

Our people are valued across the Company, and their skills, talent and drive enable us to build a thriving customer-focused business. These qualities are also critical to the successful execution of our strategy and the long-term sustainability and success of the business.

Our vision is to evolve into a technology-driven organisation by integrating technological advancements into our daily operations to enhance efficiency. This approach will also be embedded within the processes of our human resources department. Through our human capital commitments, we endeavour to create an environment that values diversity, allows our people to thrive and ensures equal opportunity while respecting human rights.

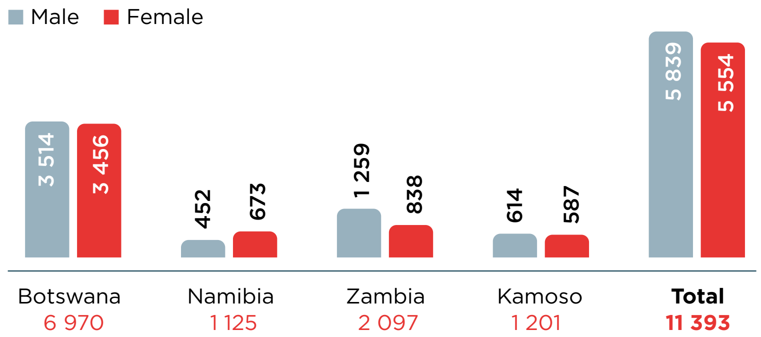
One of the key developments in demonstrating the value of our employees was the introduction of a living wage for all Botswana employees in January 2025.

Shared value

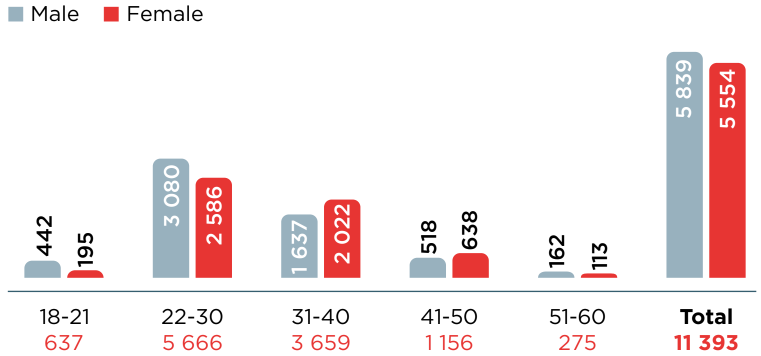
1 016 jobs created	**11 393** employees
32 completed training programmes	**BWP3.9 million** spent on upskilling
5 554 female employment	**61** differently abled employees

One of our key strengths is the training and upskilling of our people with a significant annual training spend of approximately BWP3.9 million. Employees are also provided with a clear career path, with many having started as shelf packers and now working as regional managers. We are the second-largest employer after the government in Botswana, which is why we continue to place a premium on providing excellent working conditions as well as ample possibilities for employee advancement and development. We have an employee turnover ratio of 28%.

Employees by gender



Total number of employees during the reporting period by gender and age group



OUR PEOPLE continued

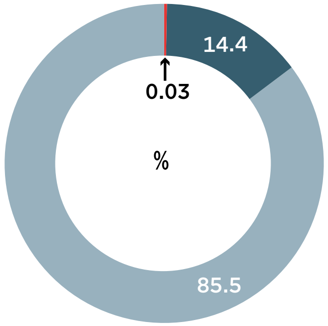
Creating local employment

We place an emphasis on employing people from the local community, and since 2010 have implemented a localisation plan. At present, all branch manager positions are localised. Overall, the Group split for local employment was 11 249 local employees and 144 expat employees.

We treat employees equally across all operations and business segments and ensure we provide them with similar opportunities. Our workforce for Choppies currently stands at 11 393 people across three countries. We employ the largest contingent of people with disabilities in Botswana and encourage this in our other countries of operation.

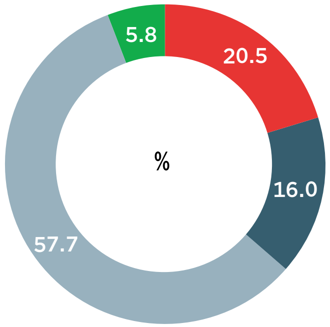
Female representation by job level

Choppies Group



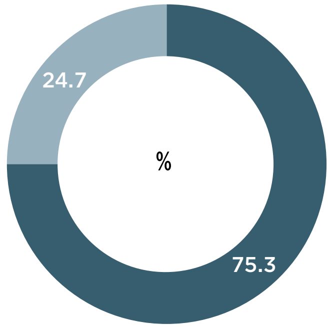
Age group	
Top level	2
Middle level	801
Ground level	4 751
Total	**5 554**

Total number of jobs created during the year

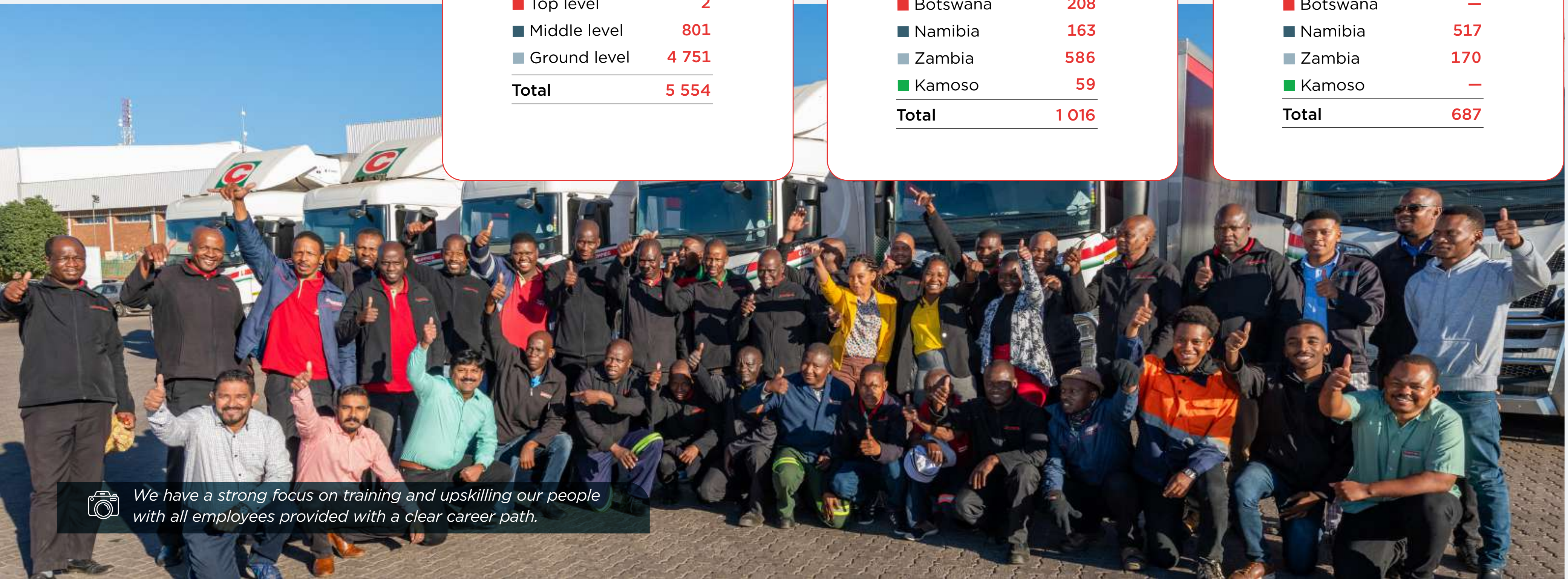


Company	
Botswana	208
Namibia	163
Zambia	586
Kamoso	59
Total	**1 016**

Employees represented by unions (6% of total employees)



Company	
Botswana	–
Namibia	517
Zambia	170
Kamoso	–
Total	**687**



We have a strong focus on training and upskilling our people with all employees provided with a clear career path.

OUR PEOPLE continued

Disability policy

In line with our policy, Choppies commits to standing against the discrimination of people living with disabilities. The Group upholds that disability is not an inability and has demonstrated this over the years. We are the leading employer of people living with disability in Botswana, employing 61 people (30 female and 31 male).

No incidences of discrimination and labour unrest were reported during the year.

Our employees are also part of a pension scheme administered by Alexander Forbes. We as the employer contribute 7% and the employee 6%. Monthly contributions stand at an average BWP2.5 million (employer BWP1.4 million and employee BWP1.1 million). As it stands, the total investment value in this fund is more than BWP145 million.

Skills development and training

We provide skills development and training opportunities to facilitate career development for our employees.

Learning programmes have been developed to enhance employee knowledge and understanding of the Group's strategic growth drivers, customer relations, stock management, revenue expansion and regulatory requirements.

	Botswana	Namibia	Zambia	Total
Total spend (BWP)	3 795 288	101 063	45 395	3 896 351
Number of participants	1 614	63	489	1 677
Training hours	17 504	504	1 747	19 755

We spent BWP3.9 million on training in FY2025 and upskilled 1 677 employees. Out of the above training hours, 4 267 hours were for health and safety training.

We also provide on-the-job training on the code of conduct. Each training programme should:
- Be relevant to Choppies
- Ensure measurable outcomes
- Ensure the employee can demonstrate the training learnings at the workplace.

We aim to ensure that every person in the organisation receives at least 10 hours of training every two years. The Company has, through external service providers, accredited 11 modules aimed at addressing training needs.

The human resources office, led by the head of Human Resources, is in charge of skills development and training.

During the year training programmes covered a range of topics, including discipline and grievance handling, occupational health and safety, food safety, first aid, firefighting and prevention, forklift operation, bakery, butchery, Excel, finance for non-financial managers, store management and stock control, customer service, labour law and the code of conduct.

Supporting employees in post-graduate programme for degrees in India

In our continued effort to advance training and development, Choppies management supported an additional three employees who won the ICCR scholarships through the Indian Embassy in Botswana.

One of these employees works in our finance department and is studying towards a BCom in Finance and the other two are completing their MBAs. As of July 2025, a total of six employees benefited from this programme.

Choppies graduate trainee programme

We have established a graduate training programme in partnership with several universities, including the University of Botswana. The Choppies Graduate Trainee Programme exposes graduates to opportunities in the retail industry, providing formal training in all areas of the fast-moving consumer goods market. A specific agreement is in place with the University of Botswana, targeting ICT graduates to align with the Company's focus on applying technology in the business.

The Graduate Trainee Programme has been extended to Liquorama and our end goal is to extend the training programme to all companies within the Kamoso Group.

We are evaluating exchange projects for graduates between our three countries of operation. We are currently finalising an MOU and have already met with Namibian universities and the Department of Labour.

The training programme ran from February 2024 to February 2025. During 2025, 52 graduates benefited from the programme and 33 candidates were absorbed as permanent employees. An additional 45 graduates were enrolled in March 2025 to kick off the training programme.

OUR PEOPLE continued

Choppies internship programme

During the year we introduced an internship programme, on the back of the government restarting its internship programme. Currently, 111 interns have started in early August.

Health and safety

Choppies is committed to ensuring the health, safety and welfare of its employees. We subscribe to a zero-harm policy and are committed to preventing accidents that may affect our employees, customers, equipment or facilities. We train our staff on occupational health and safety, including training on first aid and managing processes for various injury scenarios.

There were no major accidents or injuries during the year. As the number of injuries is minimal, the lost-time injury frequency rate is not material.

A safety, health, and environment ("SHE") policy approved by the Board is in place and reviewed regularly.

Choppies has again engaged Encyclo Investment (Pty) Limited to conduct an external review of hygiene.

BDO conducted a risk assessment based on ISO 45001 requirements (although Choppies is not ISO-certified) and all areas identified for improvement are addressed in the revised SHE policy.

A team of 34 personnel continually monitor operations and sanitary standards through video surveillance. Action is taken as soon as an incident is identified. Each store has a dedicated SHE representative who receives specific SHE training. Staff also receive occupational health and safety ("OHS") training.

We have created an OHS reporting system to encourage employees to report any potential hazards or incidents, thereby creating an open culture to facilitate early detection of any potential safety issues.

Whistleblowing

We have a whistleblowing system in place with a 24-hour hotline number managed by an independent third party. During the year we received a total of 48 complaints. All complaints received were addressed.

We have over 38 700m² of distribution centre space across our three countries of operation.

LIVING SHARED VALUE

At Choppies corporate social responsibility ("CSR") is a proactive, evolving commitment and is embedded in our operations.

Our commitment to creating shared value for communities is evidenced in our established partnerships with farmers (see pages 60 to 62), job creation, introduction of a living wage and our extensive graduate and intern trainee programmes (see pages 39 to 42). In our CSR initiatives we focus on the following areas:

- **Housing** – we support this through the National Housing Appeal as an area of great need given the scale of hidden poverty in Botswana
- **Disability** – each year we choose a different disability to champion. This year it was albinism
- **Sports** – we support a variety of athletes and sports disciplines with a focus on sports development
- The **less privileged** – we support a number of worthy causes throughout the year

We continue to measure the impact of our CSR initiatives rigorously and continuously reassess our approach to stay aligned within our operating environment and the real needs of our communities.

CSR initiatives

Supporting sport and wellness initiatives

SPOTLIGHT ON...

Rising tennis star Malak Macheng

In the effort of nurturing and developing young talent, Choppies Botswana sponsored young tennis player Malak Macheng. The sponsorship entailed regalia, housing, monthly allowance and refreshment partnership.

LIVING SHARED VALUE continued

Supporting businesses and local communities

SPOTLIGHT ON...

Airborne Lifeline foundation

Choppies signed an MOU in 2023 with Airborne Lifeline foundation, a non-profit organisation operating in Botswana to use Choppies' aircraft at a reduced cost to transport ministry of health professionals to conduct outreach healthcare visits to remote parts of the country. Since inception, 298 medical specialists ranging from paediatricians, obstetrics and gynaecologists, orthopaedic surgeons, neurologists, ENTs, neo natal nurses, general surgeons, oncologists and more healthcare professionals travelled to treat 4 506 patients across the country using Choppies' aircraft (in 122.4 flying hours), which is a considerable number of patients.

Supporting housing

SPOTLIGHT ON...

House donation to Bamangwato Tribal administration

In March 2025, a house was donated to a deserving member of the community in partnership with the Bamangwato Tribal Authority, reaffirming Choppies' commitment to assisting the communities we serve. This was done after the family had their mud house washed away by floods.

House donation in Takatokwane constituency

In March 2025, another house under the national housing appeal was donated in Takatokwane Constituency to uplift a vulnerable household with safe and dignified shelter.

LIVING SHARED VALUE continued

Supporting sport and wellness initiatives

SPOTLIGHT ON...

Botswana Football Association (BFA) sponsorship

Choppies Botswana continued its sponsorship of the BFA under 17 and under 18 girls and boys teams, for the developmental stage competitions at a value of BWP5.4 million for three years. For the year 2024-2025, Choppies assisted with BWP1.7 million for the teams to undergo training.

Balete Main Kgotla Refurbishment

Choppies sponsored the refurbishment of the main Balete Kgotla Leobo in celebration of Botswana independence and the tribe. The refurbishment comes after the Leobo structure had dilapidated and was not conducive for villagers to convene for meetings and social gatherings.

LIVING SHARED VALUE continued

Supporting sport and wellness initiatives continued

SPOTLIGHT ON...

Rewarding the Botswana Olympics team

In the spirit of patriotism, Choppies Botswana donated a financial incentive for the 2024 Paris Olympics team who performed exceptionally at the Olympics competition marking the first time Botswana received a gold medal.

390km Cycling Campaign

The 390km Cycling tour campaign was sponsored by Choppies Botswana. This cycling initiative is done annually in an effort to promote healthy living among the senior citizens of the country.

Run Gabz by night marathon

In an effort to highlight the need to have more secured streets in Gaborone for sports and recreation Choppies proudly sponsored the annual Run Gabz by night marathon in July 2024.

Botho University's wellness day

In August 2024 Choppies Botswana donated to Botho University's annual wellness day that is carried out to encourage staff and students to lead healthy lifestyles.

Gaborone City Mayor's walk

In August 2024 Choppies Botswana sponsored the Gaborone City Mayor's walk and was also the hydration partner for the walk. The walk is conducted annually to sensitise the public on non-communicable disease and using exercise as a way of combating them.

Thuto Boswa Rehabilitation 10km walk

The annual Thuto Boswa Rehabilitation 10km walk was proudly sponsored by Choppies Botswana with refreshments and water. The event is held annually in Ramotswa area to promote healthy lifestyles among those going through any form of rehabilitation.

LIVING SHARED VALUE continued

Supporting sport and wellness initiatives continued

SPOTLIGHT ON...

Absa Summer Kids Marathon

Choppies was the proud hydration partner of the annual Absa Summer Kids Marathon. The marathon is held annually particularly for children between the ages of 2 and 16 years. This is done to teach and promote a healthy way of living for children from a young age.

Botswana Nurse's walk

In September 2024 Choppies Botswana sponsored the annual Botswana Nurse's walk that was held under the theme "suicide prevention". The walk is held annually to raise awareness on societal issues that affect young people.

Otse Pantry Hiking

Choppies Botswana sponsored the annual Pantry Hiking in Otse. The hike is held annually with the aim of promoting alternative ways of entertainment and sporting activity among the youth of Botswana.

SPOTLIGHT ON...

Thornhill Primary School Gold Day

Thornhill Primary School received a donation from Choppies, going towards the school's annual fund-raising gold day.

Departmental wellness activity

In November 2024 the Group sponsored the Ministry of Transport and Public Works' annual departmental wellness activity. This is done annually to encourage staff to stay healthy amid stressful work activities.

Vunani Annual Botswana Women Sports Awards

Choppies proudly sponsored vouchers to recognise and celebrate female athletes during the Vunani Annual Botswana Women Sports Awards. These are annual awards held to honour women in sports.

LIVING SHARED VALUE continued

Supporting sport and wellness initiatives continued

SPOTLIGHT ON...

Mashatu Game Reserve challenge

Choppies proudly sponsored the annual Cycle Challenge at Mashatu Game Reserve, promoting fitness and environmental conservation.

Majweng Sporting Club

To support grassroots football, Choppies sponsored refreshments for Majweng Sporting Club as they aimed to qualify for the BFA Southern Blocks playoffs.

Summer Kids Marathon

Choppies kept young athletes hydrated by sponsoring with bottled water for the Summer Kids Marathon conducted in April 2025, promoting youth fitness and wellness. Summer kids' marathon is a fitness activity targeting children under the age of 12 in an effort to promote a healthy lifestyle at a young age.

Sir Seretse Khama Day Marathon

To honour the legacy of Botswana's founding President, Choppies proudly sponsored the Sir Seretse Khama Day Marathon. The event promoted national pride, health, unity, and wellness through community participation in sport.

UCCSA Serowe Heritage Walk

Choppies partnered with UCCSA Serowe to promote cultural preservation through their heritage walk event. The annual UCCSA walk promotes health and collects donations for the less privileged in society.

LIVING SHARED VALUE continued

Supporting businesses and local communities

SPOTLIGHT ON...

South East Region Excellence Awards

Choppies sponsored the annual South East teachers excellence awards held in Gaborone. The awards aim at encouraging teaching and non-teaching staff to continue working hard and producing results in the workplace and in their student's academic lives. Choppies sponsored the best performing teacher and best performing non-teaching staff.

Voorslag Boteti Farmer's Day

Choppies Botswana donated to the annual Voorslag farmer's day initiative in an effort to boost local farming and agriculture.

SPOTLIGHT ON...

17th Business Botswana Conference

Choppies Botswana sponsored the 17th Business Botswana Conference in July 2024 that was held in Francistown under the theme "Invigorating Economic Transformation" through the private sector. Choppies injected financial assistance in support of the conference.

Moshupa District show

Choppies Botswana sponsored the annual Moshupa show that focuses on assisting the Moshupa community SMMEs in conducting business.

Footprints Brand Africa Awards

Choppies Botswana sponsored one of the locally owned advertising agencies, Footprints Botswana for their annual Brand of Africa awards. Choppies sponsored with refreshments and water.

LIVING SHARED VALUE continued

Supporting businesses and local communities continued

SPOTLIGHT ON...

Yarona FM Silver Jubilee

In an effort to strengthen stakeholder relations, particularly with local radio partners, Choppies sponsored the Silver Jubilee celebrations of a locally owned youth radio station, Yarona FM.

Moko Cultural Festival

Choppies participated in the 2024 Moko Cultural Festival that celebrates culture in the central district of Botswana. Choppies sponsored with food hampers for the cultural festival.

2024 Miss Universe Botswana

Choppies Botswana sponsored the 2024 Miss Universe Botswana competition. The support was done to encourage and motivate all young women in the pageantry field.

Bobirwa Cultural show

Choppies Botswana sponsored the annual Bobirwa Cultural Show which is held to increase business prospects in the region. Choppies was the proud hydration partner of the cultural show.

Journalism conference

Choppies Botswana sponsored the 4th estate annual conference held under the theme "data driven financial journalism". This support comes at a pivotal time where the media fraternity finds itself fighting the demand for modern digital information as opposed to the traditional set up of Botswana media.

Ambrose Mpante Mogojwe Silver Jubilee

In the spirit of celebrating excellence and public service, Choppies Botswana joined the Gabane Catholic Church in celebrating 50 years of service by Mr Ambrose Mpante Mogojwe.

LIVING SHARED VALUE continued

Supporting businesses and local communities continued

SPOTLIGHT ON...

Tlokweng District Commissioner's office

Choppies sponsored the Tlokweng District Commissioner's office service delivery show under the theme "taking the service to the people".

St John Mission Church

Choppies donated to the sponsored walk of St John Mission Church. The walk is conducted annually to encourage congregants to live healthy lifestyles.

African Evangelist Methodist Church in Southern Africa

Choppies Botswana donated refreshments and water to the African Evangelist Methodist Church in Southern Africa for the induction of reverend M.E. Baloyi.

SPOTLIGHT ON...

Botswana Military Veterans

Choppies Botswana sponsored the Annual General Meeting of the Botswana Military Veterans which is held to advance the needs of all retired military veterans in Botswana.

Naledi Independence Celebrations

In the spirit of celebrating Botswana Independence Day, Choppies Botswana donated food hampers to the Naledi Customary court for the independence celebrations.

Peolwane Clean-Up Campaign

Choppies Botswana donated cleaning material to Gaborone Peolwane, formerly known as Block 7 to clean the area for their annual clean-up campaign.

LIVING SHARED VALUE continued

Supporting businesses and local communities continued

SPOTLIGHT ON…

Mokwepa Choir Competition

Choppies Botswana sponsored the annual Mokwepa Choir Competition with refreshments. The competitions are held annually in celebration of independence.

Field of Arts Leteisi on Fleek

As a way of supporting the local arts and creative sector, Choppies sponsored the 2024 edition of an event that celebrates culture and heritage called, Leteisi on Fleek. This is an event that is held annually in an effort to embrace African cultural diversity.

Department of Broadcasting Services

Choppies Botswana was the proud sponsor of the Department of Broadcasting coverage team of the 2024 general elections.

Ramotswa Constituency

Choppies Botswana sponsored the Ramotswa Constituency team responsible for refurbishing the Mogobane dam that had collapsed due to heavy rains.

Kanye, Lodubeng Ward water tank

In the awakening of clean drinking water shortage issues in Kanye, Choppies Botswana took the initiative to donate a 10 000 litres water tank for the people of Lodubeng ward in Kanye. This will enable the community to store portable drinking water.

Classic Talent Youth Development Institution

Choppies was the proud meal and refreshment sponsor for the 2024 Youth Development Institution under the theme "social developments organisation that plays an important role in the community and country at large".

LIVING SHARED VALUE continued

Supporting businesses and local communities continued

SPOTLIGHT ON…

Bokopano Picnic Sessions

Choppies was the proud hydration partner of the third annual Bokopano Picnic Sessions held in the Ramotswa constituency. This is a community-oriented event aimed at fostering social cohesion between the youth and senior citizens.

Molepolole Undefined Music Event

Choppies Botswana sponsored the 5th Session of undefined music event that takes places annually in an effort to raise funds for various charities in Molepolole.

Mokolodi INTAL Choir Competitions

Choppies Botswana sponsored the annual Mokolodi INTAL choir competitions that are conducted annually in celebration of the festive holidays in the village of Mokolodi.

SPOTLIGHT ON…

Bofapa-Bobirwa farmers

Choppies Botswana sponsored the inaugural Bobirwa Farmers partnership farmer's day in Bobonong. The event was conducted in an effort to promote the agricultural practices in the Bobirwa area. .

Gaborone City Council Old Naledi North Ward development

Choppies sponsored the Old Naledi North Ward development initiative under the Gaborone City Council. This partnership focused on enhancing community welfare in one of Gaborone's oldest and most underprivileged communities.

LIVING SHARED VALUE continued

Supporting businesses and local communities continued

SPOTLIGHT ON...

Magokotswane Kgotla Meeting

Choppies sponsored refreshments for a community kgotla meeting organised by Magokotswane Village Committee. Such gatherings play a vital role in traditional governance and participatory community development.

Ghanzi District Council (disaster management)

In response to the floods that happened during the month of February, Choppies donated essential supplies to assist Ghanzi District Council's disaster management efforts.

Molepolole North Constituency House Donation

Choppies donated two houses to underprivileged families in Molepolole North, aiming to restore dignity and provide shelter to the vulnerable. This donation comes under the government's national appeal course.

Women Talk Show

Choppies supported the inspirational "Women Talk Show" by Ms Judith Khiswa with refreshments. This was encouraged by the government's call to support women-based initiatives.

Bamalete Tribal Administration men's dialogue on gender-based violence ("GBV")

In support of the fight against GBV, Choppies contributed towards a men's dialogue hosted in Otse and Mogobane. The forum encouraged responsible masculinity and open conversations among men to curb GBV.

Donation of building material to Barolong Tribal Administration

Choppies donated essential building materials to aid the Barolong community in infrastructure development under the leadership of their tribal administration. This call came after villagers' homes were damaged by heavy rains.

LIVING SHARED VALUE continued

Supporting businesses and local communities continued

SPOTLIGHT ON...

Botswana Editors Forum

Choppies Botswana provided sponsorship to the Botswana Editors Forum to enhance collaboration and professionalism within the local media industry.

Y-Care Charitable Trust

Choppies supported the Y-Care Charitable Trust's various outreach programmes aimed at uplifting vulnerable populations. The annual Y-Care charitable trust gathers donations to give to the less privileged. Choppies was a proud refreshment sponsor.

Mmegi/Monitor Memorial service

Choppies provided refreshments during a memorial service for one of the founding business journalists at Mmegi/Monitor, a local newspaper. This was done to solidify the Company's commitment to supporting media houses in Botswana.

SPOTLIGHT ON...

Naledi Crime Prevention

Choppies contributed towards Naledi Police Crime Prevention initiatives to help foster safer communities.

Makgadikgadi Salt Pans Challenge

A major highlight, Choppies sponsored this national event promoting tourism and eco-sports in Botswana's majestic Salt Pans.

Tlogatloga Ward Development Committee

Choppies sponsored refreshments for a community meet-and-greet organised by Tlogatloga Ward Development Committee.

LIVING SHARED VALUE continued

Supporting businesses and local communities continued

SPOTLIGHT ON...

Mmokolodi Crime Prevention

Choppies sponsored the Mokolodi Crime Prevention initiative organised by the Mokolodi Police and the Mokolodi Village Committee.

Charles Hill District Council

Choppies sponsored the Charles Hill District inaugural district council agricultural show. This was done to seal the Company's support to farmers in Botswana.

Ledumang Senior Secondary School Mokwepa Choir

Choppies extended sponsorship to Ledumang Senior Secondary School under the Mokwepa Choir initiative, which focuses on student discipline, talent and positive behaviour.

Junior Chamber International Botswana Conference

Choppies extended a helping hand to Junior Chamber International ("JCI") Botswana to assist with youth-led initiatives that drive community impact. The sponsorship was to assist with accommodation costs for a delegate representing Botswana at the Durban conference.

Bambi Creations (Gender-based Violence Awareness Ceremony)

In support of GBV awareness, Choppies sponsored the inaugural gender-based violence summit hosted by Bambi Creation.

CWEIC Business Delegation

Choppies sponsored the CII-CWEIC Business Delegation visit, which took place alongside the Commonwealth Business Summit, encouraging foreign investment and partnerships.

LIVING SHARED VALUE continued

Supporting businesses and local communities continued

SPOTLIGHT ON...

Ghanzi Farmers Association show

Choppies sponsored the annual Ghanzi show that takes place annually to showcase and demonstrate farming opportunities in Botswana. As a strategic partner in Ghanzi, it was only befitting for Choppies to participate, as a sponsor, in the 2024 farmer's association event.

Maru-a-Pula golf day

In August 2024 Choppies sponsored the annual Maru-a-Pula golf day that aims at raising funds for the school and CSR activities.

Clash of Legends soccer tournament

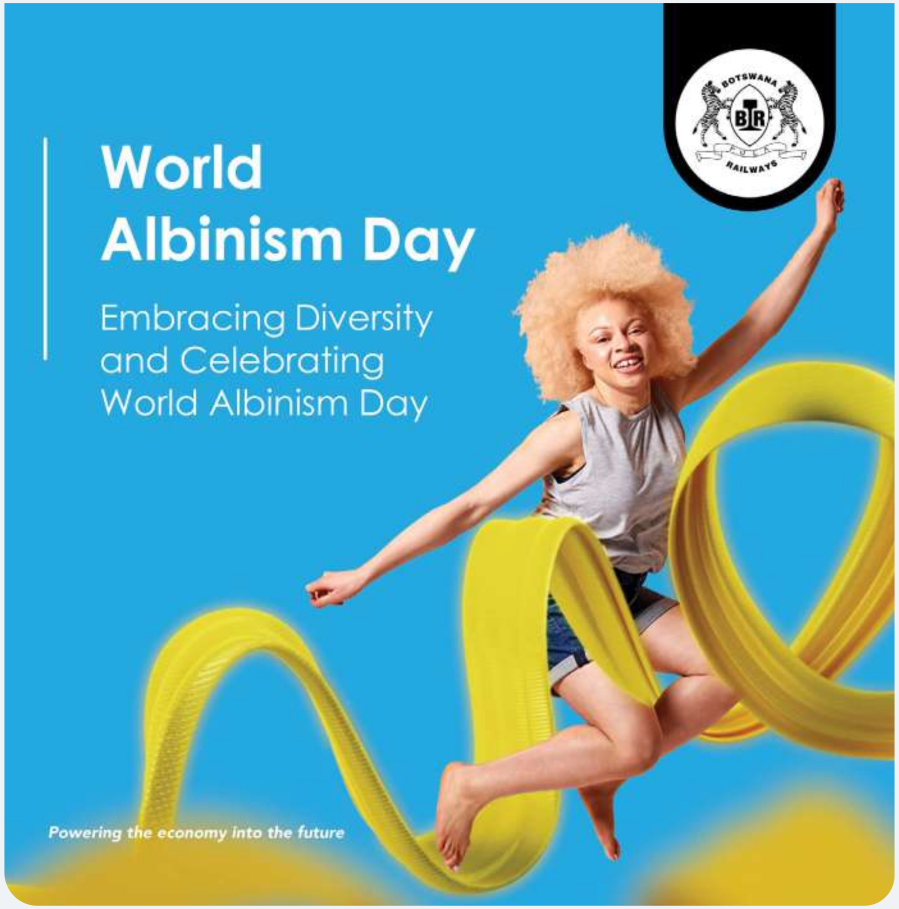
In July 2024 Choppies sponsored the third annual Clash of Legends soccer tournament held in Francistown.

Supporting disability rights

SPOTLIGHT ON...

Albinism Society of Botswana

Choppies sponsored the annual Albinism Society of Botswana campaign day that aims to end violations of disability rights and promote inclusivity, particularly of people living with albinism.



LIVING SHARED VALUE continued

Supporting educational development and excellence

SPOTLIGHT ON...

Botswana University of Agriculture Resources

Choppies Botswana supported the Botswana University of Agriculture Resources' annual graduation ceremony by incentivising two top scholars in the field of animal sciences.

Mochudi Resource Centre for the Blind

Choppies Botswana sponsored the Mochudi Resource Centre for the Blind's workshop that took place under the theme "promoting education of children with visual challenges in Botswana".

Learn to Play

In an effort to aid the power of play to provide high quality and culturally relevant early childhood education in Botswana, Choppies sponsored Learn to Play to uplift marginalised communities in Botswana.

Promoting dignity at Molongwa Junior Secondary School

To promote menstrual health and restore the female child's dignity, Choppies donated 200 sanitary pads to female students at Molongwa Junior Secondary School, helping reduce period poverty.

Ministry of Youth and Gender Affairs

In January 2025 Choppies supported a youth engagement forum hosted by the Ministry of Youth and Gender Affairs, designed to give young people a platform to voice concerns and share development ideas. Choppies sponsored the event, empowering youth with a voice in shaping their future.

Choppies Sponsors Ramotswa District Council Community Wellness Day

In alignment with our goal of promoting healthy living, Choppies sponsored the Ramotswa District Council's Community Wellness Day. The event focused on physical health checks, wellness education, and mental health awareness. Our sponsorship provided refreshments for participants and officials.

LIVING SHARED VALUE continued

Our communities

Choppies has a broad distribution network, particularly in Botswana with a goal to ensure that 90% of the population lives within a 10km radius of one of our stores. This is essential for servicing disadvantaged rural areas, making sure that we make affordable groceries accessible to the majority of citizens.

Accessibility allows us to participate in shared value initiatives with local communities, generating economic benefits while also delivering positive social impact. In Botswana 85% of suppliers are local and 15% are foreign suppliers.

Partnerships with farmers

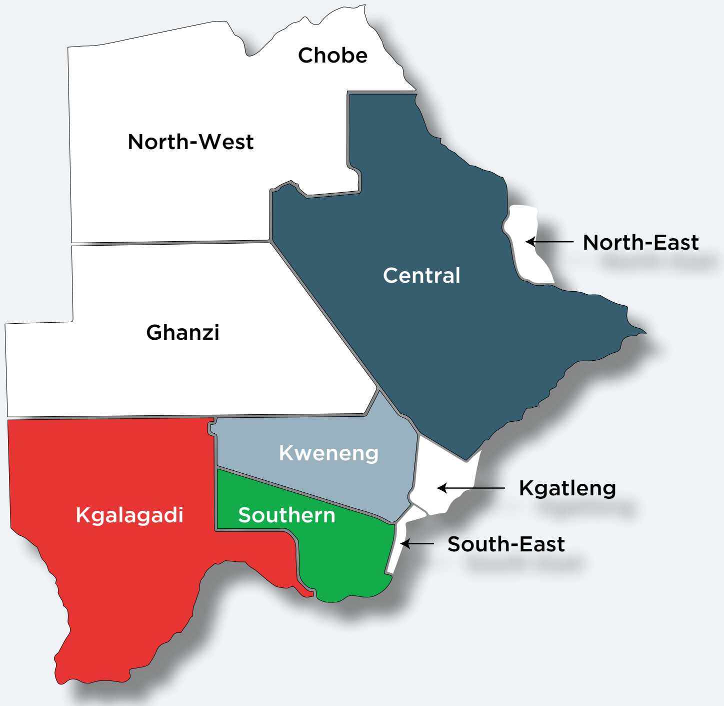
Livestock and small stock farmers

We have partnered with more than 600 farmers in Kgalagadi, Kweneng, Central and Ngawaketsi districts for the supply of livestock. The average monthly purchases range between BWP3 million to BWP4 million.

During FY2025, 23 000 livestock and 3 500 small stocks were purchased from these local farmers. We also have regular supplies of butchery stock from more than 100 local farmers in different parts of Botswana for an approximate monthly spend of BWP8 million.

The government launched an initiative called #PushaBW, which is a campaign aimed at promoting local products and services to foster economic growth and self-sufficiency within the country. This initiative has seen the emergence of new farmers that did not have a market to sell to.

Livestock and small stock purchases FY2025



Buying points

Livestock (cattle)	23 000
Motokwe	Kang
Shakwe	Kisa
Radisele	Rapples Pan
Kalamare	Struizendam
Shoshoshong	Middlepits
Khakhea	Lokgwabe
Maralaleng	Maubelo
Omaweneno	Gakibane
Draihoek	

Small stock (goats and sheep)	3 500
Khawa	Middlepits
Maralaleng	Kolonkwaneng
Omaweneno	Maubeo
Draihoek	Gakhibane
Kisa	Maleshe

LIVING SHARED VALUE continued

The people behind the produce

Fruit and vegetable farmers

We have built long-standing partnerships with fruit and vegetable farmers in Botswana, as well as in Namibia and Zambia. These relationships not only stimulate and support the local agriculture sector but also enables us to supply our stores with fresh produce while minimising logistical challenges.

Farmers registered with Choppies

Country	Total registered farmers	New farmers registered FY2025
Botswana	4 802	613
Namibia	107	21
Zambia	711	73
Total	**5 620**	**707**

HARVESTING STORIES...

B & B Agri Farm

Produce:
Tomatoes, red cabbage and cabbage
Adding Broccoli and cabbage this year

6 Number of employees

We would like to thank Choppies for its continued support and in helping us deliver our produce to its enterprises. We are also thankful for the role Choppies has played towards our growth. Your advice and motivation have led to significant improvements on our farms.

We look forward to your continued support. Your quick payments and timely deliveries have helped sustain our operations and has helped us in growing and improving the business.

HARVESTING STORIES...

Green View Farm

Produce:
Cabbage

18 Number of employees

We want to thank Choppies for helping us for the past 15 years. We started small, only growing rape and spinach. Thanks to the continued partnership, we have expanded and now grow a wide variety of crops including lettuce, tomatoes, broccoli, beetroot and more.

Your support has made a meaningful impact on our farm, allowing us to feed more people across the country. It has also enabled us to care for our families and raise our children. We are deeply grateful.

HARVESTING STORIES...

Set – Mak Orange Farm

Set-Mak Orange Farm in Molalatau sincerely thanks you for your ongoing commitment to supporting local agriculture through your continued purchase of our oranges over the years.

Your trust and support have not only empowered our farm but has also contributed significantly to the growth of sustainable farming and community development in Botswana.

We deeply value your collaboration and look forward to many more fruitful years together. Thank you for growing with us.

LIVING SHARED VALUE continued

The people behind the produce

HARVESTING STORIES...

Lucerne Fields (Pty) Limited

Produce:	205 Number of employees (64% female)
Carrots and beetroots	

Our mission at Lucerne Fields is to produce world-class vegetables for the people of Botswana. Having started small 17 years ago, we now specialise in growing B-Fresh carrots and beetroot on 220 hectares next to the Limpopo River in the Tuli Block.

We attribute our growth to our partnership with Choppies, which has allowed us to supply their stores nationwide. This relationship has enabled us to invest in specialised farming methods and European post-harvesting technology, allowing us to produce hydro-cooled carrots and beetroot that maintain long-lasting freshness.

Thank you Choppies for your support, guidance and in trusting us to supply your stores. It is a big honour to be part of the Choppies family, and we wish you continued success going forward.

HARVESTING STORIES...

Request Tuli Fresh

Produce:	112 Number of employees (85 female and 27 male)
Potatoes	

A remarkable year of strong collaboration. Thank you Choppies for allowing us the opportunity to supply fresh vegetables to you throughout the year.

Due to your unwavering support, we have had the privilege of helping feed Botswana. We take pride in seeing our packaged products in Choppies stores across the country. This opportunity allows us to employ up to 112 Motswana employees where up to 80% are female. This collaboration has uplifted communities and enables our employees to take care of their loved ones. Your support also allows us to donate to local schools, orphanages and charities.

Thank you Choppies for believing in us, for supporting us, for giving us advice when needed. You are like family. We take great pride when the Choppies truck pulls up into the farm to load fresh produce. We will forever be grateful. Here is to many more years of great partnership.

HARVESTING STORIES...

Spring Blossom Farm

Produce:	15 Number of full-time employees (8 female, 7 male)
Cucumber, tomato, button mushroom, red cabbage, broccoli, cauliflower, green beans	

At Spring Blossom Farm (Pty) Limited we are committed to producing high quality produce, ensuring customers receive fresh, safe, nutritious, and appealing vegetables.

A major achievement during the year was the introduction of button mushroom in our product mix. As always, Choppies continued to guide us during our journey, providing not only the market to sell the product, but the much-needed advice on how we could improve our product and quality.

Another notable appreciation was towards our cucumber production initiative, despite periods of oversupply in the market, Choppies continued to buy from our farm, cushioning us from potentially huge loses. It is such a pleasure and honour to have a business partner such as Choppies, who understands the challenges of smallholder farmers and thrives to continuously provide much needed support.

LIVING SHARED VALUE continued

The people behind the produce continued

HARVESTING STORIES...

Lesecon and M Enterprises

Produce:
Lettuce

18
Number of employees

The 2024/25 cropping season for Lesecon and M Enterprise has not been different from the past seasons. However, the demand was slightly higher this time around. Natural disasters were a major problem with farmers not being able to supply consistently due to crops being impacted by heavy rain and excessive heat.

Despite the challenges, our relationship with Choppies, which we can confidently refer to as our main customer or the backbone of our business, kept us going.

We believe Choppies can help small farmers grow horticultural businesses in Botswana and eventually reduce the high vegetable import bill.

We currently employ 18 staff members and expect that number to increase as our relationship with Choppies continues to grow. We appreciate the support we have been getting and hope the Choppies leadership will continue to treat small farmers as their true partners, working together to achieve high quality products.

Thank you Choppies for supporting our farm and our farming community. Keep it up.

HARVESTING STORIES...

Vegi Block

Produce:
Onions

150
Number of employees
(120 female and 30 male)

Vegi Block (Pty) Limited has been trading with fresh produce and has been proudly supplying Botswana with fruits and vegetables for about six years. The company did not have an easy start and only had a few workers in 2019. There were a lot of obstacles since we started, such as Covid-19 and other major economic and environmental challenges.

Despite these challenges Vegi Block managed to grow and employ up to 150 employees in 2025. Our workforce consists of about 80% female and 20% male staff. The company's future looks very bright with quite an extensive growth plan for the next five years, and we realise that these aspirations and ambitions will not be possible without supportive customers such as Choppies.

From the start of our journey, we could always rely on Choppies for continued support. The Choppies team has made business easier for us in Botswana, and we really appreciate the professional way in which they conduct themselves in everyday trading activities with Vegi Block.

We are optimistic about the future and confident that our business relationship with Choppies will continue to grow and thrive for many years to come.

A SUSTAINABLE ENVIRONMENT

Choppies views environmental sustainability as more than a responsibility but as a key catalyst for innovation and long-term growth. Our dedication to carrying out environmentally friendly operations, improving efficiency and strengthening resilience reflects our vision of being a leader in sustainable business practices.

We actively track our environmental performance across five key segments, which are:

- Water usage
- Waste reduction
- Logistics
- Energy efficiency
- Packaging optimisation

Key performance measures ("KPMs")

	2025	2024	Units
Total direct energy consumption from non-renewable fuels burned	**9 968 438**	9 778 424	kWh
Total volume of electricity purchased	**61 855 978**	58 463 919	kWh
Total volume of electricity consumed	**71 824 416**	68 242 343	
Carbon emissions			
Scope 1 emissions	**11 259 915**	Not measured	kg CO_2
Scope 2 emissions	**52 515 725**	Not measured	kg CO_2
Total carbon emissions	**63 775 640**	Not measured	kg CO_2
Water			
Total volume of water consumed	**190 484**	180 782	kl
Waste			
Total volume of waste sent for recycling	**2 736**	2 592	tonne
Total volume of waste disposed sent to landfill	**22 190**	18 290	m^3
Total volume of hazardous waste disposed	**62**	58	m^3

Guided by global sustainability frameworks, including the United Nations Sustainable Development Goals ("SDGs"), and our internal Choppies medium-term strategy combined with shared value initiatives and guidance from the Board and management, we continually implement initiatives to achieve measurable environmental outcomes.

We constantly assess our shared value in terms of sustainability and, in particular, in relation to climate change as it impacts agriculture. We are working on transition targets and KPIs for Choppies and will set these for emission reduction once our CO_2 impact has been measured across the Group. We are cognisant that suppliers in our value chain impact CO_2 emissions and are working on measuring and monitoring our carbon footprint in terms of our supply chain. A critical element in our journey to sustainability is ensuring a sustainable supply chain. We extend our sustainability commitment to our entire logistics network, working with partners to uphold eco-friendly practices across upstream and downstream operations.

These metrics are critical to our strategy and form part of our long-term environmental targets. We ensure our operations align with international sustainability standards by assessing, controlling, and enhancing these areas. The KPIs are aligned to four of the UN SDGs. Currently, these are measured in our largest operation, which is Botswana grocery retail.

Due to the nature of our business, some environmental impacts are unavoidable. Activities such as sourcing food and non-food products, in-store manufacturing, storage, distribution, and waste generation all contribute to these effects. However, we are fully committed to minimising our environmental footprint and, wherever possible, working to reverse these impacts.

A SUSTAINABLE ENVIRONMENT continued

As part of our commitment to sustainability we have installed several solar projects in Botswana and Namibia.

Our long-term plan is to measure our full fleet's emissions and incorporate our value chain's CO_2 emissions to get a full understanding of our overall impact. This year we have measured the fleet for Botswana grocery.

Key achievements and innovations

- **Solar power expansion**
- **Waste management initiatives**
- **Sustainable supply chain practices**
- **Energy-efficient refrigeration**
- **Water efficiency systems**

Our shared value strategy has been part of Choppies' DNA long before it became a global priority and underpins not only our strategy but our commitment to ESG. Regarded as leaders in sustainable business practices in Botswana, we are committed to reducing environmental impact and increasing efficiency, while balancing profitability with positive societal and environmental impact. We pride ourselves on being a force for good in the regions we serve, addressing the challenges of climate change, resource depletion, and social responsibility head-on.

In March 2025, Choppies was invited to present our ESG journey at the LSE Africa Summit in London after being shortlisted in the Africa retail sector. Head of Corporate Affairs, Vidya Sanooj, presented the Choppies shared value story at the conference, which was well received. Choppies has also been selected to form part of an LSE research paper as a result of the conference.

Over the past year we have made a number of advancements, which include:

- Installing solar power at 19 stores in Namibia
- Installed solar power in the fruit and vegetable, and beverages distribution centres in Botswana. Currently in the process of further expanding the solar generation capacity. Since its activation in May 2023, our solar systems in Botswana have generated over 2 250MWh of electricity, reducing carbon emissions by over 1 050 tonnes and saving over 900 tonnes of coal, equivalent to planting over 1 400 trees
- We are piloting a water recovery system in eight Botswana stores to reclaim and recycle water from multiple sources. This innovation helps conserve this vital resource in water-scarce regions
- We have now successfully implemented energy-efficient self-contained fridges across **100% of our stores**. This marks a significant milestone in our efforts to reduce energy consumption. We have also fully converted display and upright fridges to energy-efficient models in **11 stores**, and partially in **five additional stores**. This will contribute greatly to our long-term energy savings and environmental impact. We have also installed LED lighting across all Botswana stores, coupled with optimisation software that reduces unnecessary usage
- We are planning to upgrade water smart meters in **10 more stores**. These upgrades will support better monitoring and help us significantly reduce water consumption
- The use of **waterless urinals** and **strainers in all taps** has helped us reduce water consumption by up to **30%**. We have implemented this in one store and will be expanding soon. These small but impactful changes are playing a key role in our water-saving strategy
- Comprehensive waste segregation is in place in all stores, ensuring responsible disposal and recycling of paper, plastic, biodegradable, and hazardous materials
- We have introduced biodegradable checkout bags and innovative inventory management systems to minimise food waste, which are in line with our zero-waste ambitions.

At Choppies, ESG is not a compliance checklist. It is a business strategy.

A SUSTAINABLE ENVIRONMENT continued

Guiding principles

Our environmental initiatives are based on three broad aspects, one of which is external and two of which are internal:

1. UN SDGs
2. Shared value initiative
3. Choppies medium-term strategy

Of the 17 SDGs, Choppies is guided by the following:

Clean water and sanitation

We operate in regions which consider water as an important resource. Pula, which is the currency of Botswana, also means rain. Hence it is all the more important to be as thrifty as possible in working on this resource.

The following initiatives are in place or being considered against SDG 6:

- Recycling water generated in the refrigeration process. Estimation is currently being done to determine the amount of water that can be generated from condensation and air conditioners on an arid and humid day
- Recycling water from the filters used inside kitchens and from water dispensers on the sales floor
- Ensuring clean drinking water for all employees
- Using tap fittings to reduce the use of water for ablution purposes.

Affordable and clean energy

Access to energy, particularly renewable energy, is critical in optimising costs and addressing climate change.

The following initiatives are in place to manage SDG 7:

- Phased conversion of about 250KW of load per store to photo voltaic solar energy. It has commenced in Namibia and Botswana and will be rolled out to other regions in a phased manner. All stores which have roof-loading capacity will be converted to solar that can generate on average five hours of energy consumption with or without feeding back to the grid
- Conversion of all lights to energy saving lights
- Converted almost all island freezers to energy conserving self-contained ones
- Repositioning cold rooms and freezer rooms to enhance productivity
- Introducing capacitor banks to improve power factor and enhance the life of equipment.

Responsible consumption and production

Production is an integral part of most of our stores. Striving for efficiency in cooking and baking is an ongoing exercise.

The following initiatives are in place to manage SDG 12:

- Managing raw material to minimise waste generation
- Reengineering cooking gas lines to ensure complete combustion
- Optimising heat exchanger and fuel combustion systems in bakery ovens and conversion of ovens away from fossil fuels, wherever possible
- Reusing food products into other usable forms
- Centralising production facilities to improve efficiency.

Climate action

The nature of our business makes it impossible to avoid activities that have the potential to impact the environment.

The following actions are in place to manage SDG 13:

- Paper and plastic are being separated and sent for recycling
- A special project is being conceived to create collection stations for waste paper. This initiative is intended to reduce the amount going into the landfill, reduce harmful effects on domestic animals and create a revenue generation avenue for citizens. Collected paper will be sent to the first-ever paper mill in Botswana
- Project conceived for using biodegradable waste and to generate energy for production purpose from the same
- Conversion of refrigerants to environmentally friendly ones.

A SUSTAINABLE ENVIRONMENT continued

Our sustainability journey is built on collaboration, innovation, and leadership. As we forge ahead, we are guided by the principles of shared value – balancing profitability with positive societal and environmental impact. Choppies remains committed to being a force for good in the regions we serve, addressing the challenges of climate change, resource depletion, and social responsibility head-on.

Future-focused initiatives

We acknowledge that sustainable development is an evolving journey, and we are committed to scaling our efforts:

Water conservation

- Our focus on reducing water usage aligns with SDG 6 (Clean water and sanitation). We are expanding our water recycling initiatives by reclaiming condensation from refrigeration and air conditioning systems, with a goal to extend this across all operational sites.

Energy transformation

- Transitioning our energy consumption to renewables remains a priority. The ongoing rollout of photovoltaic solar systems across our stores is expected to reduce our energy demand from conventional sources, contributing to a greener footprint.

Waste-to-energy projects

- New initiatives, such as using biodegradable waste for energy production, are being explored, with a view to further reducing landfill reliance and promoting circular economy principles.

Through our Builders Mart brand we sell a range of building material and tools, hardware, plumbing materials and electrical items across Botswana with our first store in Namibia opened in FY2025.

Governance

06

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Our house brands offer consumers product quality and value for money at an affordable price and include a wide range of non-food products such as dishwashing liquid.

CORPORATE GOVERNANCE REPORT

Choppies is a committed corporate citizen and adheres to sound corporate governance standards, which serve as the cornerstone on which investors' trust is founded.

Corporate governance promotes justice, accountability, responsibility, and openness across organisations like Choppies in accordance with the universal principles in King IV. Corporate governance procedures safeguard managers and staff as they carry out their responsibilities, and effective governance inspires stakeholder confidence in the organisation.

Choppies is dedicated to following and upholding sound corporate governance standards as outlined in the Botswana Companies Act, King IV, the BSE Listings Requirements (primary listing), and the JSE Listings Requirements (secondary listing). The Board is aware that corporate governance procedures must be suitable for the size, nature, and complexity of the Company's operations while fostering sound procedures in the light of financial performance.

Choppies is dedicated to upholding the highest governance standards and applies rigorous compliance procedures.

The Company believes that its governance practices are sound and, in all material respects, conform to the principles embodied within King IV. Application of the King IV principles is set out on pages 88 to 93.

Ethical leadership

Key to the corporate governance of the Group is the "Code of Business Conduct and Ethics". This code was drafted from best practices in the corporate world. It is intended to nurture a culture of integrity, responsibility, accountability, transparency and fairness, and to sustain the confidence and trust of all the Company's stakeholders. Compliance with the code is mandatory for all employees and stakeholders of the Company. Among others, the code covers the following:

- Compliance with laws and regulations
- Policy on human rights
- Conflict of interest
  - Outside activities, employment and directorships
  - Nepotism
  - Relationships with clients, customers and suppliers
  - Gifts, hospitality and favours
  - Solicitation of gifts, sponsorships and money
  - Personal investments
- Anti-corruption and bribery policies
- Safety, health and environmental responsibility
- Political support and government relations
- Protecting Company funds and assets
- Accurate and timeous record keeping
- Dealing with outside persons and organisations
- Privacy and confidentiality of information
- Contravention of the code – implications
- Tip-off anonymous.

The Board accepts overall responsibility for the adherence to the code and has no reason to believe that there have been any material instances of non-adherence during the year under review.

The Group also has a supplier code of practice in place outlining the ethical practices and policies of Choppies. All suppliers are required to adhere to this policy.

Whistleblowing measures

Choppies has implemented a whistleblowing process to enable employees and third parties to report any perceived or alleged irregular or unethical behaviour in a confidential and controlled environment. A 24-hour anonymous ethics hotline is managed by an independent external service provider and can be accessed telephonically or via email.

During the year, 48 reports were received, all of which were investigated by Group Legal and HR. Reports are monitored and managed with feedback to the audit and risk committee ("ARC").

CORPORATE GOVERNANCE REPORT continued

Governance structure

The Choppies Board of Directors acts in the best interests of the Company and takes ultimate responsibility for the Company. The Board is supported by the five Board committees as set out in the organogram below. These committees have delegated responsibility to assist in specific matters and report to the Board. The delegated responsibility and the powers, limits and authorities attached to Board committees are approved by the Choppies Board, and such powers, limits and authorities are limited as determined by the Board from time to time. Each committee has its own charter, which sets forth its purpose, composition and duties.

Board

- A — **Audit and risk committee**
- I — **Investment committee**
- ESG — **Environment, social and governance committee**
- R — **Remuneration and human resources committee**
- N — **Nominations committee**

Operational management

Executive management

- CEO
- Deputy CEO
- Group CFO
- Head of Corporate Affairs/Chief Compliance Officer

Botswana
Country Head
Country CFO
Country Buyer

Namibia
Country Head
Country CFO
Country Buyer

Zambia
Country Head
Country CFO
Country Buyer

Corporate functions

- Investor Relations
- External company Secretary
- Outsourced internal Audit
- Procurement and sourcing
- Human Resources

The Board delegates to executive management by way of a formal approvals framework, which it reviews regularly. This framework deals with decision-making, including matters reserved for the Board, delegated to Board committees, and delegated to executive management.

The Board

The Board is governed by a formally approved charter that sets out its role and responsibilities, including:

- The Chairman of the Board must be an Independent Non-executive Director
- A formal orientation programme for new directors must be followed
- Specific policies must exist regarding conflicts of interest and the maintenance of a register of directors' interests
- The Board must conduct a self-evaluation every second year
- Directors must have access to staff, records and outside professional advice, where necessary
- Succession planning for executive management must be in place and must be updated regularly
- Strategic plans and an approvals framework must be in place and reviewed regularly
- Policies to ensure the integrity of internal controls and risk management must be in place
- Ethics, safety, health, human capital, and environmental management policies and practices must be monitored and reported on regularly.

During FY2025 the Board comprised seven directors, including four Independent Non-executive Directors, two Non-executive Directors ("NED") and the Chief Executive Officer ("CEO"). The roles of Chairman and CEO are separate and distinct. The composition of the Board ensures a balance of power and authority and negates individual dominance in decision-making processes. The Board is satisfied that its composition reflects the appropriate mix of knowledge, skills, experience, diversity and independence.

CORPORATE GOVERNANCE REPORT continued

An Independent Non-executive Chairman leads the Board. The Chairman presides over meetings of the Board, guiding the integrity and effectiveness of the Board's governance process. This includes ensuring that no individual dominates the discussion, that relevant discussion takes place, that the opinions of all directors relevant to the subject under discussion are solicited and freely expressed, and that Board discussions lead to appropriate decisions.

The Company actively solicits on an ongoing basis from its directors details regarding their external shareholdings and directorships that potentially could create conflicts of interest while they serve as directors on the Board. The declarations received are closely scrutinised and are tabled at the beginning of each Board meeting. When applicable, directors are requested to table their interests in material contracts and, if necessary, are requested to recuse themselves from discussions in meetings. No interests in material contracts were reported during the 2025 year. Operational management is the responsibility of the CEO. His responsibilities include, among others, developing and recommending to the Board a long-term strategy and vision that will generate satisfactory stakeholder value, annual business plans and budgets that support the long-term strategy, and managing the affairs of the Group in accordance with its values and objectives as well as the general policies and specific decisions of the Board. The succession plan for the CEO position is regularly reviewed.

A complete list of Board members and their CVs is disclosed on page 17 of this Integrated Annual Report. In terms of the Company's constitution, all new NEDs appointed during the year, as well as one-third of the existing NEDs, must retire on a rotational basis each year but may offer themselves for re-election. Mr Uttum Corea and Mr Valentine Chitalu, will be retiring by rotation at the upcoming Annual General Meeting and, being eligible, will offer themselves for re-election.

The Board is required to undergo an induction programme, including store visits, to familiarise itself with all aspects of the business.

The Board is accountable for the actions of management and has retained full and effective control of the organisation over the past year. The Board defines levels of materiality, reserving specific powers to itself, and delegates other matters to management. The Board is satisfied that the delegation of authority framework contributes to role clarity and effective exercise of authority. The Board meets at least quarterly to review strategy, planning, operational performance risks, acquisitions, disposals, shareholder communications and other material aspects pertaining to the achievement of the Group's objectives.

Procedures for appointment to the Board are formal and transparent, are vested in the Board and include detailed screening of nominees to ensure that they meet the eligibility requirements as laid down in the Companies Act, and BSE and JSE Listings Requirements. The Board will conduct assessments of each director at least every second year based on several factors, including expertise, objectivity, judgement, understanding of the Group's business, and willingness to devote the time needed to prepare for and participate in committee deliberations. The next round of assessments is due in FY2026.

Strategic planning meetings take place at least every second year, and progress on strategic objectives is reviewed at Board meetings. The Board has access to the advice of the Company Secretary and may seek independent and professional advice about the affairs of the Company at the Company's expense.

Attendance at Board meetings for FY2025 was as follows:

Board

Name of the director	Position	27 Jul 2024	18 Sep 2024	25 Sep 2024	24 Nov 2024	27 Nov 2024	19 Mar 2025	19 May 2025	23 May 2025
DKU Corea	Chairman	✓	✓	✓	✓	✓	✓	✓	✓
CJ Harward	Independent non-executive	✓	✓	✓	✓	✓	✓	✓	✓
F Ismail	Non-executive	✓	✓	✓	✓	✓	✓	✓	✓
R Ottapathu	CEO	✓	✓	✓	✓	✓	✓	✓	✓
V Chitalu	Independent non-executive	✓	✓	✓	✓	✓	✓	✓	✓
RP De Silva	Independent non-executive	✓	✓	✓	✓	✓	✓	✓	✓
N Graaff*	Non-executive						✓	✓	✓
AD Mogajane**	Non-executive	✓	✓	✓					

** Appointed on 20 January 2025.*
*** Resigned on 4 November 2024.*

CORPORATE GOVERNANCE REPORT continued

The Board believes that the Group has applied all significant governance principles and is compliant with all significant BSE and JSE Listings Requirements. The Group has not breached any regulatory requirements and has complied with all its statutory obligations.

Board committees

To enable the Board to properly discharge its responsibilities and duties, certain responsibilities have been delegated to Board committees. All Board committees are chaired by an Independent Non-executive Director. All committees' charters are reviewed annually to ensure that the committees' duties and responsibilities are aligned with the requirements of corporate governance and that the committees keep abreast of new requirements that may arise from time to time.

These committees do not assume the functions of management, which remain the responsibility of the executive directors, officers and other members of senior management.

The following Board committees have been established:

Audit and risk committee ("ARC")

It is not a legal requirement in Botswana to establish an audit committee, but in the spirit of good governance and in terms of the Listings Requirements of the Company on the BSE and JSE it has been considered appropriate to constitute such a committee.

The ARC has an independent role with accountability to both the Board and the shareholders.

The main functions of the ARC, as per its charter and King IV, are to:

- Recommend the appointment of the external auditor and oversee the external audit process
- Determine the fees to be paid to the auditor and the auditor's terms of engagement
- Pre-approve any proposed agreement with the auditor for the provision of non-audit services to the Company
- Oversee integrated reporting
- Review the Annual Financial Statements, interim reports, preliminary or provisional results announcements, summarised integrated information, any other intended release of price-sensitive information and prospectuses, trading statements and similar documents
- Ensure that a combined assurance model is applied to provide a coordinated approach to all assurance activities
- Review the expertise, resources and experience of the Company's finance function
- Consider and satisfy itself annually of the appropriateness of the expertise and experience of the Company's CFO
- Oversee the internal audit function, including the approval of the internal audit plan
- Oversee the risk management function and review the risk areas of the Company's operations
- Review the technology governance and ensure that prudent steps are taken to ensure the integrity of the Company's information and information technology systems
- Prepare a report to be included in the Annual Financial Statements for the financial year: (i) describing how the audit and risk committee carried out its functions, (ii) stating whether the audit and risk committee is satisfied that the auditor was independent of the Company, and (iii) commenting in any way the committee considers appropriate on the financial statements, the accounting practices and the internal financial control of the Company
- Receive and deal appropriately with any concerns or complaints, whether from within or outside the Company, or on its own initiative, relating to: (i) the accounting practices and internal audit of the Company, (ii) the content or auditing of the Company's financial statements, (iii) the internal financial controls of the Company, or (iv) any related matter
- Make submissions to the Board on any matters concerning the accounting policies, financial controls, accounting records and reporting
- Perform any other oversight functions required by the Board.

The ARC charter makes provision for at least three Independent Non-executive Directors as members. Mr De Silva chairs the committee, which further comprises Ms Harward and Mr Chitalu. The Chairman of the Board and other directors attend the meetings by invitation but do not have voting rights. Furthermore, the CEO, CFO, and internal and external auditors attend meetings of the ARC by invitation. Other executives may be requested to attend some sections of meetings as required.

The opportunity is created at meetings for discussion with the external and internal auditors without the presence of management. The members of the committee are knowledgeable about the affairs of the Group and have extensive experience in finance, accounting, legal and risk management practices.

Attendance at committee meetings during FY2025 is set out below:

Audit and risk committee

Name of the director	Position	17 Sep 2024	20 Sep 2024	25 Sep 2024	07 Dec 2024	19 Mar 2025	23 May 2025
CJ Harward	Member	✓	✓	✓	✓	✓	✓
V Chitalu	Member	✓	✓	✓	✓	✓	✓
RP De Silva	Chairman	✓	✓	✓	✓	✓	✓

See pages 98 and 99 for the ARC report on the FY2025 financial results.

CORPORATE GOVERNANCE REPORT continued

Remuneration and human resources committee

The remuneration and human resources committee assists the Board in discharging its responsibilities for the development of the Group's general policy on executive and senior management remuneration and to determine specific remuneration packages including, but not limited to, basic salary, benefits in kind, bonuses, performance-based incentives, retention incentives, share incentives, retirement and other benefits. The committee determines the criteria necessary to measure the performance of management in discharging their functions and responsibilities, and proposes fees for Non-executive Directors for shareholder approval.

The committee is also responsible for matters relating to human resources.

The committee's charter makes provision for at least three Independent Non-executive Directors as members. The committee is chaired by Mr De Silva, with Ms Harward and Mr Chitalu as members. The Chairman of the Board and other directors attend the meetings by invitation but do not have voting rights. The committee has an independent role, operating as an overseer and making recommendations to the Board for its consideration and final approval.

Attendance at the one committee meeting during FY2025 is set out below:

Name of the director	Position	16 Sep 2024
RP De Silva	Chairman	✓
CJ Harward	Member	✓
V Chitalu	Member	✓

The report of the remuneration and human resources committee is set out on page 80.

Environment, social and governance committee

As is the case with an audit committee, it is not a legal requirement in Botswana to establish an environment, social and governance committee, but in the spirit of good governance, as well as the Listings Requirements of the Company on the BSE and JSE, it has been considered appropriate to constitute such a committee.

The committee consists of three Non-executive Directors, namely Mr Corea, who is the Chairman, Mr De Silva and Mr Chitalu.

Attendance at committee meetings during FY2025 is set out below:

Name of the director	Position	17 Sep 2024	13 Mar 2025
DKU Corea	Chairman	✓	✓
V Chitalu	Member	✓	✓
RP De Silva	Member	✓	✓

The report of the environment, social and governance committee is set out on page 86.

Investment committee

The investment committee assists the Board in evaluating opportunities that present themselves to the Group, advises the Board on such investment opportunities in a transparent manner, and ensures that sufficient consideration has been afforded to such opportunities. However, the Board is responsible for the final decision on all such investments.

The committee comprises three independent NEDs, Mr De Silva, Mr Chitalu and the Chairperson, Ms Harward.

During the year, the committee focused on the disposal of the Zimbabwe operations.

Attendance at committee meetings during FY2025 is set out below:

Name of the director	Position	24 Nov 2024
Carol Jean Harward	Chairperson	✓
Valentine Chitalu	Member	✓
RP De Silva	Member	✓

The report of the investment committee is set out on page 87.

Nominations committee

The primary duty of the committee in terms of the nomination process is to ensure that the procedures for appointments to the Board are formal and transparent, by making recommendations to the Board on all new Board appointments and reviewing succession planning for directors and senior executive management. The committee also evaluates all candidates for the position of director on the basis of skill and experience. Thorough background checks are conducted.

CORPORATE GOVERNANCE REPORT continued

Attendance at the one committee meeting during FY2025 is set out below:

Name of the director	Position	07 Dec 2024
DKU Corea	Chairman	✓
CJ Harward	Member	✓
F Ismail	Member	✓

The committee is chaired by the Chairman of the Board, Mr Corea, with Independent Non-executive Director, Ms Harward, and Non-executive Director, Mr Ismail, as members.

The Company Secretary

The Company appointed BP Consulting Services (Pty) Limited as its Company Secretary. Their main duties are to take minutes at Board meetings and to attend to administrative matters. The Group Compliance Officer assists the Company Secretary in fulfilling their duties in terms of the Companies Act. The Board assessed the Company secretarial function for the year under review and confirmed that BP Consulting Services continues to demonstrate the requisite level of knowledge and experience to carry out all duties. The Company Secretary is confirmed to be competent, suitably qualified, and experienced. Furthermore, the Board is comfortable that the Company Secretary maintains an arm's length relationship with the Board at all times. In addition, a formal evaluation of the Company Secretary was performed this year.

As far as advice to the Board and individual directors regarding legal matters, including compliance with fiduciary duties are concerned, the services of its legal advisers are used.

Transfer Secretary

The Central Security Depository Botswana ("CSDB") will remain the Company's Transfer Secretaries in line with the requirements of the Securities Act of 2014, and will continue with the mandate of keeping an up-to-date register of the Company's shareholders, the transfer of shares, and other related activities.

Company sponsor

Motswedi Securities (Pty) Limited was appointed as and remains the Group's BSE sponsor. PSG Capital serves as the Company's JSE sponsor.

Restriction on share dealings

Directors and employees are prohibited from dealing in Choppies shares during price-sensitive periods. Closed periods extend from 31 December and 30 June, being the commencement of the interim and year-end reporting dates, up to the date of announcement of interim and year-end results and include any other period during which the Company is trading under a cautionary announcement. All directors are required to obtain written permission from the Chairman before dealing in any Choppies shares to protect them against possible and unintentional contravention of the insider trading laws and stock exchange regulations.

Gender diversity

Choppies supports the principles and aims of gender diversity at Board level. We are in the process of developing a broad diversity policy, which will promote the diversity of gender, race, culture, age, field of knowledge, skills and experience.

Compliance

Compliance with laws, rules, regulations and relevant codes is integral to the Group's risk and opportunities management process. The ARC is responsible for, inter alia, ensuring an appropriate compliance framework and register are in place, reporting non-compliance, and reviewing any major breach of relevant legal and regulatory requirements.

The ARC report sets out the compliance processes and new policies adopted during the year as well as its assessment of the effectiveness of the compliance function.

Combined assurance

The Board is ultimately accountable for ensuring that an effective and efficient system of internal control is designed and implemented within the Group. The Board has delegated this responsibility to the ARC who, through a combined assurance model, oversees the effectiveness of the Group's internal control environment and ensures that it underpins the integrity of the Group's internal and external reporting.

Details on the combined assurance model and risk management are outlined in the risk report as well as the ARC report on pages 98 and 99, respectively.

Investor relations

The Group is committed to ensuring compliance with all legislation, regulation and voluntary codes in relation to disclosure, communication and dissemination of information, while limiting reputational risk for management and the Group. Management is committed to engaging with analysts and fund managers to enable informed decisions about investing in Choppies. The CEO is the designated investor spokesperson, along with the investor relations officer, Chairman and Group CFO.

The Company identifies key stakeholders with legitimate interests and expectations relevant to the Company's strategic objectives and long-term sustainability, and strives to have transparent, open and clear communications with them. Reports, announcements and meetings with investment analysts and journalists, as well as the Company's website, are useful conduits for information.

The Chairmen of the Board and the Board committees are expected to attend the Company's Annual General Meeting, and shareholders can use this opportunity to direct any questions to them that they may have. A summary of the proceedings of general meetings and the outcome of voting on the items of business is available on request.

CORPORATE GOVERNANCE REPORT continued

Information technology ("IT") governance

The Board has delegated responsibility for IT to the audit and risk committee but retains overall accountability.

Management has the responsibility for the management of IT and the governance framework, which includes:

- An IT steering committee to monitor and manage IT governance
- Formulating IT policies and procedures to regulate the management of all IT functions.

All IT acquisitions fall within the same capital approval processes as other capital expenditure projects and would thus, based on value, be submitted to the Board for approval.

The audit and risk committee evaluates the effectiveness of the IT structure of the Group, including network security and threats related to cybercrime. The ARC report is set out on pages 98 and 99.

The IT Steering Committee is responsible for all high-level IT governance decisions and is chaired by the CEO and further comprises the CFO, Chief Compliance Officer and Deputy CEO. We continue to comply with the IT charter and policies adopted in July 2023.

The IT department continued to enforce the IT policies and evaluate its effectiveness through the IT department assessments as well as through the comprehensive internal audit covering the IT governance framework and security management.

The external audit of IT encompassed practices verifying compliance with ISA 315R and other universally accepted de facto IT and IT audit frameworks.

The IT department continued to upgrade the security measures and strengthen our IT infrastructure capabilities to ensure our readiness to adopt new technologies. Considering the increase in cybercrimes, the IT department conducts cybersecurity awareness training for key departments using critical business systems and handling sensitive data.

We have seven strategically located distribution centres across Botswana, Namibia and Zambia. These embody our commitment to providing high-quality, affordable food while also creating significant job opportunities throughout our value chain.

RISK MANAGEMENT REPORT

Introduction

The Group adopted a structured and consistent approach to risk management by aligning strategy, processes, people, technology and knowledge for the purpose of evaluating and managing the uncertainties and risks Choppies faces in creating shareholder value.

Furthermore, the Group's risk management framework outlines the processes and procedures to be followed and has been approved by the Board. Additionally, risk appetite and tolerance levels were also determined and approved by the Board.

Roles and responsibilities

The CEO drives the culture of risk management and the Board has overall responsibility for the governance of risk within the Group. ARC assists the Board in monitoring the effectiveness of the control and risk management implemented by management.

The roles and responsibilities of the different role players are set out below:

Board/executive management

- Communicate the risk management approach to all levels of the organisation
- Develop policies and procedures around risk that are consistent with the organisation's strategy and risk appetite
- Promote an organisational culture that supports risk management.

Audit and risk committee

- Monitor risk management, including identifying areas of risk which may impact the Group and suggesting appropriate controls for mitigation.

Group internal audit

- Assess the effectiveness of the overall risk management process
- Review the adequacy, effectiveness and efficiency of controls implemented to mitigate risk.

Management

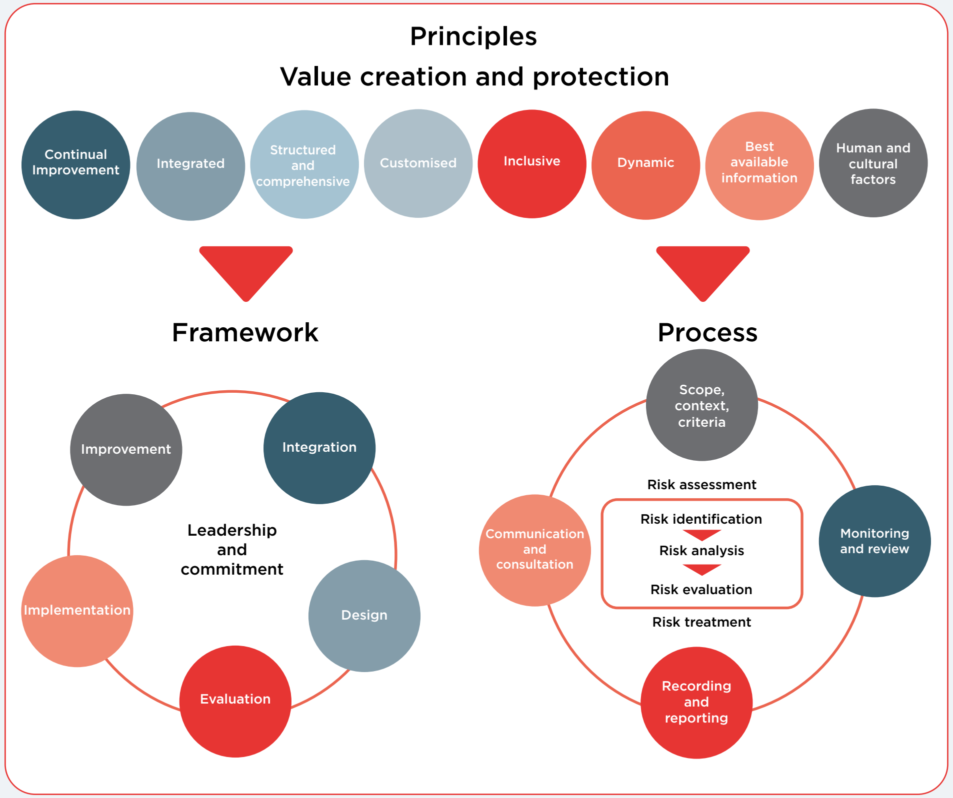
- Responsible for the implementation of the risk management system and processes within their functions.

All staff

- Responsible for managing risk within their area/function of the organisation.

Risk management framework

The following framework, which aligns with ISO 31000:2018 has been used to set out Choppies' response to managing risk across the Group.



- Principles – the essential qualities for risk management
- Framework – the components necessary for effective risk management
- Process – the key steps that need to be followed to ensure effective risk management within the Group.

RISK MANAGEMENT REPORT continued

Risk management process

Communication and consultation

Communication and consultation are key to the implementation and execution of the risk management process. This component is relevant for all steps in the process, and the Board and management should communicate and consult with external and internal stakeholders throughout the process.

Risk assessment

Risk identification

This is the identification of what could prevent Choppies from achieving its objectives. The risks are captured in a risk register to ensure they are continually assessed and monitored.

Risk analysis

This involves understanding the sources and causes of the identified risks; studying probabilities and consequences given the existing controls, to identify the level of residual risk. Key considerations include the likelihood of the risk occurring, potential impacts of the risks if they do occur after considering existing controls and factors that could increase or decrease the risk. In assessing the relevant controls, the current controls are identified, the adequacy of the controls is assessed and opportunities for improvement are identified. For each risk identified, the impact and likelihood of the risk are determined, resulting in a rating of the risk. All risks that have been identified are documented in the risk register.

Risk evaluation

The risk analysis results are assessed to determine whether the residual risk is tolerable. The significance of the risk against the organisational objectives is determined to assign a priority to the risk. The higher the risk, the more resources would be allocated to mitigating the risk.

Risk response/risk treatment

Risk response is the process of developing strategic options and determining actions to enhance opportunities and reduce threats to Choppies' objectives.

The following table contains examples of determining the appropriate treatment for identified risks:

Risk response	Description
Avoid	Change the strategy or plans to avoid the risk
Reduce	Take action to reduce the likelihood or impact
Transfer	Transfer the risk to a third party such as insurance
Accept	Take no further action and decide to accept the risk

Monitoring and review

It is essential to monitor risks, and the effectiveness of the plan, strategies and controls that have been implemented to mitigate unacceptable risks.

Monitoring, review and update of the framework

The audit and risk committee is responsible for the annual monitoring, reviewing and updating of the risk management framework when there are changes to the guidelines or legislation that affect this framework.

Scope and implementation

The above risk management framework and process are filtered into the daily operations and the way the Group does business. In order for risk management to be effective throughout the Group, each role player is required to fulfil specific responsibilities, all aimed at embedding risk management practices into everyday business.

In order to assure the continuing focus on risk management, the review and update of the risk register form part of the agenda of executive management meetings.

Risk is not only viewed from a negative perspective. The assessment process also identifies areas of opportunity, for example, where effective risk management can be turned into a competitive advantage or where taking certain risks could result in reward for the Group. Any risk taken is considered within the Group's risk appetite and tolerance, which are reviewed and updated annually.

Risk appetite

Risk appetite is defined as the amount and type of risk that the Group is willing to pursue or retain. Risk appetite allows the Group to determine how much risk it is willing to take (including financial and operational impacts) to innovate in pursuit of its objectives.

The Board has determined the level of acceptable risk and requires management to manage and report on risk accordingly. Issues and circumstances that could materially affect the Group's reputation constitute unacceptable risk.

A system of internal control is implemented in all key operations and is tailored to each business's characteristics. It provides reasonable, rather than absolute, assurance that the Group's business objectives will be achieved within prescribed risk tolerance levels. The associated risk areas and control processes are monitored and reported on across the Group.

The Group also maintains a comprehensive insurance programme to ensure that material financial consequences of risk events do not result in undue financial impact on Group businesses.

RISK MANAGEMENT REPORT continued

Key business risks

The current key identified risks and their respective mitigations are set out below:

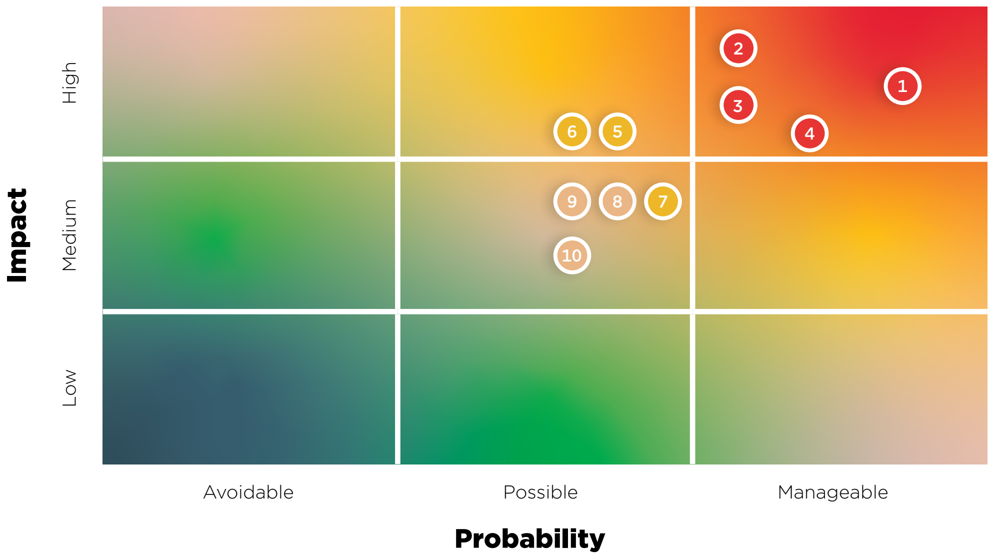
2025	2024	Risk	Description	Mitigation
1	1	**Foreign exchange, interest rates and commodity prices**	Negative impact of foreign exchange fluctuations and unexpected Botswana Pula currency devaluation on the Group's performance resulting in forex losses.	▸ All imports are hedged by exchange contracts ▸ No foreign currency debt other than the lease contracts.
2	3	**Sub-Saharan Africa power crisis, climate change etc affecting business continuity**	Climate change can disrupt food availability, reduce access to food, and affect food quality. Projected increases in temperatures, changes in precipitation patterns, changes in extreme weather events, and reductions in water availability may all result in reduced agricultural productivity. Also increased load shedding in Zambia is a major concern for the company's stability.	▸ Back up provisioning of water and fuel in compliance with standard operating procedures. ▸ Solar project ongoing in phased manner ▸ Backup generators in place.
3	4	**Cash flow and liquidity risks**	Lack of required funding for business growth. Increasing interest rate.	▸ Generation of profits/cash for further investment ▸ Prioritise investment opportunities ▸ Continued operational excellence ▸ Pro-active engagement with lenders ▸ Optimise credit terms with suppliers.
4	2	**Dependence on key executives and skilled employees**	Continuity of key executive and skilled employees is critical in geographies with low availability of skilled resources.	▸ Succession planning for all key positions ▸ Competitive/attractive remuneration and incentives both STI and LTI and benchmarking against market and industry trend ▸ Entrenching a culture of rewards and recognition ▸ Investment in skills through internal and external training and workshops ▸ Sponsoring higher studies for selected resources.
5	5	**Information technology (IT) risks**	IT system is key to ensuring availability of accurate, reliable, and timely information for informed decision-making. Exposure to cybersecurity events.	▸ Continued investment in technology to keep abreast of new developments ▸ Cybersecurity, anti-virus, and back-up processes in process of being addressed ▸ Aligning security controls with best industry practice ▸ Focus on IT governance ongoing ▸ IT policy has been rolled out and effectively communicated to employees.

RISK MANAGEMENT REPORT continued

2025	2024	Risk	Description	Mitigation
6	6	**African legislation and supplier risk**	Ensuring consistent and timely supply from a defined group of suppliers.	▶ Central monitoring of all transactions with key suppliers ▶ Using distribution centres to mitigate supplier dependence ▶ Keeping number of suppliers within each category within stipulated levels ▶ Supply agreements with local farmers ▶ Arrangement with suppliers for group buying for our other operating countries for better deals and buying power.
7	7	**Working capital**	Poor working capital management will impact cash flow and profits.	▶ Budget and monthly monitoring and reporting ▶ Focus on stock shrinkages ▶ Strong physical security in place ▶ Regular wall to wall stock counts ▶ Stock count by external outsourced parties ▶ Recommended Order Quantity ("ROQ") model in place for stock ordering.
8	8	**Fraud/theft/corruption risk/stock losses/ wastage**	Internally risk of fraud and theft by employees. Externally risk through collusion, misappropriation of assets such as cash and inventory (shrinkage), and third-party fraud, armed robberies and theft.	▶ Relevant policies on financial controls especially cash handling and inventory controls in place and covered in training programmes ▶ Strict security controls at all locations ▶ Continuous oversight by internal audit ▶ Whistleblowing hotline managed by an independent third party in place ▶ Clear guidelines on anti-bribery and corruption ▶ Full stock count at regular intervals including count by external parties ▶ Continuous monitoring through centralised control room.
9	9	**Macroeconomic conditions in particular countries**	Some economies remain volatile due to a stressed socio-political situation. ▶ Restriction on importation of certain food-stuffs ▶ Non availability of containers in South Africa for imported product.	▶ Continually assess investment in all countries in which the Group operates ▶ High degree of localisation in each geography ▶ Supply agreements with local farmer ▶ Investigating imports through ports other than South Africa.
10	10	**Food safety risk**	Food safety and quality are integral to maintaining customer trust and brand equity. Inferior product quality, non-compliance with product safety standards and failing to meet customer expectations may potentially result in harm to customers, claims, regulatory scrutiny, penalties, or significant reputational damage.	▶ Strict quality control systems through recipe management and standard operating procedures ▶ Uniformity in product offering and quality across country regions ▶ Regular monitoring by executive management ▶ Ongoing food safety audits ▶ Buying team ensure all products comply with regulatory requirement ▶ Conducting lab testing for in house brand product if required.

RISK MANAGEMENT REPORT continued

Heat map



Impact

High
Would impact business. Threatens viability of breakthrough innovation.

Medium
Risks can be understood, provided potential benefits outweigh costs.

Low
Exposure is well understood. Amenable to low-cost mitigation.

Probability

Manageable
A regular occurrence for this business.

Possible
A rare occurrence for this business.

Avoidable
Happened elsewhere but no known occurrence in this business.

Our convenient Choppies On The Go stores provide 24-hour access to food and select products ranging from fresh, frozen, canned, dry foods, snacks, ethnic specialities, health and beauty care, household as well as laundry and toiletry products. Every On The Go store also features Choppies Fried Chicken.

REMUNERATION AND HUMAN RESOURCES COMMITTEE REPORT

Introduction

In accordance with the requirements of the King IV report, this report is divided into three sections:

Section 1: Background statement
Section 2: Remuneration philosophy, policy and framework
Section 3: Implementation and disclosure of individual executive management's remuneration

Section 1: Background statement

Introduction

The remuneration committee ("Remcom") assists the Board in discharging its oversight responsibilities relating to the Group's remuneration policy and practices. The committee ensures the remuneration policy is aligned with the Group's strategic objectives and goals, determines the remuneration of Executive Directors and prescribed officers, and proposes fees for Non-executive Directors for shareholder approval.

Shareholder approval

In terms of the Companies Act, the constitution of a Company may provide that the Board has the power to authorise the remuneration and benefits payable by a Company to its directors. The Choppies' constitution does so authorise the Board. King IV, however, recommends a process, including separate non-binding votes by shareholders on the remuneration policy and interpretation thereof. The Board, being cognisant of the principles of good corporate governance, has decided not to authorise remuneration on its own, as it is entitled to do, but to put the remuneration policy and implementation report, as set out in sections two and three, respectively, to shareholders for approval at the Annual General Meeting.

Fair and responsible remuneration

As a responsible corporate citizen and, apart from the government, the major employer in Botswana, the Company is committed to adopting fair and responsible remuneration practices. The Group continues to strive to improve employment conditions across the business and implement initiatives that will, over time, realise the concept of fair and reasonable remuneration.

Section 2: Remuneration philosophy, policy and framework

Policy and philosophy

The Group's remuneration philosophy is that employees are remunerated appropriately for their contribution to the delivery of the Group's strategy. The remuneration policy framework is based on the principles of fair and responsible remuneration and is formulated to attract, retain, motivate and reward high-calibre employees. The Group aims to encourage high levels of performance that are sustainable and aligned with the purpose, strategic direction and specific value drivers of the business. The way the Group remunerates employees reflects the dynamics of the market, as well as the social, economic and environmental context in which the Group operates. In this light, in January 2025 we implemented a living wage of BWP4 000 in Botswana.

The employment and remuneration arrangements of employees who either form part of a bargaining unit or are independent contractors are governed by separate agreements.

Our well-stocked distribution centres ensure we can mitigate supplier dependence.

REMUNERATION AND HUMAN RESOURCES COMMITTEE REPORT continued

Remuneration framework

The key elements of the Group's remuneration framework and structure can be summarised as follows:

	Executive management ("Exco")	
	Senior corporate executives	**Country executives**
Guaranteed remuneration ("GR") being basic salary + benefits, all covered under total cost to company	Salary, retirement, medical, housing, and vehicle benefit	Salary, retirement, medical, housing, and vehicle benefit
Short-term incentive ("STI"): 1. Financial targets	100% Group EBITDA	100% country EBITDA
2. STI as a % of GR	4% – 58%	4% – 58%
3. STI stress target	Exceptional performance, as judged by Remcom for Exco and by the CEO for other management. Amount for Exco members to be limited to 20% of the STI vested as in 2 above.	
4. STI salient points	▸ The STI is self-funding in that the threshold for the financial target is calculated after taking into account the cost of the STI ▸ Payment of STI bonuses (if any) will only be made to those qualifying employees in the employ of the Company on 31 October 2025 ▸ The STI, if any, becomes payable after the Board approves the June 2025 Audited Annual Financial Statements ▸ After 30 June 2025 good/bad leaver provisions will apply ▸ Malus and clawback policy applies ▸ Maximum STI not to exceed 10% of Group EBIT, inclusive of the amount of the STI ▸ Zimbabwe legacy debt receipts not to be included for STI purposes in EBIT or RONA.	

Financial performance conditions for 2026 STI

The financial performance conditions for executive management in 2026 are as follows:

	Threshold (0% vesting)	Target (100% vesting)
EBITDA	Below 90% budget achievement	100% budget achievement
Linear vesting to apply between threshold and target.		

Long-term incentive ("LTI") scheme

The Share Plan was designed following thorough market research and independent professional advice. The Share Plan was used for awards in the 2023 financial year and was approved at the Annual General Meeting in November 2022.

The rules of the Share Plan are available on request from the Company Secretary, and the salient features of the Share Plan are set out below.

Feature	Detail
Aim	The Share Plan aims to incentivise the Group's eligible employees to meet strategic objectives that will help deliver value to shareholders, achieve alignment between the participants' remuneration and the interests of the Company's shareholders and act as an attraction/retention mechanism.
Type of awards	The Share Plan will enable the award of Performance Conditional Shares and Restricted Conditional Shares.
Eligibility	Remcom will consider participation on an ad hoc or annual basis to any person holding full-time salaried employment with any member of the Group. In practice, annual Performance Conditional Share awards will be made to the executive committee and Restricted Conditional Share awards will be focused on key talent (generally below the executive committee level) or for sign-on awards to compensate new employees for the value forfeited from their previous employer.
Performance conditional shares	The vesting of Performance Conditional Shares will be subject to: (i) the achievement of performance condition(s), determined by Remcom ("the Performance Conditions"), and; (ii) continued employment with the Group for the duration of the vesting period ("the Employment Condition"). Annual awards of Performance Conditional Shares will be made as a percentage of a participant's guaranteed pay, initially at 25% to 33%. While acknowledging that these award levels are below market benchmarks, it is the intention that the awards will increase towards market benchmarks when the Company performance and increases in the share price merit such awards. The CEO elected not to receive an award in FY2025.

REMUNERATION AND HUMAN RESOURCES COMMITTEE REPORT continued

Performance conditions for the first award will be as follows:

Condition	Notes	Weight	Threshold	Target
Vesting percentage			30%	100%
HEPS in FY2025		65.0%	15 thebe	22 thebe
Post-tax RONA (average of FY2025, FY2026 and FY2027)	1	25.0%	WACC + 12.5%	WACC + 15%
ESG conditions		10.0%	Management to propose	
		100%		

For each performance condition:

- 0% will vest for performance below threshold
- 30% will vest for performance at threshold
- 100% will vest for performance at target

There will be linear vesting between threshold and target.

[1] WACC is the weighted average cost of capital averaged over the performance period.

Feature	Detail
Restricted Conditional Shares	The vesting of Restricted Conditional Shares is subject to the Employment Condition.
Setting of performance and employment periods	Remcom will set appropriate Performance Conditions measured over set performance periods ("the Performance Period"), and Employment Conditions measured over set employment periods ("the Employment Period"), as relevant, on an annual basis, considering the business environment at the time of making the awards and, where considered necessary, in consultation with shareholders. Initially, upon the commencement of the Share Plan, the Performance Period will be three years and the Employment Period will be three to five years, with one-third vesting each year.
Dividend equivalents	Participants will not be entitled to any shareholder rights before the settlement of awards. However, participants may be entitled to dividend equivalents on settlement of vested awards.
Manner of settlement	Due to the tightly held nature of the Company's shares, settlement could be by means of an issue of new shares or using treasury shares (built-up judiciously over the Performance Period). Market purchases could also be used on vesting to avoid dilution but only where these purchases can be made without excessive influence on the share price. As a fallback provision only, Remcom may direct settlement of awards in cash.

Feature	Detail
Company limit	The aggregate number of shares which may at any one time be settled in terms of the Share Plan shall not exceed 65 000 000 shares to all participants (approximately 5% of the issued share capital of the Company). In calculating this limit, new shares issued, or treasury shares used in settlement will be included. Awards settled by shares purchased in the market or settled in cash, and shares which do not subsequently vest because of forfeiture will be excluded in determining the limit. The Company limit must be adjusted in the event of a sub-division or consolidation of shares.
Individual limit	The maximum number of shares which may be allocated to an individual participant in respect of all unvested awards may not exceed 6 500 000 shares. The individual limit may be adjusted in the event of a capitalisation issue, special distribution, rights issue, or reduction in capital of the Company.
Termination of employment	Where the employment of a participant is terminated due to breach of contract due to absence from work; serious misconduct; incompatibility; retirement before the normal retirement date; or resignation, all unvested shares will be forfeited and cancelled, unless Remcom determines otherwise. Where the employment of a participant is terminated due to death; ill health; disability; injury; redundancy; subject to Remcom's discretion, retirement at the normal retirement age; or the employer Company ceasing to be a member of the Group, the awards will vest early on a pro-rated basis as follows: ▶ In the case of Performance Conditional Shares, to reflect the number of months served of the employment period, and the extent to which the Performance Conditions have been satisfied. The remainder of the award will lapse, or, at the discretion of Remcom, the participant's unvested award(s) shall vest on the original vesting date specified in the award letter, as if the participant's employment had not terminated ▶ In the case of Restricted Conditional Shares, to reflect the number of months served of the employment period. The remainder of the award will lapse, or, at the discretion of Remcom, the participant's unvested award(s) shall vest on the original vesting date specified in the award letter, as if the participant's employment had not terminated. Remcom may exercise its discretion to determine the fault or no-fault status of participants and permit awards to be settled at the normal vesting date, without time pro-rating, but subject to applicable performance conditions, as if the participant's employment was not terminated.

REMUNERATION AND HUMAN RESOURCES COMMITTEE REPORT continued

Feature	Detail
Malus and clawback	All awards will be subject to malus and clawback provisions, in line with market practice.
Corporate transactions	In the event of a change of control, awards will vest early on a pro-rata basis based on the proportion of the Employment Period served and the extent to which the Performance Conditions (if any) have been achieved. The balance of the awards will continue in force, on the basis of the original terms and conditions, unless Remcom determines that this is not feasible, and in this case, they will be adjusted or converted for replacement awards provided that the participant is no worse off as a result of such adjustment or replacement. Remcom may, where necessary, adjust the Company limit (without the prior approval of shareholders in a general meeting), to take account of a sub-division or consolidation of the shares of the Company. Such adjustment should give a participant entitlement to the same proportion of the equity capital as that to which they were previously entitled. Remcom may, where required, adjust the individual limit to take account of a capitalisation issue, a special distribution, a rights issue, or reduction in capital of the Company. Such adjustment should give a participant entitlement to (i) the same proportion of equity capital as that to which they were previously entitled in terms of an existing award or (ii) the 0.5% (half a percent) of the number of issued shares in the share capital of the Company.
FY2024 and FY2025 awards	The FY2024 awards were approved by the Remcom, however it was decided to defer awards for FY2025 to FY2026.

Service contracts

The Board entered into contracts with all Non-executive Directors.

Executive management is subject to the Company's standard terms and conditions of employment where the notice period varies from six months (in the case of the CEO) to one calendar month. In line with the Group policy, no executive member is compensated for the loss of office, and nobody has special termination benefits or is entitled to balloon payments.

The Group conducts performance evaluations for the executive management team on an annual basis.

There is no restraint of trade provisions in place for any executive management.

Non-executive Directors' fees

Non-executive Directors are paid an annual retainer, on a monthly basis, as well as an attendance fee per meeting. The Company draws on the experience, skills and knowledge of the Non-executive Directors with the result that they are also performing consultative services but are not paid a separate fee for these services. In this regard, extensive work has been done by the Independent Non-executive Directors during the past years that otherwise would have resulted in high external consulting fees. The fee structure is evaluated regularly based on public surveys and internal benchmarking, taking into account the additional services rendered, the complexity and the responsibilities assumed.

No increase in fees is proposed for 2025. The table below sets out the retainer portion of the Non-executive Director's fees:

	Fixed fee per annum	
	2025 Actual BWP'000	**2026 Recommended BWP'000**
Chairman of the Board	**660**	660
Chairman of ARC/Remcom	**500**	500
Chairperson of the investment committee	**360**	360
Other members of the Board	**300**	300

In addition to the above retainers, sitting fees of BWP33 333 per Board and committee meeting are paid.

Non-executive Directors do not qualify for share options, nor do they participate in any variable pay incentive schemes, to preserve their independence.

Section 3: Implementation and disclosure of remuneration policy

This section of the report explains the implementation of the remuneration policy and provides details of the remuneration paid to Executive Directors (the CEO is the only Executive Director), prescribed officers and Non-executive Directors for the financial year ended 30 June 2025.

Annual salary increases

Due to the current economic situation and the recent Pula devaluation, Remcom decided to defer the increase in salaries of executive management including the CEO for FY2026.

	2025	2026
CEO*	**0%**	0%
Executive management, excluding CEO	**8.86%**	0%

* *The gross remuneration of the CEO remained unchanged over the past few years but is in line with benchmarks.*

Executive remuneration

The remuneration of the CEO and prescribed officers* is reflected in the following table:

					Total remuneration	
Name	Designation	GR BWP'000	STI BWP'000	Share-based payments	2025 BWP'000	2024 BWP'000
R Ottapathu	CEO	7 054	500		**7 554**	8 737
V Madhavan	Deputy CEO	6 254	0	2 214	**8 468**	12 411
M Rajcoomar	CFO	3 545	288	278	**4 111**	4 648
V Sanooj	Head of Corporate Affairs	3 057	154	241	**3 452**	2 971

* *A prescribed officer is defined as a senior member of management who report directly to the CEO.*

House brand food products are the most favoured within the community stemming from the confidence and brand trust built by Choppies.

REMUNERATION AND HUMAN RESOURCES COMMITTEE REPORT continued

Section 3: Implementation and disclosure of remuneration policy continued

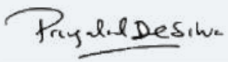
Non-executive Directors' fees

Non-executive Directors' emoluments were as follows:

	Board		Committees					Total fees	
Name	**Retainer fees BWP'000**	**Sitting fees BWP'000**	**Audit and risk BWP'000**	**Investment BWP'000**	**Remuneration and human resources BWP'000**	**Environment, social and governance BWP'000**	**Nominations**	**2025 BWP'000**	**2024 BWP'000**
DKU Corea	660	300				67	33	**1 060**	1 060
F Ismail	300	300					33	**633**	633
CJ Harward	360	300	200	33	33		33	**960**	1 060
V Chitalu – Company	300	300	200	33	33	67		**933**	1 000
V Chitalu – Subsidiary*	346							**346**	361
RP De Silva	500	300	200	33	33	67		**1 133**	1 200
N Graaff**	86	100						**186**	–
AD Mogajane***	68	100						**168**	438
								5 419	5 752

* *Fees paid to Mr Chitalu as Chairperson of the Company's Zambian subsidiary.*
** *Appointed on 20 January 2025.*
*** *Resigned on 4 November 2024.*

On behalf of the Remcom



RP De Silva
Remuneration and human resources committee Chairman

17 September 2025

ENVIRONMENT, SOCIAL AND GOVERNANCE COMMITTEE

Background

The Board supports and endorses the committee, which operates independently of management and is free of any organisational restraint or pressure. The committee consists of not less than three members, and the majority of the members must be Independent Non-executive Directors.

Role and responsibility

The role of the environmental, social and governance committee is to assist the Board in all matters relating to organisational ethics, responsible corporate citizenship, health and safety, sustainable development, environmental awareness and stakeholder relationships, including overseeing the Group's shared value programme and initiatives.

The key objectives and responsibilities of the committee are aligned with King IV, the 10 principles set out in the United Nations Global Compact as well as the OECD recommendations regarding corruption.

Activities during the year

During the year the committee reviewed the exposure draft of the new King V Code of Corporate Governance that was circulated to the Board. Members observed that the Company was already in compliance with the majority of the new code's requirements, and only a few additional steps were needed to achieve full compliance. It was also noted that it was a better organisation of ideas around governance and it gave companies the ability to explain why certain aspects of the code did not suit the specific company rather than having to comply strictly to the letter.

Future outlook

The committee will continue to review and assess all policies on an annual basis to assess their relevance. This will help determine whether any updates will be required due to changes in legislation or the emergence of new governance trends.

The committee will continue to build on the foundation laid during the past couple of years to ensure that policies and programmes are in place to maintain the high standards of good corporate citizenship and address the needs of internal and external stakeholders, and strong consumer relations.

Additionally, the committee will monitor the Group's activities relating to its responsibilities as outlined in the constitutions of Botswana and any other jurisdiction where the Group has established operations.

Conclusion

No material non-compliance with legislation and regulations, nor material regulatory fines or penalties relevant to the areas within the committee's mandate, have been brought to its attention during the reporting period.

Uttum Corea
Environmental, social and governance committee Chairman

17 September 2025

Our Real Plastic division produces bottled water, soda water and empty plastic bottles, providing us with further control of the full value chain.

INVESTMENT COMMITTEE REPORT

The investment committee ("IC") is a key component of the Group's governance framework, established to provide independent oversight, rigorous evaluation, and objective advice to the Board on material investment-related matters. The IC is comprised of three Independent Non-executive Directors; Ms CJ Harward (Chairperson), Mr V Chitalu and Mr RP De Silva. The committee operates under a formal charter approved by the Board, which ensures its independence and mandates a high standard of accountability, transparency, and integrity in all deliberations.

Although senior executives and subject matter experts, including the Chief Executive Officer, Chief Financial Officer, and legal and tax advisers, are invited to present on specific matters, they do not hold voting rights. This structure strengthens the independence of the committee and underpins its role as a professional advisory body to the Board.

Role and responsibilities

The IC's primary responsibility is to review and evaluate major investment transactions, divestitures, and capital allocation decisions. In fulfilling this mandate, the committee ensures that:

- Transactions are subject to rigorous due diligence and legal review
- Risks are evaluated in line with the Group's risk appetite and financial strategy
- Recommendations are fully aligned with shareholder value creation, sustainability, and corporate governance best practice
- The Board is continuously updated to enable timely and informed decision-making.

Activities during the year

During the financial year under review, the IC held one formal meeting on 24 November 2024. The committee considered and recommended to the Board the disposal of the Group's operations in Zimbabwe, a subsidiary that had been consistently loss-making and presented material risks to the Group's financial performance.

The transaction involved the sale of assets and liabilities of Nanavac Investments (Private) Limited (Choppies Zimbabwe) to Pintail Trading (Private) Limited. The key features of the proposal included:

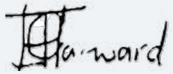
- The buyer assumes key assets and liabilities, including property, plant and equipment, inventory, trade payables up to the value of inventory, and staff obligations
- Retrenchment of expatriate staff by Choppies, with redeployment opportunities into Zambia and Namibia considered for some executives
- A projected accounting loss of BWP31 million on disposal, to be recognised in continuing operations
- Avoidance of further trading and cash losses (estimated at BWP30 million in cash losses and BWP42 million in accounting losses by June 2025 if operations were retained).

The committee concluded that, notwithstanding the accounting loss, the proposed disposal was in the best long-term interests of the Group, as it eliminated persistent losses and preserved shareholder value. The IC therefore recommended the transaction to the Board for approval, subject to finalisation of legal agreements and receipt of regulatory approvals in Zimbabwe.

Conclusion

The committee is satisfied that it has discharged its responsibilities in line with its charter. While the year under review had fewer investment activities compared to the prior year, the matters considered were strategic and of significant consequence to the Group's financial stability and long-term positioning.

The IC remains committed to upholding the highest standards of governance, ensuring that investment decisions continue to be guided by thorough analysis, transparency, and alignment with shareholder interests.



Carol-Jean Harward
Investment Committee Chairperson

17 September 2025

APPLICATION OF KING IV PRINCIPLES

The various principles of King IV are embodied in the different sections of the Integrated Annual Report. The BSE Listings Requirements, however, require a full disclosure as an annexure in the Integrated Annual Report and, for that reason, the following has been prepared for inclusion in the Integrated Annual Report.

The Group complies with the King IV principles as explained below:

Leadership, ethics and corporate citizenship

PRINCIPLE 1

Leadership

The Board should lead ethically and effectively.

The Board of Directors leads ethically and effectively, adhering to the duties of a director by acting with due care and diligence and maintaining a sufficient working knowledge of Choppies and its industry and remaining informed about matters for decision-making.

The Board is competent to steer and set the strategic direction of the Group and oversee the implementation of approved strategies by management, ensuring accountability for the Group's performance. The Board is mindful of the impact of the Group's activities on society and the environment, considering key risks and opportunities, and seeks to ensure sustained value creation for all stakeholders.

The Board charter sets out the role and responsibilities of directors. The charter also outlines the policies and practices of the Board on matters such as directors' dealings in the securities of the Company, which is done in accordance with legislation and BSE and JSE Listings Requirements, and further supported by a share dealing policy.

Each director signs a declaration at Board meetings, declaring any interests or potential conflicts, or confirming that there are no conflicts of interest.

The Board, its committees, its chair and individual members are subject to a formal evaluation process at least every two years. The results are discussed and actioned by all concerned.

Leadership, ethics and corporate citizenship

PRINCIPLE 2

Organisational ethics

The Board should govern the ethics of the organisation in a way that supports the establishment of an ethical culture.

The Board ensures that Choppies' ethics are managed effectively and provides effective leadership based on an ethical foundation.

An ethical corporate culture is promoted and sustained by:

- Endorsing the values of the Group documented in the code of business conduct and ethics
- The code is published on the website and incorporated by reference in employee contracts
- Endorsing internal policies, specifically around anti-bribery and corruption, gifts and entertainment and whistleblowing to tackle practices inimical to ethical conduct more efficiently
- Monitoring and reporting on the measures taken by the Group to achieve adherence thereof (through the governance, sustainability and ethics, and audit and risk committees)
- All business conducted by the Board and management aligns with the values of the Group.

APPLICATION OF KING IV PRINCIPLES continued

Leadership, ethics and corporate citizenship

PRINCIPLE 3

Responsible corporate citizenship

The Board should ensure that the organisation is and is seen to be a responsible corporate citizen.

The implementation and execution of the code of business conduct and ethics and related policies are delegated to management.

The Board ensures that the Group is, and is seen to be, a responsible corporate citizen. The Board endorses the values, strategy and conduct which are congruent with being a responsible corporate citizen.

The Board assesses the consequences of the Group's activities by monitoring performance against measures and targets in the following areas:

- Workplace (including, but not limited to, employment equity, fairness of remuneration principles, and development of and the health and safety of employees)
- Economy (including, but not limited to, economic transformation, fraud and corruption practices and policies, and approving a responsible and transparent tax policy)
- Society (including, but not limited to, public health and safety, consumer protection, and the protection of human rights)
- Environment (including, but not limited to, responsibilities in respect of pollution and waste disposal).

The monitoring of above activities is delegated to the governance, sustainability and ethics committee.

Strategy, performance and reporting

PRINCIPLE 4

Strategy and performance

The Board should appreciate that the organisation's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.

The Board appreciates that strategy, risk, performance and sustainability are inseparable and gives effect to this in the following manner:

- Providing strategic direction by assessing and approving the Group's strategy submitted by top management
- In approving the Group strategy, the Board challenges it constructively with reference to, among others, the timelines and parameters which determine the meaning of short, medium and long term, respectively, availability of resources and relationships connected to the various forms of capital, and the expectations of material stakeholders
- Assessing the impact (risk and opportunities) of the short, medium and long-term strategy and responding to negative consequences on the economy, society and environment
- Approving policies and plans to implement the strategy, including key performance measures for assessing the achievement of the strategic objectives
- Upon approval, the Board empowers top management to implement the said strategy and to provide it with timely, accurate and relevant feedback on progress.

APPLICATION OF KING IV PRINCIPLES continued

Strategy, performance and reporting

Principle 5

Reporting

The Board should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation's performance, and its short, medium and long-term prospects.

The Board delegates the governance and approval of the Integrated Annual Report to the audit and risk committee.

The audit and risk committee discharges its duties by:

- Ensuring that the Group issues a report annually
- Assessing the integrity of external reports (including the nature, scope and extent of assurance, legal requirements, and intended user)
- Approving the reporting frameworks adopted by management
- Ensuring that all issued reports (online or printed) comply with legal requirements and meet the legitimate and reasonable information needs of material stakeholders
- Approving the threshold of materiality used for purposes of disclosing information or not
- Overseeing the assurance provided by the internal audit department on sustainability reporting and disclosure.

Governing structures and delegation

PRINCIPLE 6

Primary role and responsibilities of the Board

The Board should serve as the focal point and custodian of corporate governance in the organisation.

The Board is the custodian of corporate governance in the Group. The Board has adopted a charter setting out its responsibilities, duties and accountability towards Choppies. The charter is reviewed annually.

Choppies' governance practices are disclosed on page 68 of this Integrated Annual Report.

Governing structures and delegation

PRINCIPLE 7

Composition of the Board

The Board should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively.

An Independent Chairman leads the Board. The Board comprises a balance of executive and non-executive members, with the majority being non-executive, of whom most are independent.

Directors are appointed through a formal process. The nominations committee identifies suitable candidates and final approval of appointment resides with the entire Board. All effort is taken to ensure the composition of the Board comprises the appropriate mix of knowledge, skills and experience (business, commercial and industry) which is sufficient to deliver on strategies and create long-term shareholder value. The Board comprises of a minimum of four directors with no maximum number.

In terms of the Company's constitution all new Non-executive Directors appointed during the year, as well as one-third of the existing Non-executive Directors, must retire on a rotational basis each year but may offer themselves for re-election. The nominations committee makes recommendations regarding the re-election of the retiring directors considering performance, meeting conduct, etc.

A formal induction programme exists for all new directors. Upon their appointment new directors receive an induction pack consisting of, inter alia, agendas and minutes of the previous Board and sub-committee meetings, the latest Integrated Annual Report, relevant insurance information, strategic documents, relevant policies and charters, and are informed of their fiduciary duties in terms of the Companies Act and BSE and JSE Listings Requirements. They also visit various sites and distribution centres and have meetings with executive management.

The roles and responsibilities of the chair and the CEO are separated.

The Board ensures that succession plans are in place for the Board and senior management.

APPLICATION OF KING IV PRINCIPLES continued

Governing structures and delegation

PRINCIPLE 8

Committees of the Board

The Board should ensure that its arrangements for delegation within its own structures promote independent judgement, and assist with balance of power and the effective discharge of its duties.

The Board has delegated particular roles and responsibilities to Board committees, which operate under Board-approved charters, setting out the nature and extent of the responsibilities delegated and decision-making authority. These charters are reviewed annually. The Board ensures that each Board committee has the necessary skills, experience and knowledge to discharge its duties effectively.

The delegation by the Board of its responsibilities does not constitute a discharge of its accountability.

Each committee comprises a majority of Independent Non-executive Directors.

A summary of each committee's terms of reference is contained in the corporate governance section of the Integrated Annual Report. The number of meetings and attendance are published in the Integrated Annual Report under corporate governance. Each committee has a section in the Integrated Annual Report where the committee expresses its views regarding its satisfaction on the fulfilment of its responsibilities.

PRINCIPLE 9

Evaluations of the performance of the Board

The Board should ensure that the evaluation of its own performance and that of its committees, its chair and its individual members, support continued improvement in its performance and effectiveness.

A performance evaluation of the Chairman, individual directors, the Board as a whole and the Board committees are subject to a formal evaluation process, either externally facilitated or self-evaluation at least every two years. The nominations committee leads the evaluation process.

Each director is required to comment on the Board structure and responsibilities, processes, practices and culture of the Board, overall performance, the structure, resources and performance in respect of statutory duties of the committees.

The results of the evaluations are discussed with the Board as a whole and suggested changes and comments are actioned.

Governing structures and delegation

PRINCIPLE 10

Appointment and delegation to management

The Board should ensure that the appointment of, and delegation to, management contribute to role clarity and the effective exercise of authority and responsibilities.

The Board is responsible for the appointment of the CEO and annually evaluates the CEO's performance against agreed performance measures and targets.

The Board has approved a delegation of authority matrix, which details the powers and matters reserved for itself and those to be delegated to management through the CEO.

The Group's CEO is responsible for leading the implementation and execution of the Group's strategy, policies and operational plans and reports to the Board. The Board ensures that key management functions are led by a competent and appropriately authorised individual and are adequately resourced.

Governance functional areas

PRINCIPLE 11

Risk governance

The Board should govern risk in a way that supports the organisation in setting and achieving its strategic objectives.

The Board is the ultimate custodian of risk governance. To this end, the Board has approved the risk management policy and framework upon the recommendations by the audit and risk committee.

Management continuously identifies, assesses, mitigates and manages risks within the existing operating environment. Mitigating controls are put in place to address these risks. The Board is apprised of the Group's top risks; the audit and risk committee is responsible for ensuring a comprehensive risk register is tabled at Board meetings and lessons learnt are taken into consideration when formulating appropriate measures for mitigating the potential negative impact of the top risks on the achievement of the Group's strategic objectives.

Choppies' top risks are disclosed on pages 77 and 78 of this Integrated Annual Report.

APPLICATION OF KING IV PRINCIPLES continued

Governance functional areas

PRINCIPLE 12

Technology and information governance

The Board should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives.

The Board understands the importance, relevance and inherent risks in information technology ("IT"). It oversees the governance of IT and information. The Board delegated to the audit and risk committee the authority to ensure appropriate compliance structures are in place.

The audit and risk committee monitors IT governance and approves the IT strategy.

The Chief Information Officer is responsible for implementing and executing effective technology and information management systems.

Governance functional areas

PRINCIPLE 13

Compliance governance

The Board should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen.

The Chief Compliance Officer is responsible for guiding the Board in discharging its regulatory responsibilities. The audit and risk committee as well as the environmental, social and governance committee monitor the process implemented by management to ensure legal compliance.

The Group's compliance function ensures that processes are in place and are continuously improved to mitigate the risk of non-compliance with laws, and to ensure appropriate responses to changes and developments in the regulatory environment.

The Group has adopted a combined assurance model based on three lines of defence, whereby reliance is placed on various internal and external assurance providers to ensure the Group's compliance with applicable laws, codes and standards.

The audit and risk committee oversees the application of the combined assurance model on an ongoing basis.

The Board discloses details on how it discharged its responsibility towards governing and managing compliance, areas of focus, and inspections by authorities as well as material or repeated instances of non-compliance in the Integrated Annual Report. See page 68.

Governance functional areas

PRINCIPLE 14

Remuneration governance

The Board should ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.

The Group's Remcom is tasked by the Board to independently approve and oversee the implementation of a remuneration policy. The committee has considered the internal and external factors that influence remuneration in formulating a policy.

The policy is designed to attract, motivate, reward, and retain human capital, and to promote the achievement of the Group's strategic objectives. Furthermore, the Group's approach towards remuneration aims to ensure that an appropriate balance is achieved between the interests of shareholders, the operational and strategic requirements of the Group and providing attractive and appropriate remuneration packages to employees. The remuneration of the directors and top management is considered on an annual basis and benchmarked against peer groups to ensure fair remuneration.

The Group discloses the remuneration of each director and top management in the Integrated Annual Report. The remuneration report, including the implementation report and the remuneration policy, are set out on pages 80 to 85 of the Integrated Annual Report.

The remuneration policy and the implementation report are tabled annually at the Annual General Meeting as separate votes.

APPLICATION OF KING IV PRINCIPLES continued

Governance functional areas

PRINCIPLE 15

Assurance

The Board should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the organisation's external reports.

The Board has adopted a combined assurance model to obtain assurance from various assurance providers that internal controls are efficient and effective, including internal and external audit, regulatory authorities, line functions, etc.

Assurance services are overseen by the audit and risk committee. The committee is responsible for, among other things:

- Reviewing the adequacy and effectiveness of the financial reporting process and system of internal control
- Approving the Integrated Annual Report, Annual Financial Statements, interim reports and media releases and recommending to the Board for final approval
- Overseeing the internal audit function and approving the annual work plan
- Making recommendations to the shareholders for the appointment of the external auditors and confirming their independence
- Reviewing the expertise, resources and experience of the Company's finance function
- Ensuring that the financial reporting procedures are appropriate and that those procedures are effective.

The internal audit function is outsourced to an independent professional firm.

The report of the audit and risk committee is set out on pages 98 and 99 of the Integrated Annual Report.

Stakeholder relationships

PRINCIPLE 16

Stakeholders

In the execution of its governance role and responsibilities, the Board should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time.

An overview of stakeholder relationships and engagement are provided on page 27 of the Integrated Annual Report.

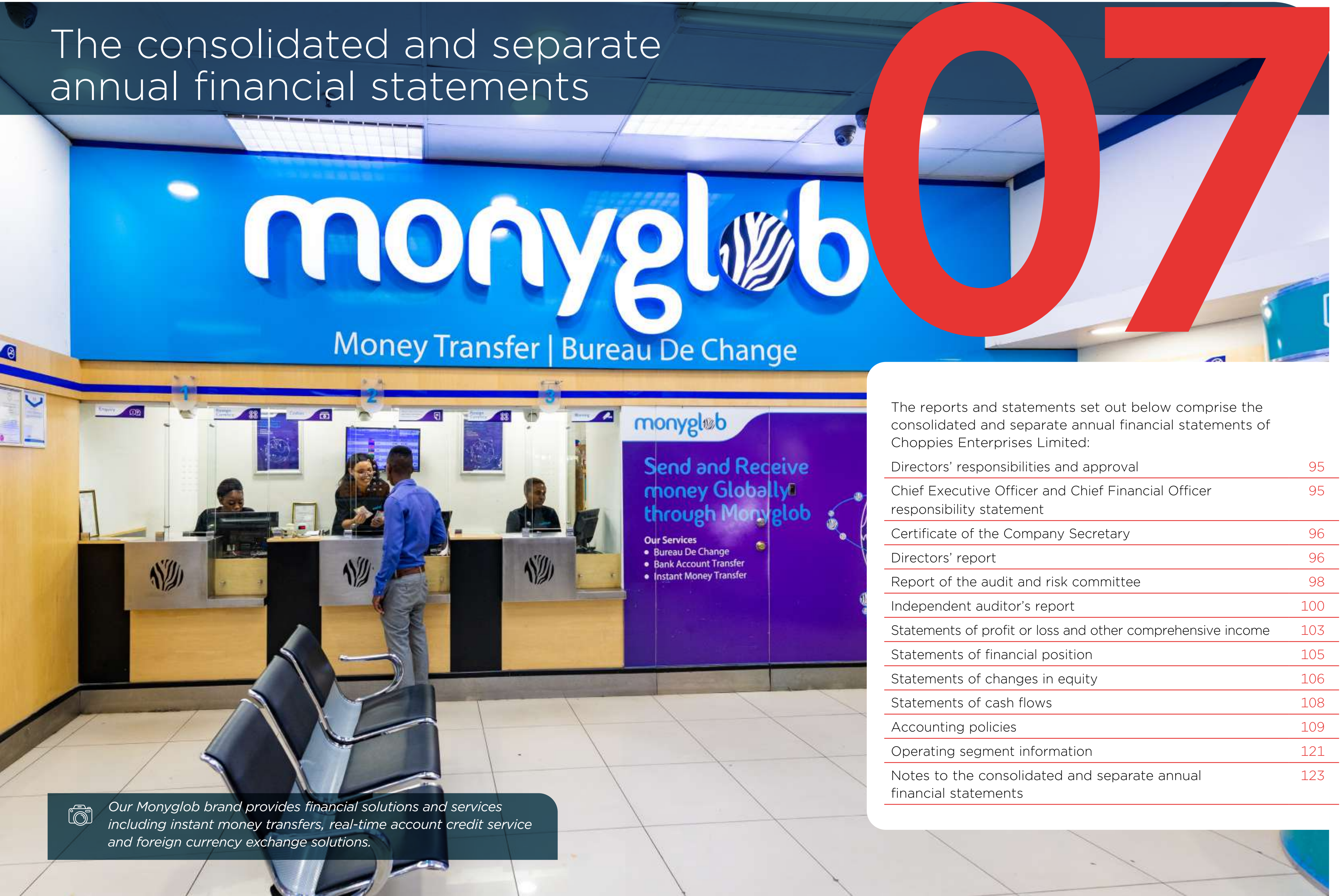
The Board is committed to providing timely, relevant and transparent information on corporate strategy and financial performance.

The Board, through the social, ethics and human resources committee, governs stakeholder relationships, communication and reporting and delegates to management the responsibility for execution.

Shareholders are encouraged to attend and actively participate in the Annual General Meeting. The Board ensures that the Chairpersons of the Board's committees and the designated external auditor are present at the Annual General Meeting to respond to questions from shareholders.

The consolidated and separate annual financial statements

07



Our Monyglob brand provides financial solutions and services including instant money transfers, real-time account credit service and foreign currency exchange solutions.

The reports and statements set out below comprise the consolidated and separate annual financial statements of Choppies Enterprises Limited:

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DIRECTORS' RESPONSIBILITIES AND APPROVAL

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements of Choppies Enterprises Limited, comprising the statements of financial position as at 30 June 2025 and the statements of profit or loss and other comprehensive income, statements of changes in equity and cash flows for the year ended 30 June 2025, the accounting policies and the notes to the financial statements, in accordance with IFRS® Accounting Standards, the Botswana Stock Exchange, Johannesburg Stock Exchange Listings Requirements and requirements of the Botswana Companies Act.

The directors are also responsible for such internal controls they deem necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and for maintaining adequate accounting records and an effective system of risk management. In addition, the directors are responsible for the preparation and presentation of the other information accompanying the financial statements.

The directors have assessed the ability of the Company and its subsidiaries to continue as going concerns (refer to note 43) and, based on management's assessment, have no reason to believe these businesses will not be going concerns in the year ahead.

The auditor is responsible for reporting on whether the consolidated and separate annual financial statements are fairly presented in accordance with the IFRS Accounting Standards.

Approval of the consolidated and separate financial statements

Having considered the unmodified audit opinion of the auditors as set out on pages 100 to 102, for the year 30 June 2025, the Board of Directors approved the consolidated and separate financial statements of Choppies Enterprises Limited, as identified in the first paragraph, on 17 September 2025, and these are signed on their behalf by:

R Ottapathu
Chief Executive Officer

DKU Corea
Chairman

CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER RESPONSIBILITY STATEMENT

The members of management, whose names are stated below, hereby confirm that:

- The Annual Financial Statements set out on pages 103 to 158, fairly present in all material respects the financial position, financial performance and cash flows of the issuer in terms of IFRS Accounting Standards
- To the best of our knowledge and belief, no facts have been omitted or untrue statements made that would make the Annual Financial Statements false or misleading
- Internal financial controls have been put in place to ensure that material information relating to the issuer and its consolidated subsidiaries has been provided to effectively prepare the Annual Financial Statements of the issuer
- The internal financial controls are adequate and effective and can be relied upon in compiling the Annual Financial Statements, having fulfilled our role and function as executives with primary responsibility for implementation and execution of controls
- Where we are not satisfied, we have disclosed to the audit committee and the auditors any deficiencies in design and operational effectiveness of the internal financial controls, and have taken steps to remedy the deficiencies
- We are not aware of any fraud involving directors.

R Ottapathu
Chief Executive Officer

M Rajcoomar
Chief Financial Officer

17 September 2025

CERTIFICATE OF THE COMPANY SECRETARY

We declare that, to the best of our knowledge, the Company has lodged with the Companies and Intellectual Property Authority, all such returns as are required of a public company in terms of the Botswana Companies Act, and all such returns are true, correct and up-to-date.

BP CONSULTING SERVICES (PTY) LIMITED

Company Secretaries

17 September 2025

DIRECTORS' REPORT

for the year ended 30 June 2025

The Board of Directors ("directors") are pleased to submit their report on the financial statements of Choppies Enterprises Limited ("the Company") for the year ended 30 June 2025.

1. Listing information

Choppies Enterprises Limited ("the Company") is a Botswana-based investment holding company operating in the retail sector in Southern Africa. Dual-listed on the Botswana Stock Exchange ("BSE") and JSE Limited ("JSE"). The Company registration number is BW00001142508.

2. Nature of business

Choppies Enterprises Limited ("Choppies" or "the Company" or "the Group") is a Botswana-based investment holding company operating in the retail sector in Southern Africa. Dual-listed on the Botswana Stock Exchange ("BSE") and Johannesburg Stock Exchange ("JSE"), its operations include food, liquor and general merchandise retailing as well as milling, manufacturing and financial services transactions supported by centralised distribution channels through distribution and logistical support centres.

3. Review of financial results

The financial statements have been prepared in accordance with IFRS® Accounting Standards ("IFRS Accounting Standards"), the requirements of the BSE Limited ("BSE Listings Requirements") and JSE Limited ("JSE Listings Requirements") and the requirements of the Companies Act of Botswana.

Full details of the financial position, results of operations and cash flows of the Group and Company are set out in these financial statements, pages 103 to 158.

4. Stated capital

Issued	**2025 BWP**	2024 BWP	**2025 Number of shares**	2024 Number of shares
Ordinary shares	**1 207 052 841**	1 207 052 841	**1 824 461 674**	1 824 461 674

DIRECTORS' REPORT continued

for the year ended 30 June 2025

5. Dividends

An interim cash dividend (number 9) of 1.6 thebe per share was paid on 8 May 2025. The Board has declared a final dividend (number 10) of 60 thebe per share, payable on Wednesday, 5 November 2025, thus bringing the total dividend for FY2025 to 2.2 thebe (2024: 3 thebe) per ordinary share.

6. Directorate

Details of directors and movements during the year are given on page 17 of the Integrated Annual Report.

7. Director's interests in shares

As at 30 June 2025, the directors held direct and indirect beneficial interests in 46.15% (2023: 46.15%) of its issued ordinary shares as set out on page 160 of the Integrated Annual Report.

8 Shareholders

Details of major shareholders are set out on page 160 of the Integrated Annual Report.

9. Events after the reporting period

The directors are not aware of any material events, except for those stated in note 44 of the consolidated and separate Annual Financial Statements, which occurred after the reporting date and up to the date of this report.

10. Going concern

The directors, relying on management's assessments, believe that the Company and Group will continue as going concerns for the foreseeable future and, accordingly, the financial statements have been prepared on a going concern basis. More details about the going concern assessment have been provided in note 43 of the Annual Financial Statements.

11. Secretary

BP Consulting Services (Pty) Limited
Plot 28892, Twin Towers, West Wing
First Floor, Fairground
Gaborone, Botswana

12. Independent auditors

Forvis Mazars
Plot 139, Finance Park
Gaborone, Botswana

13. Date of authorisation for issue of financial statements

The annual financial statements set out on pages 103 to 158, were approved by the Board on 17 September 2025.

REPORT OF THE AUDIT AND RISK COMMITTEE ("ARC")

for the year ended 30 June 2025

This report outlines the activities of the ARC during FY2025. Details on the committee's main functions, composition, and attendance by members, are set out on page 71 of the governance report.

Combined assurance

The Group continued to embed combined assurance into its overall control environment. The ARC plays its role in embedding combined assurance in the Group by inviting the assurance providers, internal and external, to all of its meetings, which goes a long way in laying the groundwork ensuring that the necessary culture is created for an effective combined assurance model.

The ARC is satisfied that the framework is in place for a combined assurance model in the Group.

Risk management

A structured approach to risk management and a risk management framework and policy are in place, the details of which are set out in the risk management report on page 75.

The ARC maintains oversight of this process. During the year, the ARC reviewed the risk register, which is updated on a continual basis. The committee is satisfied that all key risks are identified and monitored. The top 10 risks facing the Group are listed in the risk management report. The updated risk register and mitigation proposals have been approved by the Board.

Compliance

Management continues to make good progress in its compliance model. This model lists and analyses all applicable laws and regulations that have an impact on the Group's activities including the BSE and JSE Listings Requirements. The ARC reviewed this model and is satisfied that the Group complies with all the laws and regulations listed therein. Internally, several governance policies and committee charters are in place and the ARC is satisfied that the framework for a world-class governance system is in operation in the Choppies Group. These policies and charters are reviewed on a regular basis.

The ARC has recommended to the Board that further training on corporate governance be held for directors and senior management during the next year.

Finance function

The preparation of financial reports, including the Annual Financial Statements, were done under the supervision of Mr Minnesh Rajcoomar CA(SA), the Group CFO. In terms of section 5.11(h) of the BSE Listings Requirements, the committee reviewed the experience and expertise of Mr Rajcoomar and is satisfied that he is suitable to head up the Group's finance function.

Information technology ("IT")

To flourish in the digital world, it is imperative for organisations to put solid technology governance frameworks in place while ensuring risks are identified and managed. Deploying technologies to assist with quality assurance and remove the risk of human error from critical operational and financial data is essential to enable effective decision-making and quality reporting. Information security is essential to protect our own and third-party information.

At Choppies, the ARC embraces the above statements as well as the recommendations of the King IV report and use these as a guide to oversee IT processes delegated to it by the Board. An established IT steering committee as well as the in-house CIO ensure that all IT frameworks and policies are adhered to and are up to date. Governance processes are managed through an IT charter setting out the functions, responsibilities and procedures of the steering committee. All IT acquisitions fall within the same capital approval processes as other capital expenditure projects and would thus, based on value, be submitted to the Board for approval.

In the previous year, the need for a standardised ERP solution throughout the Group's operations was identified especially relevant for countries, other than Botswana, where too much manual intervention can compromise the accuracy and timing of information. The Group has commenced with the implementation of the new ERP system which will be completed by FY2027.

No incidents of breaches in cybersecurity were reported during FY2025.

Whistleblowing measures

The ARC reviewed the reports from whistleblowers during the past year. All complaints received were addressed and no incidents of irregular or unethical behaviour were reported.

Company Secretary

BP Consulting Services (Pty) Limited is the appointed Company Secretary. The Board assessed the Company secretarial function for the year under review and confirmed that BP Consulting Services continues to demonstrate the requisite level of knowledge and experience to carry out all duties.

Internal audit

An internal audit function is in place managed by the independent audit firm, BDO. The internal audit plan is risk-based, identifying risk areas covered on a rotation basis.

In addition, all stores in the Group are covered by a physical audit at least once a year. The ARC is satisfied with the approach and work of internal audit and considers it as an essential element in a combined assurance model. In addition, the ARC is satisfied that the internal audit function is independent, has unrestricted access to the ARC, and has the necessary resources to enable it to discharge its duties.

REPORT OF THE AUDIT AND RISK COMMITTEE ("ARC") continued

for the year ended 30 June 2025

Going concern

In assessing whether the Company and the Group could operate as a going concern for at least the ensuing 12 months, the ARC considered the work done by management as set out in note 43 of the consolidated and separate annual financial statements. Having reviewed this work, the ARC concluded to recommend to the Board that the Company and Group can operate as going concerns for at least the next year to September 2026.

External auditors and audit report

It was noted that there was no disagreement between the auditors and management during the audit. Regular meetings between ARC members and the auditors with and without management took place.

In accordance with best practice guidelines, audit partner rotation is adhered to with new partner in place from FY2024. The audit firm rotation will be effected after 10 years from the initial engagement of the current auditors.

The ARC accepts the representations by the auditors on their independence.

External audit fees

Fees non-audit services

The external auditors, Forvis Mazars, were not tasked with any non-audit services.

Fees – audit services

Fees for audit services that were approved by the ARC and Board for the respective years below can be summarised as follows:

Financial year – BWP	**2025**	2024
Choppies Botswana	**3 880 000**	4 205 000
Choppies Zimbabwe	**406 821**	615 825
Choppies Zambia	**597 000**	568 750
Choppies Namibia	**411 369**	371 739
Kamoso	**4 300 000**	3 205 000
Monyglob	**82 800**	76 000

Internal financial controls

Management is accountable to the Board for the design, implementation, monitoring and integrating of internal financial controls for the day-to-day running of the Group, focusing on the efficiency and effectiveness of operations, safeguarding the Group's assets, legal and regulatory compliance, business sustainability and reliable reporting, including financial reporting.

The ARC is satisfied that the Group's system of internal financial controls is effective and forms a basis for the preparation of reliable financial statements following reviews and reports made by the independent internal and external auditors as well as management. No findings have come to the attention of the committee to indicate that any material breakdown in internal controls has occurred during the past financial year.

Integrated report

The ARC evaluated the integrated report of the Group for the year ended 30 June 2025 and based on the information provided to the committee, considers that the Group complies in all material respects with the requirements of the Companies Act and IFRS, and the ARC recommended the integrated report to the Board for approval.

Key focus areas

Focus areas FY2025

- Enhancement of the role of internal audit
- Enhancement of reporting on the emerging topics of ESG.

Focus areas FY2026

- Navigating the shifting of economic landscape particularly in Botswana
- Continuous adherence to all sustainability mandates
- Demonstrating robust governance.

Conclusion

Throughout FY2025, the ARC members have acted independently and with due regard to their fiduciary responsibilities as Independent Non-executive Directors. We trust that this report allowed shareholders an insight into the Company in terms of our charter.

RP De Silva

Audit and risk committee Chairman

17 September 2025

INDEPENDENT AUDITOR'S REPORT

for the year ended 30 June 2025

forvis mazars

To the Shareholders of Choppies Enterprises Limited

Report on the Audit of the Consolidated and Separate Financial Statements

Opinion

We have audited the consolidated and separate financial statements of Choppies Enterprises Limited and its subsidiaries (" Choppies Group") set out on pages 103 to 158, which comprise the consolidated and separate statement of financial position as at 30 June 2025, and the consolidated and separate statement of profit or loss and other comprehensive income, consolidated and separate statement of changes in equity and consolidated and separate statement of cash flows for the year then ended, and notes to the consolidated and separate financial statements, including material accounting policy information.

In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of the Choppies Group as at 30 June 2025, and its consolidated and separate financial performance and consolidated and separate cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the consolidated and separate financial statements section of our report. We are independent of the Choppies Group in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B) (IESBA Code) and other independence requirements applicable to performing audits of consolidated and separate financial statements in Botswana. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits in Botswana. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

<table>
<tr><th>Key audit matter #01</th><th>How the matter was addressed in the audit</th></tr>
<tr><td colspan="2">Accounting for supplier rebate income</td></tr>
<tr><td>This key audit matter relates the consolidated financial statements. Refer to the following note to the consolidated financial statements for detail:

Accounting policy Note 1.16 – Rebates from suppliers.

As described in the Group's accounting policy in note 1.16, the Group recognises a reduction in cost of sales with regards to rebates agreements with suppliers.

The reduction in cost of sales primarily comprise of rebates from suppliers in relation to:
▸ Volume-related allowances
▸ Promotional and marketing allowances
▸ Various other fees and discounts.

These rebates are received in connection with the purchase of goods for resale from those suppliers.

The recognition of supplier rebates has been considered to be a matter of most significance to the audit as there is a risk that rebates may be materially misstated due to the significant magnitude thereof, the varying terms with the suppliers and the judgements made in accruing for rebates as at year-end in relation to the nature and level of fulfilment of the Group's obligation under the supplier agreements. Such agreements typically allow for various adjustments to the original selling price of goods subsequent to delivery of the goods, including (but not limited to) trade rebates, volume discounts (often measured using purchases over an extended period of time), early settlement discounts, advertising, and other allowances (collectively, "rebate income").</td><td>We performed the following audit procedures, among others:
▸ Evaluated the systems used to calculate rebates as well as evaluating the design, implementation and testing the operating effectiveness of the controls implemented by management over the accuracy of the calculation of rebates
▸ Tested the inputs used in calculating the supplier rebates by performing, among other, the following procedures for a sample of rebates
■ Reviewed the major supplier agreements to understand their terms
■ Evaluated management's conclusion as to whether the rebate relates to a specific and genuine service, and rebate in relation to the measurement of the cost of inventory at year end, through comparison to prior year treatment and evaluation of the types and terms of rebates received with reference to contractual terms
■ Recalculated and assessed the rebate amounts recognised and the period in which they were recognised. This was based on the review of contractual performance obligations on a sample of contracts with suppliers to assess the conditions required for supplier rebates to be recognised and whether these had been met
▸ Evaluated the appropriateness of the recognition and classification of the rebates and other income and related costs in terms of the requirements of IAS 2 Inventories
▸ Assessed and evaluated the presentation and disclosure of the above matter, as set out in the note 1.16 of the financial statements (Rebates from suppliers).</td></tr>
</table>

INDEPENDENT AUDITOR'S REPORT continued

for the year ended 30 June 2025

Key audit matter #02	How the matter was addressed in the audit
Goodwill impairment	
This key audit matter relates to the consolidated financial statements. Refer to the following notes to the consolidated financial statements for details: ▶ Accounting policy Note 1.2 – Basis of Consolidation ▶ Accounting policy Note 1.2 – Goodwill ▶ Accounting policy Note 1.22 – Significant judgements and sources of estimation Uncertainty ▶ Note 17 – Goodwill. As required by both the applicable accounting standards and the Group's accounting policy (note 1.2), goodwill is tested for impairment by assessing the recoverable amount of the cash-generating units (CGUs) to which the goodwill relates. The recoverable amount of each CGU that includes goodwill is determined as the higher of value in use, using a discounted cash flow model, and fair value less cost to sell, where applicable. There are several assumptions made in estimating the expected future cash flows, in calculating discount rates and perpetuity growth rate used in the forecast model. Assumptions by their nature are a significant area of judgement. We have determined the above to be a key audit matter, due to the extensive audit effort to evaluate the assumptions and judgements applied by management with regard to projected cash flow forecasts.	We obtained the value-in-use calculations on the lowest level of CGUs and performed the following procedures: ▶ Compared the future projected cash flows used in the models against historical achieved results to assess the appropriateness and reasonability ▶ Compared the future projected cash flows used in the models against actual results achieved after year-end ▶ Evaluated the valuation methodology applied by management for appropriateness against the requirements of the IAS 36 and acceptable industry practices ▶ Reviewed the reasonability and appropriateness of the discount rates by assessing the assumptions made by management in relation to current market data ▶ Reviewed the reasonability of specific risk premium used in the calculation of the discount rates ▶ Reviewed the reasonability of the perpetuity growth rate by assessing the assumptions made by management in relation to current market data ▶ Recalculated the recoverable amount of each CGU to ensure mathematical accuracy ▶ Evaluated the completeness and appropriateness of disclosures against the requirements of IAS 36, *Impairment of Assets*.

Other information

The directors are responsible for other information. The other information comprises the information included in the document titled "Choppies Enterprises Limited Consolidated and Separate Annual Financial statements for the year ended 30 June 2025", which includes the Directors' Responsibilities and Approval of the Consolidated and Separate Financial Statements and the Chief Executive Officer and Chief Financial Officer responsibility statement, which we obtained prior to the date of this auditor's report, and the "Choppies Enterprises Limited Annual Integrated Report 2025", which is expected to be made available to us after that date. The other information does not include the consolidated and separate financial statements and our auditor's report thereon.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information and, in doing so, consider whether the information is materially inconsistent with the consolidated and separate financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the consolidated and separate financial statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board, and for such internal control as the directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the directors are responsible for assessing the Group and company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group and/or Company or to cease operations or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

INDEPENDENT AUDITOR'S REPORT continued

for the year ended 30 June 2025

Auditor's responsibility for the audit of the consolidated and separate financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and/or Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the latter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Forvis Mazars

Forvis Mazars
Certified Auditors

Practicing member: **Devaprasad Arakkal**
Membership number: CAP 036 2025

20 September 2025
Gaborone

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

for the year ended 30 June 2025

		Group		Company	
Figures in Pula million	Note(s)	**2025**	2024*	**2025**	2024
Continuing operations					
Revenue	4	**9 173**	8 001	**-**	–
Retail sales	4	**9 107**	7 940	**-**	–
Cost of sales	5	**(7 214)**	(6 319)	**-**	–
Gross profit		**1 893**	1 621	**-**	–
Other operating income	4	**66**	61	**-**	–
Profit on disposal of plant and equipment	6	**2**	3	**-**	–
Expected credit loss movement	7	**(4)**	(1)	**(17)**	–
Administrative expenses	8	**(1 400)**	(1 172)	**(3)**	(2)
Selling and distribution expenses	9	**(53)**	(37)	**-**	–
Foreign exchange gains/(losses) on lease	7	**2**	(17)	**-**	–
Impairment losses	7	**(7)**	–	**-**	–
Other operating expenses	10	**(167)**	(139)	**-**	–
(Loss)/profit on sale of business	6	**(14)**	16	**-**	–
Operating profit/(loss)	7	**318**	335	**(20)**	(2)
Finance income	11	**1**	4	**-**	–
Finance costs	12	**(101)**	(109)	**-**	–
Profit/(loss) before taxation		**218**	230	**(20)**	(2)
Taxation	13	**(67)**	(34)	**-**	–
Profit/(loss) from continuing operations		**151**	196	**(20)**	(2)
Discontinued operations					
Loss from discontinued operations	41	**(56)**	(60)	**-**	–

		Group		Company	
Figures in Pula million	Note(s)	**2025**	2024*	**2025**	2024
Profit/(loss) for the year		**95**	136	**(20)**	(2)
Other comprehensive income					
Items that may be reclassified to profit or loss					
Exchange differences on translating foreign operations		**18**	(35)	**-**	–
Hyperinflation reserve reclassified to profit or loss on disposal of the Zimbabwe segment		**(312)**	–	**-**	–
Foreign currency on translation reserves reclassified to profit or loss on disposal of the Zimbabwe segment		**337**	–	**-**	–
Total items that may be reclassified to profit or loss		**43**	(35)	**-**	–
Other comprehensive loss for the year net of taxation		**43**	(35)	**-**	–
Total comprehensive income/(loss) for the year		**138**	101	**(20)**	(2)
Profit/(loss) attributable to:					
Owners of the parent		**97**	138	**(20)**	(2)
Non-controlling interest		**(2)**	(2)	**-**	–
		95	136	**(20)**	(2)

* *Comparative numbers have been re-presented in accordance with the application of IFRS 5: Non-current Assets Held for Sale and Discontinued Operations. The Group sold the assets of the Zimbabwe segment in December 2024. The general merchandise business, the South African liquor business and the Mediland business were discontinued during the June 2024 financial year.*

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME continued

for the year ended 30 June 2025

		Group		Company	
Figures in Pula million	Note(s)	**2025**	2024*	**2025**	2024
Profit/(loss) attributable to:					
Owners of the parent:					
From continuing operations		**153**	190	**(20)**	(2)
From discontinued operations		**(56)**	(52)	**-**	–
		97	138	**(20)**	(2)
Non-controlling interests:					
From continuing operations		**(2)**	5	**-**	–
From discontinued operations		**-**	(7)	**-**	–
		(2)	(2)	**-**	–
Total comprehensive income/(loss) attributable to:					
Owners of the parent		**140**	106	**(20)**	(2)
Non-controlling interests		**(2)**	(5)	**-**	–
		138	101	**(20)**	(2)
Basic earnings per share – Thebe					
Continuing operations	14	**8.4**	10.5	**-**	–
Discontinued operations	14	**(3.1)**	(2.9)	**-**	–
		5.3	7.6	**-**	–
Diluted earnings/(loss) per share – Thebe					
Continuing operations	14	**8.3**	10.3	**-**	–
Discontinued operations	14	**(3.1)**	(2.9)	**-**	–
		5.2	7.4	**-**	–

* *Comparative numbers have been re-presented in accordance with the application of IFRS 5: Non-current Assets Held for Sale and Discontinued Operations. The Group sold the assets of the Zimbabwe segment in December 2024. The general merchandise business, the South African liquor business and the Mediland business were discontinued during the June 2024 financial year.*

STATEMENT OF FINANCIAL POSITION

as at 30 June 2025

Figures in Pula million	Note(s)	Group 2025	Group 2024	Company 2025	Company 2024
Assets					
Non-current assets					
Property, plant and equipment	15	**908**	754	**-**	–
Right-of-use assets	16	**712**	754	**-**	–
Goodwill	17	**110**	108	**-**	–
Intangible assets	18	**9**	7	**-**	–
Investment in subsidiaries	20	**-**	–	**451**	74
Amounts due from related parties	22	**41**	40	**-**	–
Investments in new projects	19	**40**	9	**-**	–
Deferred tax	31	**27**	32	**-**	–
		1 847	1 704	**451**	74
Current assets					
Inventories	21	**644**	664	**-**	–
Amounts due from related entities	22	**9**	3	**223**	427
Advances and deposits	23	**76**	71	**-**	–
Trade and other receivables	24	**177**	165	**1**	1
Taxation refundable		**12**	14	**-**	–
Cash and cash equivalents	25	**170**	206	**4**	4
		1 088	1 123	**228**	432
Total assets		**2 935**	2 827	**679**	506

Figures in Pula million	Note(s)	Group 2025	Group 2024	Company 2025	Company 2024
Equity and liabilities					
Equity					
Stated capital	26	**1 207**	1 207	**1 207**	1 207
Treasury shares	27	**(28)**	(32)	**-**	–
Hyperinflationary reserve		**-**	312	**-**	–
Foreign currency translation reserve	28	**(359)**	(714)	**-**	–
Accumulated loss		**(469)**	(512)	**(777)**	(702)
		351	261	**430**	505
Non-controlling interest	20	**(127)**	(125)	**-**	–
		224	136	**430**	505
Liabilities					
Non-current liabilities					
Long-term borrowings	29	**112**	243	**-**	–
Lease liabilities	30	**636**	736	**-**	–
Deferred tax liabilities	31	**42**	33	**-**	–
		790	1 012	**-**	–
Current liabilities					
Trade and other payables	33	**1 360**	1 202	**2**	1
Amounts due to related entities	32	**28**	23	**247**	–
Long-term borrowings	29	**152**	104	**-**	–
Lease liabilities	30	**266**	241	**-**	–
Taxation payable		**30**	28	**-**	–
Bank overdraft	25	**85**	81	**-**	–
		1 921	1 679	**249**	1
Total liabilities		**2 711**	2 691	**249**	1
Total equity and liabilities		**2 935**	2 827	**679**	506

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2025

Figures in Pula million	Stated capital	Treasury shares	Foreign currency translation reserve	Hyper-inflationary translation reserve	Accumulated loss	Total attributable to equity holders of the Group/ Company	Non-controlling interest	Total equity
Group								
Balance at 1 July 2022	1 207	(32)	(682)	312	(664)	141	(99)	42
Profit for the year	–	–	–	–	138	138	(2)	136
Other comprehensive income	–	–	(32)	–	–	(32)	(3)	(35)
Total comprehensive income for the year	–	–	(32)	–	138	106	(5)	101
Acquisition of Kamoso Africa Group	–	–	–	–	22	22	(26)	(4)
Disposal of subsidiary	–	–	–	–	15	15	5	20
Share-based payments	–	–	–	–	6	6	–	6
Dividends – note 35	–	–	–	–	(29)	(29)	–	(29)
Total contributions by and distributions to owners of the Company recognised directly in equity	–	–	–	–	14	14	(21)	(7)
Balance at 1 July 2024	**1 207**	**(32)**	**(714)**	**312**	**(512)**	**261**	**(125)**	**136**
Profit for the year	**-**	**-**	**-**	**-**	**97**	**97**	**(2)**	**95**
Other comprehensive income	**-**	**-**	**355**	**(312)**	**-**	**43**	**-**	**43**
Total comprehensive income for the year	**-**	**-**	**355**	**(312)**	**97**	**140**	**(2)**	**138**
Share-based payments	**-**	**4**	**-**	**-**	**1**	**5**	**-**	**5**
Dividends – note 35	**-**	**-**	**-**	**-**	**(55)**	**(55)**	**-**	**(55)**
Balance at 30 June 2025	**1 207**	**(28)**	**(359)**	**-**	**(469)**	**351**	**(127)**	**224**
Note(s)	26	27	28					

STATEMENT OF CHANGES IN EQUITY continued

for the year ended 30 June 2025

Figures in Pula million	Stated capital	Accumulated loss	Total attributable to equity holders of the Group/ Company	Total equity
Company				
Balance at 1 July 2023	1 207	(671)	536	536
Loss for the year	–	(2)	(2)	(2)
Other comprehensive income	–	–	–	–
Total comprehensive loss for the year	–	(2)	(2)	(2)
Dividends – note 35	–	(29)	(29)	(29)
Total contributions by and distributions to owners of the Company recognised directly in equity	–	(29)	(29)	(29)
Balance at 1 July 2024	**1 207**	**(702)**	**505**	**505**
Loss for the year	**–**	**(20)**	**(20)**	**(20)**
Other comprehensive income	**–**	**–**	**–**	**–**
Total comprehensive loss for the year	**–**	**(20)**	**(20)**	**(20)**
Dividends – note 35	**–**	**(55)**	**(55)**	**(55)**
Balance at 30 June 2025	**1 207**	**(777)**	**430**	**430**
Note(s)	26			

STATEMENT OF CASH FLOWS

for the year ended 30 June 2025

		Group		Company	
Figures in Pula million	Note(s)	**2025**	2024*	**2025**	2024
Cash flows from operating activities					
Profit/(loss) before taxation		**218**	230	**(20)**	(2)
Adjustments for:					
Depreciation and amortisation	7	**288**	263	**-**	-
Profit on disposals of plant and equipment	6	**(2)**	(3)	**-**	-
Loss on sale of Zimbabwe		**14**	-	**-**	-
Finance income		**(1)**	(4)	**-**	-
Finance costs	12	**101**	109	**-**	-
Foreign exchange gains/(losses) on lease liability		**(2)**	17	**-**	-
Share-based payments		**5**	6	**-**	-
Expected credit loss		**-**	-	**17**	-
Changes in working capital:					
Movement in inventories		**21**	(87)	**-**	-
Movement in trade and other receivables		**(12)**	4	**(17)**	(1)
Movement in advances and deposits		**(5)**	-	**-**	-
Movement in amount due from related entities		**(6)**	1	**204**	37
Movement in trade and other payables		**154**	177	**1**	(4)
Movement in amount due to related entities		**6**	(9)	**(130)**	-
Cash generated from operations		**779**	704	**55**	30
Interest income		**1**	4	**-**	-
Dividends – note 35		**(55)**	(29)	**(55)**	(29)
Tax paid		**(45)**	(45)	**-**	-
Net cash from operating activities		**679**	634	**-**	1
Cash flows from investing activities					
Purchase of property, plant and equipment	15 and 19	**(281)**	(159)	**-**	-
Proceeds on disposal of property, plant and equipment		**3**	12	**-**	-
Purchase of other intangible assets	18	**(4)**	(2)	**-**	-
Discontinued operations	41	**(34)**	1	**-**	-
Acquisitions net of cash on acquisition	40	**(13)**	(119)	**-**	-
Net cash from investing activities		**(329)**	(267)	**-**	-

		Group		Company	
Figures in Pula million	Note(s)	**2025**	2024*	**2025**	2024
Cash flows from financing activities					
Financing obtained from third parties	34	**36**	121	**-**	-
Capital payments of borrowings	34	**(92)**	(153)	**-**	-
Lease capital payments – right-of-use assets	34	**(248)**	(235)	**-**	-
Interest paid on borrowings		**(92)**	(112)	**-**	-
Net cash from financing activities		**(396)**	(379)	**-**	-
Total cash movement for the year		**(46)**	(12)	**-**	1
Cash at the beginning of the year		**125**	143	**4**	3
Effect of foreign currency translation on foreign currency balances		**6**	(6)	**-**	-
Total cash at the end of the year	25	**85**	125	**4**	4

* *Comparative numbers have been re-presented in accordance with the application of IFRS 5: Non-current Assets Held for Sale and Discontinued Operations. The Group sold the assets of the Zimbabwe segment in December 2024. The general merchandise business, the South African liquor business and the Mediland business were discontinued during the June 2024 financial year.*

ACCOUNTING POLICIES

for the year ended 30 June 2025

Corporate information

Choppies Enterprises Limited ("CEL", "the Company") is a public limited company incorporated and domiciled in the Republic of Botswana and listed on the Botswana Stock Exchange. The Company has a secondary listing on the Johannesburg Stock Exchange. The Company registration number is BW00001142508. The consolidated and separate annual financial statements comprise the Company and its subsidiaries (collectively referred to as "the Group").

The business of the Group is concentrated in the retail supermarket industry.

1. Material accounting policy information

The consolidated and separate annual financial statements ("the financial statements") are prepared in accordance with the IFRS; Accounting Standards, the Botswana Companies Act, the Botswana Stock Exchange Listings, the Johannesburg Stock Exchange Listings Requirements.

1.1 Basis of preparation

The Group and Company financial statements are presented in Botswana Pula, which is also the functional currency of the Company and the presentation currency of the Group. All amounts have been rounded to nearest millions, except where otherwise stated.

Certain individual companies in the Group have different functional currencies and are translated on consolidation.

The financial statements are prepared on the historical cost basis, except for certain financial instruments which are measured at fair value. The financial statements incorporate the following accounting policies which are consistent with those applied in the previous year, except as otherwise indicated.

Judgements made by the Board in the application of IFRS Accounting Standards that have a significant effect on the financial statements and estimates with a significant risk of material adjustment are discussed in significant judgements and sources of estimation uncertainty in note 1.22.

1.2 Consolidation

Basis of consolidation

Business combinations are accounted for using the acquisition method as at the acquisition date, which is the date on which control is transferred to the Group. The consideration transferred in the acquisition is measured at fair value, as are the identifiable net assets acquired. Transaction costs are expensed as incurred, except if it refers to the issue of debt or equity securities. Any goodwill that arises is tested annually for impairment (refer to note 17).

Goodwill

All goodwill is acquired through business combinations and initially measured as the excess of cost over the net fair value of the identifiable assets and liabilities acquired.

Goodwill is measured at cost less any accumulated impairment losses. Goodwill is allocated to the individual cash-generating units and is tested annually for impairment. An impairment loss is recognised if the present value of the estimated future cash flows arising from the identified units is exceeded by the carrying amount of the assets and liabilities of the unit, including goodwill or the fair value less the cost of disposal of the cash-generating unit exceeds the carrying amount of the unit containing the goodwill. An impairment loss is recognised in profit or loss in the year in which it is identified. An impairment loss in respect of goodwill is not reversed.

Investment in subsidiaries

The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. The financial statements have been prepared using uniform accounting policies for like transactions and other events in similar circumstances. Investments in subsidiaries are measured at cost less accumulated impairment losses in the Company financial statements.

Transactions elimination on consolidation

Intragroup balances, and income and expenses arising from intragroup transactions, are eliminated in preparing the consolidated financial statements. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

ACCOUNTING POLICIES continued

for the year ended 30 June 2025

1. Material accounting policy information continued

1.2 Consolidation continued

Non-controlling interest ("NCI")

NCIs are viewed as equity participants of the Group and all transactions with NCIs are therefore accounted for as equity transactions and included in the Group statement of changes in equity.

NCIs are measured at their proportionate share of the acquiree's identifiable net assets at the acquisition date.

Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Changes in Group's interests in subsidiaries

Changes in the Group's interest in a subsidiary that does not result in a loss of control are accounted for as equity transactions.

1.3 Property, plant and equipment

Property, plant and equipment is initially measured at cost.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost can be measured reliably. Day-to-day servicing costs are included in profit or loss in the year in which they are incurred.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the Group. Leased assets are depreciated in a consistent manner over the shorter of their expected useful lives and the lease term. Depreciation is not charged to an asset if its estimated residual value exceeds or is equal to its carrying amount. Depreciation of an asset ceases at the earlier of the date that the asset is classified as held for sale or derecognised.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Leasehold improvements	Straight line	Over the lease term
Plant and machinery	Straight line	5 – 25 years
Furniture and fixtures	Straight line	10 – 14 years
Motor vehicles	Straight line	5 – 15 years
Office equipment	Straight line	5 – 15 years
Aircraft	Straight line	30 years
Computer hardware and accessories	Straight line	5 – 8 years

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

Investments in new projects

Investments in new projects relates to capital expenditure incurred with regard to new stores to be opened in the following financial year. Investments in new projects are stated at cost. The amounts are transferred to respective asset classes when the assets are available for their intended use. Depreciation commences when the assets are ready for their intended use.

ACCOUNTING POLICIES continued
for the year ended 30 June 2025

1. Material accounting policy information continued

1.4 Intangible assets

Intangible assets are initially recognised at cost.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- It is technically feasible to complete the asset so that it will be available for use or sale
- There is an intention to complete and use or sell it
- There is an ability to use or sell it
- It will generate probable future economic benefits
- There are available technical, financial and other resources to complete the development and to use or sell the asset
- The expenditure attributable to the asset during its development can be measured reliably. Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

The amortisation period and the amortisation method for intangible assets are reviewed every period-end.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	Depreciation method	Average useful life
Computer software	Straight line	5 – 10 years

1.5 Impairment of non-financial assets

The carrying values of non-financial assets (except for deferred tax assets and inventories) are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

An impairment loss is recognised if the carrying amount of an asset or cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or asset groups. Impairment losses are recognised in profit or loss. The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

For non-financial assets, such as goodwill, which have indefinite useful lives and are not subject to depreciation or amortisation, or that are not yet available for use, the recoverable amount is estimated at each reporting date.

Impairment losses recognised in the prior periods are assessed at each reporting date for any indication that these losses have decreased or no longer exist. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation and amortisation, if no impairment was recognised.

1.6 Leases

Group as lessee

At inception of the contract the Group considers whether a contract is, or contains a lease.

Measurement and recognition of leases as a lessee

At lease commencement date, the Group recognises a right-of-use asset and a lease liability on the statement of financial position. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Group, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

The Group depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. If the lease transfers ownership of the underlying asset to the lessee by the end of the lease term or if the cost of the right-of-use asset reflects that the lessee will exercise a purchase option, the lessee shall depreciate the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. The Group also assesses the right-of-use asset for impairment when such indicators exist.

At the commencement date, the Group measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the Group's incremental borrowing rate.

ACCOUNTING POLICIES continued
for the year ended 30 June 2025

1. Material accounting policy information continued

1.6 Leases continued

Group as lessee continued

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index or rate and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or the profit or loss if the right- of-use asset is already reduced to zero.

The Group has elected to account for short-term leases and leases of low-value assets (BWP60 000) using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in the profit or loss on a straight-line basis over the lease term.

Group as a lessor

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases. Lease classification is made at inception and only reassessed if there is a lease modification.

When the Group is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the Group applies the exemption described previously, then it classifies the sublease as an operating lease.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated by applying IFRS 15, using relative standalone selling prices for the different components.

Operating leases

Lease payments from operating leases are recognised on a straight-line basis over the term of the relevant lease. Operating lease income is included in other income (note 4).

Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and are expensed over the lease term on the same basis as the lease income.

Modifications made to operating leases are accounted for as a new lease from the effective date of the modification. Any prepaid or accrued lease payments relating to the original lease are treated as part of the lease payments of the new lease.

1.7 Financial instruments

Financial instruments held by the Group are classified in accordance with the provisions of IFRS 9 *Financial Instruments*.

Broadly, the classification possibilities, which are adopted by the Group, as applicable, are as follows:

Financial assets which are debt instruments:
- Amortised cost. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is met by holding the instrument to collect contractual cash flows); or

Financial liabilities:
- Amortised cost

Note 39 Financial instruments and risk management presents the financial instruments held by the Group based on their specific classifications.

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

ACCOUNTING POLICIES continued
for the year ended 30 June 2025

1. Material accounting policy information continued

1.7 Financial instruments continued

The specific accounting policies for the classification, recognition and measurement of each type of financial instrument held by the Group are presented below:

Amounts due from related entities at amortised cost

Classification

Amounts due from related entities (note 22) are classified as financial assets subsequently measured at amortised cost.

They have been classified in this manner because the contractual terms of these amounts due from related parties give rise, on specified dates, to cash flows that are solely payments of principal and interest on the principal outstanding, and the Group's business model is to collect the contractual cash flows on these amounts.

Recognition and measurement

Amounts due from related parties are recognised when the Group becomes a party to the contractual provisions of the amounts due. Amounts due from related parties are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost.

The amortised cost is the amount recognised on the amounts due from related parties initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

Impairment

A loss allowance is recognised for all amounts due from related entities recognised in terms of IFRS 15, in accordance with IFRS 9 *Financial Instruments* by applying the simplified approach, and is monitored at the end of each reporting period. Amounts due from related entities are written off when there is no reasonable expectation of recovery, for example when a related entity is placed or has been placed under liquidation. Amounts due from related entities which have been written off are not subject to enforcement activities.

The Mediland loan (note 22) resulted on the sale of Mediland to related third parties and a loss allowance is recognised for all amounts due, in accordance with IFRS 9 *Financial Instruments* by applying the general approach.

Significant increase in credit risk

In assessing whether the credit risk on a loan has increased significantly since initial recognition, the Group compares the risk of a default occurring on the loan as at the reporting date with the risk of a default occurring as at the date of initial recognition.

The Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the counterparties operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information.

Irrespective of the outcome of the above assessment, the credit risk on a loan is always presumed to have increased significantly since initial recognition if the contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

By contrast, if a loan is assessed to have a low credit risk at the reporting date, then it is assumed that the credit risk on the loan has not increased significantly since initial recognition.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increases in credit risk before the amount becomes past due.

Definition of default

For purposes of internal credit risk management purposes, the Group considers that a default event has occurred if there is either a breach of financial covenants by the counterparty, or if internal or external information indicates that the counterparty is unlikely to pay its creditors in full (without taking collateral into account).

Irrespective of the above analysis, the Group considers that default has occurred when a loan instalment is more than 90 days past due unless there is reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

ACCOUNTING POLICIES continued

for the year ended 30 June 2025

1. Material accounting policy information continued

1.7 Financial instruments continued

Write-off policy

The Group writes off a loan when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Loans written off may still be subject to enforcement activities under the Group recovery procedures, taking into account legal advice, where appropriate. Any recoveries/reversals made are recognised in the statement of profit or loss and other comprehensive income as a movement in credit loss allowance (note 7).

Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default.

The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. The exposure at default is the gross carrying amount of the loan at the reporting date.

Lifetime expected credit loss ("ECL") is measured on a collective basis in cases where evidence of significant increases in credit risk are not yet available at the individual instrument level. Loans are then grouped in such a manner that they share similar credit risk characteristics, such as nature of the loan, external credit ratings (if available), industry of counterparty, etc.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to a 12-month ECL at the current reporting date, and vice versa.

For amounts due from related parties measured using the simplified approach, the Group makes use of a provision matrix as a practical expedient to the determination of expected credit losses on these receivables. The provision matrix is based on historic credit loss experience, adjusted for factors that are specific to the related party, general economic conditions and an assessment of both the current and forecast direction of conditions at the reporting date, including the time value of money, where appropriate.

An impairment gain or loss is recognised for all loans in profit or loss with a corresponding adjustment to their carrying amount through a loss allowance account. The impairment loss is included in material operating items requiring separate disclosure in profit or loss as a movement in credit loss allowance (note 7).

Credit risk

Details of credit risk related to loans receivable are included in the specific notes and the financial instruments and risk management (note 39).

Derecognition

Refer to the "derecognition" section of the accounting policy for the policies and processes related to derecognition.

Any gains or losses arising on the derecognition of a loan receivable are included in profit or loss in impairment.

Trade and other receivables

Classification

Trade and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortised cost (note 24).

They have been classified in this manner because their contractual terms give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the Group's business model is to collect the contractual cash flows on trade and other receivables.

Recognition and measurement

Trade and other receivables are recognised when the Group becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at transaction price in accordance with IFRS 15.

They are subsequently measured at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

ACCOUNTING POLICIES continued

for the year ended 30 June 2025

1. Material accounting policy information continued

1.7 Financial instruments continued

Application of the effective interest method

The application of the effective interest method to calculate interest income on trade receivables is dependent on the credit risk of the receivable as follows:

- The effective interest rate is applied to the gross carrying amount of the receivable, provided the receivable is not credit impaired. The gross carrying amount is the amortised cost before adjusting for a loss allowance.
- If a receivable is a purchased or originated as credit-impaired, then a credit-adjusted effective interest rate is applied to the amortised cost in the determination of interest. This treatment does not change over the life of the receivable, even if it is no longer credit-impaired.
- If a receivable was not purchased or originally credit-impaired, but it has subsequently become credit-impaired, then the effective interest rate is applied to the amortised cost of the receivable in the determination of interest. If, in subsequent periods, the receivable is no longer credit impaired, then the interest calculation reverts to applying the effective interest rate to the gross carrying amount.

Trade and other receivables denominated in foreign currencies

When trade and other receivables are denominated in a foreign currency, the carrying amount of the receivables is determined in the foreign currency. The carrying amount is then translated to the Pula equivalent using the spot rate at the end of each reporting period. Any resulting foreign exchange gains or losses are recognised in profit or loss in other operating expenses (note 7).

Details of foreign currency risk exposure and the management thereof are provided in the trade and other receivables (note 24).

Expected credit losses

The Group recognises a loss allowance for expected credit losses on trade and other receivables, excluding VAT and prepayments. The amount of expected credit losses is updated at each reporting date.

The Group measures the loss allowance for trade and other receivables at an amount equal to lifetime ECL, which represents the expected credit losses that will result from all possible default events over the expected life of the receivable.

Measurement and recognition of expected credit losses

The Group makes use of a provision matrix as a practical expedient to the determination of expected credit losses on trade and other receivables. The provision matrix is based on historic credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current and forecast direction of conditions at the reporting date, including the time value of money, where appropriate.

The customer base is widespread and does not show significantly different loss patterns for different customer segments. The loss allowance is calculated on a collective basis for all trade and other receivables in totality. Details of the provision matrix are presented in note 24.

An impairment gain or loss is recognised in profit or loss with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account. The impairment loss is included in profit or loss as a movement in credit loss allowance (note 7).

Write-off policy

The Group writes off a receivable when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Receivables written off may still be subject to enforcement activities under the Group recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Credit risk

Details of credit risk are included in the trade and other receivables note (note 24) and the financial instruments and risk management note (note 39).

Derecognition

Refer to the derecognition section of the accounting policy for the policies and processes related to derecognition.

Any gains or losses arising on the derecognition of trade and other receivables is included in profit or loss.

Borrowings and loans from related parties

Classification

Amounts due to related entities (note 32) and borrowings (note 29) are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

Borrowings and loans from related parties are recognised when the Group becomes a party to the contractual provisions of the loan. The loans are measured, at initial recognition, at fair value plus transaction costs, if any.

ACCOUNTING POLICIES continued

for the year ended 30 June 2025

1. Material accounting policy information continued

1.7 Financial instruments continued

They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

Interest expense, calculated on the effective interest method, is included in profit or loss in finance costs (note 12).

Borrowings expose the Group to liquidity risk and interest rate risk. Refer to note 39 for details of risk exposure and the management thereof.

Trade and other payables

Classification

Trade and other payables (note 33), excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

They are recognised when the Group becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

If trade and other payables contain imputed interest, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs (note 12).

Trade and other payables expose the Group to liquidity risk and possibly to interest rate risk. Refer to note 39 for details of risk exposure and the management thereof.

Trade and other payables denominated in foreign currencies

When trade payables are denominated in a foreign currency, the carrying amount of the payables is determined in the foreign currency. The carrying amount is then translated to the Pula equivalent using the spot rate at the end of each reporting period. Any resulting foreign exchange gains or losses are recognised in profit or loss in the other operating (losses)/gains (note 7).

Details of foreign currency risk exposure and the management thereof are provided in the financial instruments and risk management note (note 39).

Financial guarantee contracts

The Company has issued corporate guarantees to banks for banking facilities granted by them to certain subsidiaries and these guarantees qualify as financial guarantees because the Company is required to reimburse the banks if these subsidiaries breach any repayment terms. Financial guarantee contract liabilities are measured initially at their fair values plus transaction costs and subsequently at the higher of the amount of the loss allowance and the amount initially recognised, less cumulative amortisation in accordance with IFRS 15 *Revenue from Contracts with Customers*.

With reference to note 29, the Company provides financial guarantees to certain banks in respect of bank facilities granted to certain subsidiaries. The date when the Company becomes a committed party to the guarantee is considered to be the date of initial recognition for the purpose of recognising the financial guarantee liability. In determining whether there has been a significant risk of a default occurring on the drawn-down facilities, the Group considered the change in the risk that the specified debtor (i.e. the applicable subsidiaries) will default on the contract. The Company assessed that the credit risk relating to the financial guarantees is insignificant to the Company.

As at the end of the financial year, there was no significant concentration of credit risk. The maximum exposure to credit risk is represented by the amounts disclosed in the maturity analysis in note 40.

Refer to note 36.3 for details of financial guarantee contracts.

1. Material accounting policy information continued

1.7 Financial instruments continued

Cash and cash equivalents

Cash and cash equivalents are stated at amortised cost which is deemed to be fair value due to their short-term nature.

Cash and cash equivalents are defined as cash on hand, demand deposits and short-term highly liquid investments readily convertible to known amounts of cash and subject to insignificant risk of changes in value. Bank overdrafts, which are repayable on demand and form an integral part of the Company's cash management, are included as a component of cash and cash equivalents for the purpose of the statements of cash flows.

Bank overdrafts

Bank overdrafts are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method.

Derecognition

Financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities

The Group derecognises financial liabilities when, and only when, the Group obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

1.8 Inventories

Inventories comprise merchandise for resale and consumables. Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less estimated selling expenses.

The cost of inventories is based on the weighted average cost basis and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition, including distribution costs, and is stated net of relevant purchase incentives. Obsolete, redundant and slow-moving inventories are identified on a regular basis and are written down to their estimated net realisable values.

1.9 Tax and deferred taxation

Deferred tax assets and liabilities

Deferred taxation is recognised for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax is not recognised for:

- Temporary differences on the initial recognition of assets and liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss
- Temporary differences related to investments in subsidiaries to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future
- Taxable temporary differences arising on the initial recognition of goodwill.

The amount of deferred taxation provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the reporting date.

Deferred taxation is recognised in the profit or loss, except to the extent that it relates to a transaction that is recognised directly in equity or other comprehensive income, (in which case it is recognised directly in equity or other comprehensive income) or a business combination. The effect on deferred tax of any changes in tax rates is recognised in the statement of profit or loss, except to the extent that it relates to items previously recognised directly in equity or other comprehensive income, in which case it is recognised directly in equity or other comprehensive income.

A deferred taxation asset is recognised only to the extent that it is probable that future taxable profits will be available against which the unused tax losses and credits can be utilised. Deferred taxation assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised. Such reductions are reversed when the probability of future taxable profits improve. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will be available against which they can be utilised.

ACCOUNTING POLICIES continued

for the year ended 30 June 2025

1. Material accounting policy information continued

1.9 Tax and deferred taxation continued

Tax expenses

Taxation comprises current and deferred taxation. Taxation is recognised in the profit or loss, except to the extent that it relates to a business combination or items recognised directly in equity or other comprehensive income. Current taxation is the expected tax payable on the taxable income for the year, using tax rates enacted or substantially enacted at the reporting date, after taking account of income and expenditure which is not subject to taxation, and any adjustment to tax payable/refundable in respect of previous years.

Dividends withholding tax

Dividends withholding tax is a tax on shareholders and is applicable on all dividends declared. Withholding tax applicable in Botswana for both residents and non-residents is 10%. Dividends payable to non-exempt shareholders registered on the Johannesburg Stock Exchange are subject to 20% withholding tax in accordance with the South African Income Tax Act 58 of 1962, unless varied in accordance with any relevant Double Tax Agreement.

1.10 Stated capital and equity

Ordinary shares (with no par value) are classified as stated capital. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effects.

Ordinary shares are classified as equity.

Other components of equity include the following:

- Foreign currency translation reserve – comprises foreign currency translation differences arising from the translation of financial statements of the Group's foreign entities into Botswana Pula
- Retained (loss)/profit – includes all current and prior period retained (loss)/profits
- Treasury shares – refer to accounting policy 1.11
- Hyperinflationary reserve – this is the effect of all components of shareholders' equity that are restated by applying a general price index from the beginning period or dates on which those items arose
- Share-based payment expenses related to equity-settled transactions are recorded in retained earnings – refer to note 27.

1.11 Treasury shares

Treasury shares are held by Choppies Distribution Centre (Pty) Limited and these are presented as a deduction from equity. Dividend income on treasury shares is eliminated on consolidation.

1.12 Employee benefits

Short-term employee benefits

The cost of all short-term employee benefits is recognised as an expense during the period in which the employee renders the related service. Employee entitlements to annual leave, bonuses, medical aid and housing benefits are recognised when they accrue to employees and an accrual is recognised for the estimated liability as a result of services rendered by employees up to the reporting date.

Severance benefits

Employees who are not members of an approved pension scheme or entitled to gratuities per their employee contracts are entitled to severance benefits as regulated by the Botswana Labour Laws. An accrual is recognised for the estimated liability for services rendered by the employees up to reporting date, this is related to other long-term employee benefits.

Gratuity

The Group operates a gratuity scheme for expatriates in terms of employment contracts and a gratuity is not considered to be a retirement benefit plan as the benefits are payable on completion of the employment contract period of continuous employment or on termination of employment at the option of the employee. The expected gratuity liability is provided in full by way of accrual.

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which the Group pays fixed contributions into a separate entity and has no legal or constructive obligation to pay further amounts. Obligations for contributions to approved defined contribution plans are recognised as personnel expenses in the profit or loss in the periods during which the related services were rendered.

1.13 Revenue from contracts with customers

Revenue arises mainly from the sale of goods. Revenue is measured based on the transaction price specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or goods to a customer, generally upon the customer collecting the goods.

ACCOUNTING POLICIES continued

for the year ended 30 June 2025

1. Material accounting policy information continued

1.13 Revenue from contracts with customers continued

Revenue arises mainly from the sale of goods. Revenue is measured based on the transaction price specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or goods to a customer, generally upon the customer collecting the goods.

The Group often enters into transactions involving a range of the Company's products and goods, for example, for the sale of consumer goods. In all cases, the total transaction price for a contract is allocated among the various performance obligations based on their relative stand-alone selling prices. The transaction price for a contract excludes any amounts collected on behalf of third parties. Payment terms in contracts with customers range from seven days to 30 days.

Revenue is recognised at a point in time, when the Group satisfies performance obligations by transferring the promised goods to its customers. The Group does not consider the financing component since the transfer of goods and related payments are not more than 12 months apart.

1.14 Translation of foreign currencies

Transactions in foreign currencies

Transactions in foreign currencies are translated to Botswana Pula at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities designated in foreign currencies are subsequently translated to Botswana Pula at the foreign exchange rate ruling at the reporting date. Non-monetary assets and liabilities are consistently translated at rates of exchange ruling at acquisition dates. Foreign exchange differences arising on translation are recognised in profit or loss.

Foreign operations

The assets and liabilities of foreign operations, which are not entities operating in a hyperinflationary economy, including goodwill and fair value adjustments arising on acquisition, are translated at foreign exchange rates ruling at the reporting date. The revenues and expenses of foreign operations are translated at the weighted average rate of exchange for the year, except to the extent that the translation differences are allocated to NCI. Profits or losses arising on the translation of assets and liabilities of foreign entities are recognised in other comprehensive income and presented within equity and shown separately in a foreign currency translation reserve.

When a foreign operation is disposed of in its entirety or partially such that control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal.

1.15 Agency fees and commission

Commission from rendering of financial services and agency services is recognised over time as the services are provided in accordance with the terms of the agency agreement and is included in other income.

1.16 Rebates from suppliers

Consistent with standard industry practice, the Group has agreements with suppliers whereby volume-related allowances, promotional and marketing allowances and various other fees and discounts are received in connection with the purchase of goods for resale from those suppliers.

Rebates from suppliers are recognised when earned by the Group, which occurs when all obligations conditional for earning income have been discharged, and the income can be measured reliably based on the terms of the contract. The income is recognised as a credit within cost of sales. Where the income earned relates to inventories held by the Group at period-ends, the income is included within the cost of those inventories, and recognised in cost of sales upon sale of those inventories. Most of the income received from suppliers relate to adjustments to a core cost price of a product and, as such, is considered part of the purchase price for that product. Sometimes receipt of the income is conditional on the Group achieving specified targets or performing certain activities associated with the purchase of the product. These include achieving agreed purchases or sales volume targets and providing promotional or marketing materials and activities or promotional product positioning.

Amounts due relating to rebates from suppliers are recognised within trade and other receivables, except in cases where the Group currently has a legally enforceable right of set-off and intends to offset amounts due from suppliers against amounts owed to those suppliers, in which case only the net amount receivable or payable is recognised. Accrued rebates are recognised within accrued income when rebates earned have not been invoiced at reporting date.

1.17 Finance income

Interest income is recognised as it accrues in profit or loss using the effective interest method.

1.18 Finance cost

Interest cost is recognised in profit or loss in the period in which these expenses are incurred using the effective interest method.

ACCOUNTING POLICIES continued

for the year ended 30 June 2025

1. Material accounting policy information continued

1.19 Operating segments

The Group discloses segmental financial information which is being used internally by the entity's Group Chief Executive Officer ("CEO") identified as the chief operating decision-maker, in order to assess performance and allocate resources. Operating segments, per geographical regions, are aggregated for reporting purposes. The aggregated businesses in each region have similar economic characteristics. They engaged in similar activities of retail trade.

1.20 Dividend per share

Dividends per share are calculated based on the dividends declared during the year compared to the number of ordinary shares in issue at the time of declaration.

1.21 Basic earnings and headline earnings per share

The Group presents basic and diluted earnings per share ("EPS") and headline earnings per share ("HEPS") information for its ordinary shares. Basic EPS is calculated by dividing the profit or loss after taxation attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period. Diluted EPS is determined by adjusting the profit or loss after taxation attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares. Headline earnings are calculated in accordance with Circular 1/2023 issued by the South African Institute of Chartered Accountants as required by the Johannesburg Stock Exchange Listings Requirements.

For the diluted earnings per share, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all ordinary shares with dilutive potential. Full share grants have dilutive potential. The full share grants are assumed to have been converted into ordinary shares. It has no effect on net profit and therefore no adjustment is made to net profit for full share grants.

1.22 Significant judgements and sources of estimation uncertainty

The preparation of consolidated and separate annual financial statements in conformity with IFRS Accounting Standards requires management, from time to time, to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Key sources of estimation uncertainty

Expected credit loss on trade receivables

The Group follows the guidance of IFRS 9 to determine when a financial asset is impaired. The loss allowances for financial assets are based on assumptions about the risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward-looking estimates at the end of each reporting period (refer to note 24).

Allowance for slow-moving, damaged and obsolete inventory

The Group assesses whether inventory is impaired by comparing its cost to its estimated net realisable value. Where an impairment is necessary, inventory items are written down to net realisable value. The writedown is included in cost of sales (note 5).

Impairment testing

The Group reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. When such indicators exist, the Group determines the recoverable amount by performing value-in-use and fair value calculations. These calculations require the use of estimates and assumptions. When it is not possible to determine the recoverable amount for an individual asset, management assesses the recoverable amount for the cash-generating unit to which the asset belongs.

Useful lives of property, plant and equipment

The Group assess the appropriateness of the useful lives of property, plant and equipment at the end of each reporting period. The useful lives of buildings, plant and equipment, office equipment, furniture and fixtures, motor vehicles, IT equipment, leasehold improvements and aircraft are determined based on Group replacement policies for the various assets. Individual assets within these classes, which have a significant carrying amount, are assessed separately to consider whether replacement will be necessary outside of normal replacement parameters. The useful lives of property, plant and equipment are assessed annually based on a combination of comparison to industry, assessment of operational plans and strategies, actual experience and taking cognisance of advice from external experts.

Use of adjusted measures

Adjusted EBITDA and adjusted earnings before interest in the operating segmental information exclude foreign exchange rate differences on IFRS 16 lease liabilities, cost of diesel to mitigate load-shedding, profit or loss on sale of assets, expected credit losses, as well as income or expenditure of a capital nature.

The adjusted measures are shown as management believes them to be relevant to understand the Group's financial performance. This measure is used for internal performance analysis and provides additional useful information on underlying trends to equity holders. This measure is not a defined term under IFRS Accounting Standards and may therefore not be comparable with similarly titled measures reported by other entities. It is not intended to be a substitute for, or superior to, measures as required by IFRS Accounting Standards.

OPERATING SEGMENT INFORMATION

for the year ended 30 June 2025

2. Segment results

Operating segments are identified based on financial information regularly reviewed by the Choppies Enterprises Limited Chief Executive Officer (identified as the chief operating decision-maker of the Group for IFRS 8 reporting purposes) for performance assessments and resource allocations.

The Group has five continuing operating segments (2024: six) as described below, which are the Group's strategic divisions.

Performance is measured based on EBITDA, operating profit (EBIT), adjusted EBITDA and adjusted EBIT as the Board believes that such information is the most relevant in evaluating the results of the segments against each other and other entities that operate within the retail industry.

Botswana, Namibia and Zambia – retail of fast-moving consumer goods in the respective country.

Liquorama – retail and wholesale liquor business in Botswana Rest of Choppies – milling, manufacturing of tissue and bottled water, and hardware retail – aggregated as not meeting the 10% threshold.

30 June 2025 – BWP millions	Botswana	Namibia	Zambia	Liquorama	Rest of Choppies	Inter-segment or unallocated	Total Group
Statement of profit or loss and other comprehensive income							
Revenue	**5 744**	**873**	**1 465**	**968**	**506**	**(383)**	**9 173**
Retail sales	**5 658**	**871**	**1 464**	**967**	**505**	**(358)**	**9 107**
Gross profit	**1 257**	**151**	**256**	**120**	**98**	**11**	**1 893**
Operating profit/(loss) (EBIT)	**(29)**	**(9)**	**41**	**(18)**	**21**	**312**	**318**
Add back							
Depreciation and amortisation	**182**	**25**	**21**	**32**	**24**	**11**	**295**
Impairment losses	**7**	**–**	**–**	**–**	**–**	**–**	**7**
Impairment losses – Zimbabwe loan	**339**	**–**	**–**	**–**	**–**	**(339)**	**–**
EBITDA	**499**	**16**	**62**	**14**	**45**	**(16)**	**620**
Adjustments to EBITDA	**3**	**–**	**32**	**–**	**–**	**14**	**49**
Profit on disposal of plant and equipment	**(1)**	**–**	**(1)**	**–**	**–**	**–**	**(2)**
Movement in credit loss allowance	**4**	**–**	**–**	**–**	**–**	**–**	**4**
Diesel cost to mitigate load-shedding	**–**	**–**	**35**	**–**	**–**	**–**	**35**
Foreign exchange (gains) on lease liability	**–**	**–**	**(2)**	**–**	**–**	**–**	**(2)**
Loss on sale of business	**–**	**–**	**–**	**–**	**–**	**14**	**14**
Adjusted EBITDA	**502**	**16**	**94**	**14**	**45**	**(2)**	**669**
Operating profit/(loss) (EBIT)	**(29)**	**(9)**	**41**	**(18)**	**21**	**312**	**318**
Adjustments to EBITDA as above*	**3**	**–**	**32**	**–**	**–**	**14**	**49**
Impairment losses	**346**	**–**	**–**	**1**	**–**	**(328)**	**19**
Adjusted EBIT	**320**	**(9)**	**73**	**(17)**	**21**	**(2)**	**386**
Statement of financial position							
Assets	**1 603**	**290**	**444**	**248**	**170**	**180**	**2 935**
Liabilities	**1 605**	**232**	**289**	**185**	**339**	**61**	**2 711**

* *Adjusted EBITDA and adjusted EBIT in the operating segmental information are EBITDA and EBIT excluding foreign exchange rate differences on IFRS 16 lease liabilities, cost of diesel to mitigate load-shedding, profit or loss on sale of assets, expected credit losses, as well as income or expenditure of a capital nature.*

OPERATING SEGMENT INFORMATION

for the year ended 30 June 2025

2. Segment results continued

30 June 2024 – BWP millions	Botswana	Namibia	Zambia	Liquorama	Rest of Choppies	Inter-segment or unallocated	Total Group
Statement of profit or loss and other comprehensive income							
Revenue	5 141	613	1 303	855	434	(345)	8 001
Retail sales	5 078	612	1 302	854	431	(337)	7 940
Gross profit	1 122	100	205	119	76	(1)	1 621
Operating profit/(loss) (EBIT)	292	(14)	27	14	13	3	335
Add back							
Depreciation and amortisation	170	19	26	27	24	(3)	263
Impairment losses	–	–	–	–	–	–	–
Impairment losses – Zimbabwe loan	–	–	–	–	–	–	–
EBITDA	462	5	53	41	37	–	598
Adjustments to EBITDA	(1)	–	26	–	(16)	–	9
Profit on disposal of plant and equipment	(2)	–	–	–	–	–	(2)
Movement in credit loss allowance	1	–	–	–	–	–	1
Diesel cost to mitigate load-shedding	–	–	9	–	–	–	9
Foreign exchange losses on lease liability		–	17	–	–	–	17
Profit on sale of business	–	–	–	–	(16)	–	(16)
Adjusted EBITDA	461	5	79	41	21	–	607
Operating profit/(loss) (EBIT)	292	(14)	27	14	13	3	335
Adjustments to EBITDA as above	(1)	–	26	–	(16)	–	9
Impairment losses							
Adjusted EBIT	291	(14)	53	14	(3)	3	344
Statement of financial position							
Assets	1 578	271	324	274	254	126	2 827
Liabilities	1 613	220	239	141	357	121	2 691

Comparative numbers have been re-presented in accordance with the application of IFRS 5: *Non-current Assets Held for Sale and Discontinued Operations*. The Group sold the assets of the Zimbabwe segment in December 2024. The general merchandise business, the South African liquor business and the Mediland business were discontinued during the June 2024 financial year.

Diesel costs are now shown as an adjustment to EBITDA for comparability.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS

for the year ended 30 June 2025

3. New standards and interpretations

3.1 Standards and interpretations effective and adopted in the current year

In the current year, the Group has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

Supplier finance arrangements – amendments to IAS 7 and IFRS 7

The amendment applies to circumstances where supplier finance arrangements exist. These are arrangements whereby finance providers pay the suppliers of the entity, thus providing the entity with extended payment terms or the suppliers with early payment terms. The entity then pays the finance providers based on their specific terms and conditions. The amendment requires the disclosure of information about supplier finance arrangements that enable users of financial statements to assess the effects of those arrangements on the entity's liabilities and cash flows, as well as on the entity's exposure to liquidity risk.

The effective date of the amendment is for years beginning on or after 1 January 2024.

The Group has adopted the amendment for the first time in the 2025 consolidated and separate annual financial statements.

The impact of the amendment is not material.

Non-current liabilities with covenants – amendments to IAS 1

The amendment applies to the classification of liabilities with loan covenants as current or non-current. If an entity has the right to defer settlement of a liability for at least 12 months after the reporting period, but subject to conditions, then the timing of the required conditions impacts whether the entity has a right to defer settlement. If the conditions must be complied with at or before the reporting date, then they affect whether the rights to defer settlement exist at the reporting date. However, if the entity is only required to comply with the conditions after the reporting period, then the conditions do not affect whether the right to defer settlement exists at the reporting date. If an entity classifies a liability as non-current when the conditions are only required to be met after the reporting period, then additional disclosures are required to enable the users of financial statements to understand the risk that the liabilities could become repayable within 12 months after the reporting period.

The effective date of the amendment is for years beginning on or after 1 January 2024.

The Group has adopted the amendment for the first time in the 2025 consolidated and separate annual financial statements.

The impact of the amendment is not material.

Lease liability in a sale and leaseback

The amendment requires that a seller-lessee in a sale and leaseback transaction shall determine 'lease payments' or 'revised lease payments' in a way that the seller-lessee would not recognise any amount of the gain or loss that relates to the right of use retained by the seller-lessee.

The effective date of the amendment is for years beginning on or after 1 January 2024.

The Group has adopted the amendment for the first time in the 2025 consolidated and separate annual financial statements. The impact of the amendment is not material.

IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information

The objective of IFRS S1 is to require an entity to disclose information about its sustainability-related risks and opportunities that is useful to users of general-purpose financial reports in making decisions relating to providing resources to the entity.

IFRS S1 requires an entity to disclose information about all sustainability-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, its access to finance or cost of capital over the short, medium or long term (collectively referred to as "sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects").

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

3. New standards and interpretations continued

3.1 Standards and interpretations effective and adopted in the current year continued

IFRS S1 prescribes how an entity prepares and reports its sustainability-related financial disclosures. It sets out general requirements for the content and presentation of those disclosures so that the information disclosed is useful to users in making decisions relating to providing resources to the entity.

IFRS S1 sets out the requirements for disclosing information about an entity's sustainability-related risks and opportunities. In particular, an entity is required to provide disclosures about:

- The governance processes, controls and procedures the entity uses to monitor, manage and oversee sustainability-related risks and opportunities
- The entity's strategy for managing sustainability-related risks and opportunities
- The processes the entity uses to identify, assess, prioritise and monitor sustainability-related risks and opportunities
- The entity's performance in relation to sustainability-related risks and opportunities, including progress towards any targets the entity has set or is required to meet by law or regulation.

The effective date of the standard is for years beginning on or after 1 January 2024 and is optional.

The Group has not yet adopted these standards.

The adoption of this standard will result in more disclosure than would have previously been provided in the consolidated and separate annual financial statements.

IFRS S2 Climate-related Disclosures

The objective of IFRS S2 is to require an entity to disclose information about its climate-related risks and opportunities that is useful to users of general-purpose financial reports in making decisions relating to providing resources to the entity.

IFRS S2 requires an entity to disclose information about climate-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, its access to finance or cost of capital over the short, medium or long term (collectively referred to as "climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects").

IFRS S2 applies to:

- Climate-related risks to which the entity is exposed, which are climate-related transition risks
- Climate-related opportunities available to the entity.

The effective date of the standard is for years beginning on or after 1 January 2024 and is optional.

The Group has not yet adopted these standards.

The adoption of this standard will result in more disclosure than would have previously been provided in the consolidated and separate annual financial statements.

3.2 Standards and interpretations not yet effective

The Group has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the Group's accounting periods beginning on or after 1 July 2025 or later periods:

IFRS 18 Presentation and Disclosure in Financial Statements

This is a new standard which replaces IAS 1 *Presentation of Financial Statements* and introduces several new presentation requirements. The first relates to categories and subtotals in the statement of financial performance. Income and expenses will be categorised into operating, investing, financing, income taxes and discontinued operations categories, with two new subtotals, namely "operating profit" and "profit before financing and income taxes" also being required. These categories and subtotals are defined in IFRS 18 for comparability and consistency across entities. The next set of changes requires disclosures about management-defined performance measures in a single note to the financial statements. These include reconciliations of the performance measures to the IFRS-defined subtotals, as well as a description of how they are calculated, their purpose and any changes. The third set of requirements enhances the guidance on the grouping of information (aggregation and disaggregation) to prevent the obscuring of information.

The effective date of the amendment is for years beginning on or after 1 January 2027.

The Group expects to adopt the amendment for the first time in the 2028 consolidated and separate annual financial statements.

It is likely that the amendment will have a material impact on the Group's consolidated and separate annual financial statements, and the impact is still being assessed.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

3. New standards and interpretations continued

3.1 Standards and interpretations effective and adopted in the current year continued

Amendments to IFRS 10 Consolidated Financial Statements

Annual Improvements to IFRS Accounting Standards – Volume 11 – Determination of a "de facto agent". The amendment is to clarify whether a party acts as a de facto agent in assessing control of an investee.

The effective date of the amendment is for years beginning on or after 1 January 2026.

The Group expects to adopt the amendment for the first time in the 2027 consolidated and separate annual financial statements.

The impact of this amendment is still being assessed.

Lack of exchangeability – amendments to IAS 21

The amendments apply to currencies that are not exchangeable. The definition of exchangeable is provided as being when an entity is able to obtain the other currency within a timeframe that allows for a normal administrative delay and through a market or exchange mechanism in which an exchange transaction would create enforceable rights and obligations. The amendments require an entity to estimate the spot exchange rate at the measurement date when a currency is not exchangeable into another currency. Additional disclosures are also required to enable users of financial statements to understand the impact of non-exchangeability on the financial performance, financial position and cash flow.

The effective date of the amendment is for years beginning on or after 1 January 2025.

The Group expects to adopt the amendment for the first time in the 2026 consolidated and separate annual financial statements.

It is unlikely that the amendment will have a material impact on the Group's consolidated and separate annual financial statements as the Group transacts in exchangeable currencies.

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
4. Revenue				
Revenue from contracts with customers				
Sale of goods	**9 107**	7 940	**-**	–
Revenue other than from contracts with customers				
Commission received on financial services	**45**	37	**-**	–
Rental income	**5**	4	**-**	–
Transportation income	**12**	14	**-**	–
Miscellaneous income	**4**	6	**-**	–
	66	61	**-**	–
	9 173	8 001	**-**	–
The Group disaggregates revenue from customers as follows:				
Sales of merchandise and liquor	**9 153**	7 847	**-**	–
Milling and manufacturing	**312**	431	**-**	–
Commission received on financial services	**45**	37	**-**	–
Rental income	**5**	4	**-**	–
Transportation income	**12**	14	**-**	–
Miscellaneous income	**4**	6	**-**	–
Inter-segmental sales	**(358)**	(282)	**-**	–
Kamoso preacquisition	**-**	(56)	**-**	–
	9 173	8 001	**-**	–
5. Cost of sales				
Sale of goods	**7 214**	6 319	**-**	–

Sale of goods include foreign exchange gain of BWP3 million (2024: losses BWP6 million).

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

Figures in Pula million	Group 2025	Group 2024	Company 2025	Company 2024
6. Other operating (losses)/gains				
Gains/(losses) on disposals				
Property, plant and equipment	**2**	3	**-**	–
(Loss)/profit on sale of business	**(14)**	16	**-**	–
	(12)	19	**-**	–

Refer to note 41 for the sale of business.

7. Operating profit/(loss)

Operating profit/(loss) for the year is stated after charging/(crediting), among others, the following:

Figures in Pula million	Group 2025	Group 2024	Company 2025	Company 2024
Auditor's remuneration – external				
Audit fees	**12**	8	**-**	–
Consulting and professional fees				
Consulting and professional service fees	**14**	12	**2**	2
Legal fees	**5**	1	**1**	–
	19	13	**3**	2
Employee costs				
Basic	**611**	507	**-**	–
Retirement: defined contribution plans	**21**	14	**-**	–
Share-based payments	**5**	6	**-**	–
Total employee costs	**637**	527	**-**	–
Leases				
Variable lease payments	**30**	6	**-**	–
	30	6	**-**	–
Depreciation and amortisation				
Depreciation of property, plant and equipment	**76**	61	**-**	–
Depreciation of right-of-use assets	**209**	200	**-**	–
Amortisation of intangible assets	**3**	2	**-**	–
Total depreciation and amortisation	**288**	263	**-**	–

Figures in Pula million	Group 2025	Group 2024	Company 2025	Company 2024
Impairment losses				
Software	**5**	–	**-**	–
Advances to suppliers	**2**	–	**-**	–
	7	–	**-**	–
Movement in credit loss allowances				
Trade and other receivables	**4**	1	**17**	–
Foreign exchange losses				
Foreign exchange losses	**2**	(17)	**-**	–

These losses relate to lease liabilities that are US Dollar-denominated and are valued at the spot rate at the reporting period, resulting in a loss or gain.

8. Administration expenses

Figures in Pula million	Group 2025	Group 2024	Company 2025	Company 2024
Accounting fees and secretarial charges	**1**	1	**-**	–
Auditor's remuneration	**12**	8	**-**	–
Bank charges	**77**	64	**-**	–
Computer expenses	**44**	36	**-**	–
Consulting and professional fees	**14**	12	**2**	2
Depreciation of right-of-use assets	**209**	200	**-**	–
Donations	**4**	4	**-**	–
Electricity and water charges	**188**	136	**-**	–
Employee costs	**637**	527	**-**	–
Insurance	**25**	22	**-**	–
Lease hires	**-**	1	**-**	–
Legal fees	**5**	1	**1**	–
Motor vehicle expenses	**61**	60	**-**	–
Other expenses	**34**	44	**-**	–
Security	**59**	50	**-**	–
Variable lease payments	**30**	6	**-**	–
	1 400	1 172	**3**	2

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

Figures in Pula million	Group 2025	Group 2024	Company 2025	Company 2024
9. Selling and distribution expenses				
Advertising	**33**	32	**-**	–
Travel and accommodation	**15**	10	**-**	–
Unrealised foreign exchange losses	**4**	(5)	**-**	–
Bad debts	**1**	–	**-**	–
	53	37	**-**	–
10. Other operating expenses				
Amortisation	**3**	2	**-**	–
Depreciation	**76**	61	**-**	–
Repairs and maintenance	**90**	72	**-**	–
Other expenses	**2**	4	**-**	–
	167	139	**-**	–
11. Investment income				
Interest income				
Investments in financial assets:				
Bank	**1**	4	**-**	–
12. Finance costs				
Lease liabilities	**70**	70	**-**	–
Bank overdraft	**31**	39	**-**	–
Total finance costs	**101**	109	**-**	–

Figures in Pula million	Group 2025	Group 2024	Company 2025	Company 2024
13. Taxation				
Major components of the tax expense				
Current				
Income tax – current period	**49**	47	**-**	–
Income tax – prior period	**1**	–	**-**	–
	50	47	**-**	–
Deferred				
Originating and reversing temporary differences	**17**	(13)	**-**	–
	67	34	**-**	–
Reconciliation of the tax expense				
Reconciliation between accounting profit and tax expense.				
Accounting profit/(loss)	**218**	230	**(20)**	(2)
Tax at the applicable tax rate of 22% (2024: 22%)	**48**	51	**(4)**	–
Tax effect of adjustments on taxable income				
Unrecognised deferred tax asset	**-**	(1)	**-**	–
Deferred tax asset raised	**-**	(33)	**-**	–
Prior-year under/(over) provision of current tax	**1**	9	**-**	–
Prior-year under/(over) provision of deferred tax	**6**	–	**-**	–
Disallowed expenses	**10**	9	**4**	–
Effects of different tax rates	**2**	(1)	**-**	–
	67	34	**-**	–

The tax losses carried forward for certain subsidiaries are BWP67 million (2024: BWP70 million), which can be claimed by these subsidiaries to reduce future tax payments. These losses cannot be offset across different legal entities and can be carried forward no longer than five years.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024

14. Earnings per share

Number of share for basic earnings	**1 824 461 674**	1 824 461 674	**-**	–
Weighted average number of shares	**1 824 461 674**	1 824 461 674	**-**	–
Diluted weighted average number of shares	**1 852 580 135**	1 852 580 135	**-**	–
Basic earnings per share – Thebe				
From continuing operations	**8.4**	10.5	**-**	–
From discontinued operations	**(3.1)**	(2.9)	**-**	–
	5.3	7.6	**-**	–
Diluted earnings per share – Thebe				
From continuing operations	**8.3**	10.3	**-**	–
From discontinued operations	**(3.1)**	(2.9)	**-**	–
	5.2	7.4	**-**	–

Headline earnings and diluted headline earnings per share

The calculation of headline earnings and diluted headline earnings per share is based on the weighted average number of ordinary shares in issue during the year.

	2025			2024		
	Gross	**Income tax effect**	**Net**	Gross	Income tax effect	Net
Continuing operations						
Profit for the year attributable to owners of the Company						
Basic earnings			**153.0**			190.0
Loss on disposal of asset	**(2.0)**	**-**	**(2.0)**	(3.0)	1.0	(2.0)
Impairments	**7.0**	**(1.0)**	**6.0**	–	–	–
Profit/(loss) on sale of business	**14.0**	**-**	**14.0**	(16.0)	–	(16.0)
Non-controlling interest		**-**	**-**	4	–	4
Headline earnings			**171**			176

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
Headline earnings per share				
Headline earnings per share – Thebe	**9.4**	9.6	**-**	–
Diluted headline earnings per share – Thebe	**(1.3)**	(2.8)	**-**	–
	8.1	6.8	**-**	–
Diluted headline earnings per share				
Headline earnings per share – Thebe	**9.3**	9.5	**-**	–
Diluted headline earnings per share – Thebe	**(1.3)**	(2.8)	**-**	–
	8.0	6.7	**-**	–

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

15. Property, plant and equipment

Group	**2025 Cost**	**2025 Accumulated depreciation**	**2025 Carrying value**	2024 Cost	2024 Accumulated depreciation	2024 Carrying value
Leasehold improvements	**61**	**(20)**	**41**	76	(24)	52
Plant and machinery	**785**	**(377)**	**408**	689	(374)	315
Furniture and fixtures	**272**	**(148)**	**124**	260	(151)	109
Motor vehicles	**319**	**(127)**	**192**	283	(115)	168
Office equipment	**109**	**(83)**	**26**	109	(82)	27
Computer hardware and accessories	**219**	**(136)**	**83**	181	(133)	48
Aircraft	**58**	**(24)**	**34**	58	(23)	35
Total	**1 823**	**(915)**	**908**	1 656	(902)	754

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

15. Property, plant and equipment continued

Reconciliation of property, plant and equipment – Group – 2025

	Leasehold improvements	Plant and machinery	Furniture and fixtures	Motor vehicles	Office equipment	Computer hardware and accessories	Aircraft	Total
Opening balance								
Cost	76	689	260	283	109	181	58	1 656
Accumulated depreciation and impairment	(24)	(374)	(151)	(115)	(82)	(133)	(23)	(902)
Net book value at 1 July 2024	52	315	109	168	27	48	35	754
Additions	13	116	26	46	–	48	–	249
Acquisition – refer note 41	–	6	–	–	–	–	–	6
Disposals and scrappings – cost	(28)	(31)	(15)	(10)	–	(9)	–	(93)
Disposals and scrappings – accumulated depreciation	6	28	15	7	–	9	–	65
Foreign exchange movements – cost	–	4	–	–	–	–	–	4
Foreign exchange movements – accumulated depreciation	–	(2)	–	–	–	–	–	(2)
Depreciation	(2)	(29)	(11)	(19)	(1)	(13)	(1)	(76)
Net book value at 30 June 2025	41	407	124	192	26	83	34	907
Made up as follows:								
Cost	61	785	272	319	109	219	58	1 823
Accumulated depreciation and impairment	(20)	(377)	(148)	(127)	(83)	(136)	(24)	(915)
	41	408	124	192	26	83	34	908

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

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15. Property, plant and equipment continued

Reconciliation of property, plant and equipment – Group – 2024

	Leasehold improvements	Plant and machinery	Furniture and fixtures	Motor vehicles	Office equipment	Computer hardware and accessories	Aircraft	Total
Opening balance								
Cost	72	609	185	235	109	152	58	1 420
Accumulated depreciation and impairment	(21)	(332)	(123)	(95)	(81)	(113)	(23)	(788)
Net book value at 1 July 2023	51	277	62	140	28	39	35	632
Additions	9	62	23	48	–	17	–	159
Acquisition of subsidiary	–	30	39	11	2	3	–	85
Disposal of business – cost	–	(30)	(1)	(2)	–	(1)	–	(34)
Disposal of business – accumulated depreciation	–	22	1	2	1	–	–	26
Disposals and scrappings – cost	(4)	(17)	(22)	(37)	(1)	(2)	–	(83)
Disposals and scrappings – accumulated depreciation	–	16	16	25	1	1	–	59
Foreign exchange movements – cost	(2)	(33)	(4)	(3)	(7)	(8)	–	(57)
Foreign exchange movements – accumulated depreciation	–	15	6	1	5	6	–	33
Depreciation	(2)	(27)	(11)	(17)	(2)	(7)	–	(66)
Net book value at 30 June 2024	52	315	109	168	27	48	35	754
Made up as follows:								
Cost	76	689	260	283	109	181	58	1 656
Accumulated depreciation and impairment	(24)	(374)	(151)	(115)	(82)	(133)	(23)	(902)
	52	315	109	168	27	48	35	754

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

15. Property, plant and equipment continued

Property, plant and equipment encumbered as security

The following assets have been encumbered as security for the secured long-term borrowings (note 29):

The Group entered into a loan facilities agreement during the 2021 reporting period which was secured by a cross-company guarantee issued by Choppies Enterprises Limited and its subsidiaries and a deed of hypothecation in favour of the lenders over movable assets limited to BWP636 million issued by Choppies Enterprises Limited and its subsidiaries. At the reporting date, BWP253 million (2024: BWP342 million) of these facilities were utilised. Refer to notes 25 and 29 for further disclosure of the facilities.

16. Right-of-use assets

Group	**2025** Cost	**2025** Accumulated depreciation	**2025** Carrying value	2024 Cost	2024 Accumulated depreciation	2024 Carrying value
Right-of-use – buildings	**1 705**	**(993)**	**712**	1 632	(878)	754

	Group **2025**	Group 2024	Company **2025**	Company 2024
Reconciliation of right-of-use asset				
Cost	**1 632**	1 219	**-**	–
Accumulated depreciation	**(878)**	(584)	**-**	–
Net book value at 1 July	**754**	635	**-**	–
Additions	**224**	251	**-**	–
Disposals – cost	**(153)**	(30)	**-**	–
Disposals – accumulated depreciation	**96**	6	**-**	–
Acquisition of subsidiary – fair value	**-**	122	**-**	–
Disposal of business – cost	**-**	(2)	**-**	–
Disposal of business – accumulated depreciation	**-**	2	**-**	–
Foreign exchange movements – cost	**2**	(11)	**-**	–
Foreign exchange movements – accumulated depreciation	**(2)**	2	**-**	–
Depreciation	**(209)**	(221)	**-**	–
	712	754	**-**	–
Comprising of:				
Cost	**1 705**	1 632	**-**	–
Accumulated depreciation	**(993)**	(878)	**-**	–
	712	**754**	**-**	–

Refer to note 30 for details of the corresponding IFRS 16 leases and note 34 for changes in lease liabilities arising from cash flow activities.

	Group **2025**	Group 2024	Company **2025**	Company 2024
Other disclosures				
Interest expense on lease liabilities	**63**	70	**-**	–
Variable lease payments	**30**	10	**-**	–

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for the year ended 30 June 2025

Group	2025 Cost	2025 Accumulated impairment	2025 Carrying value	2024 Cost	2024 Accumulated impairment	2024 Carrying value
17. Goodwill						
Goodwill	**110**	**-**	**110**	122	(14)	108

Figures in Pula million	Group **2025**	Group 2024	Company **2025**	Company 2024
Opening balance	**108**	17	**-**	–
Acquisition – refer note 40	**5**	105	**-**	–
Impairment – Zimbabwe	**(3)**	(15)	**-**	–
Effects of movement in exchange rates	**-**	1	**-**	–
	110	108	**-**	–

Impairment

The valuation of goodwill at the reporting date was determined by comparing the value in use of the cash-generating units ("CGUs"), that the goodwill is allocated to the carrying amounts of the assets and liabilities within the CGUs. The value in use is determined by comparing the present value of estimated incremental future cash flows to the carrying amount. This was based on five-year cash flow projections based on the most recent budgets approved by the Board and extrapolations of cash flows. The growth rates incorporated in the projections do not exceed the average long-term growth rates for the market in which the CGU operates.

Figures in Pula million	Group **2025**	Group 2024	Company **2025**	Company 2024
Goodwill is allocated to the CGUs of the main operations as follows:				
Goodwill				
Nanavac Investments (Pvt) Limited (Zimbabwe)	**-**	3	**-**	–
Kamoso (Pty) Limited	**105**	105	**-**	–
Choppies Supermarkets Namibia (Pty) Limited	**4**	–	**-**	–
Shaysons Namibia (Pty) Limited	**1**	–	**-**	–
	110	108	**-**	–
Kamoso Africa (Pty) Limited – (Botswana)				
The following assumptions were applied in the evaluation of goodwill, the discount rate is 12.4% (2024: 12.4%).				
Average sales growth rate				
In Kamoso	**5%**	5%	**-**	–
Terminal value multiple	**5 times**	5 times	**-**	–
Choppies Namibia	**12%**	–	**-**	–
Shaysons Namibia	**20%**	–	**-**	–
Five-year average inflation rate				
In Kamoso	**6%**	6%	**-**	–
Choppies Namibia	**6%**	–	**-**	–
Shaysons Namibia	**10%**	–	**-**	–
Five-year gross profit margin				
In Kamoso – percentage	**15%**	15%	**-**	–
Choppies Namibia	**18%**	–	**-**	–
Shaysons Namibia	**24%**	–	**-**	–

In assessing sustainable cash flows, management has considered the risks specific to the CGU, inflation on input and operating costs and sales growth rates.

The average sales growth rate applied for the periods beyond 2025 takes into consideration the cost escalation rates which are linked to uncertainty created by negative global macro factors and a challenging local operating environment.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

17. Goodwill continued

The discount rates used in the discounted cash flow models are calculated using the principles of the capital asset pricing model, considering the current market conditions in Botswana. A post-tax weighted average cost-of-capital ("WACC") rate of 12.4% (2024: 12.4%) was used.

The value-in-use calculations and impairment reviews are sensitive to changes in key assumptions, particularly relating to growth rates and the terminal value multiple. A sensitivity analysis has been performed based on changes in these key assumptions. With a 0% growth rate in sales and a terminal value multiple of zero, the estimated recoverable amount of the CGUs exceeds their carrying amounts.

Kamoso acquisition goodwill and its allocation to cash-generating units

Goodwill obtained in the acquisition of the Kamoso Group is allocated to the individual CGUs that are expected to benefit from the synergies on the acquisition. On this basis, it was allocated as follows:

Liquorama segment	BWP62 million
Rest of Kamoso segment	BWP43 million
Total	BWP105 million

We used the discounted cash flows of each segment to determine the allocation of the total goodwill as this is most reflective of the synergies.

	2025			2024		
Group	**Cost**	**Accumulated amortisation**	**Carrying value**	Cost	Accumulated amortisation	Carrying value
18. Intangible assets						
Computer software	**27**	**(18)**	**9**	23	(16)	7

	Group		**Company**	
Figures in Pula million	**2025**	2024	**2025**	2024
Reconciliation of intangible assets – Group				
Cost	**22**	36	**-**	–
Accumulated amortisation	**(15)**	(15)	**-**	–
Accumulated impairment	**-**	(13)	**-**	–
Net book value at 1 July	**7**	8	**-**	–
Additions	**4**	2	**-**	–
Disposal – cost	**-**	(1)	**-**	–
Disposal – accumulated amortisation	**-**	–	**-**	–
Foreign currency translation reserve	**1**	–	**-**	–
Amortisation	**(3)**	(2)	**-**	–
	9	7	**-**	–
Comprising of:				
Cost	**27**	22	**-**	–
Accumulated amortisation	**(18)**	(15)	**-**	–
	9	7	**-**	–

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Figures in Pula million	Group 2025	Group 2024	Company 2025	Company 2024

19. Investments in new projects

These amounts relate to capital expenditure incurred with regard to new stores and other assets not yet brought into use. The amounts are non-current in nature and will be transferred to plant and equipment when the store opens.

Investments in new projects is reconciled as follows:	Group 2025	Group 2024	Company 2025	Company 2024
Balance at the beginning of the year	**9**	7	**-**	–
Additions	**32**	4	**-**	–
Transferred to property, plant and requirement	**(1)**	(1)	**-**	–
Effects of exchange rates	**-**	(1)	**-**	–
	40	9	**-**	–

20. Investments in subsidiaries

The following table lists the entities that are controlled directly by the Company, and the carrying amounts of the investments in the Company's separate financial statements.

Company *Name of company*	**% ownership interest 2025**	% ownership interest 2024	**Carrying amount 2025**	Carrying amount 2024
Choppies Distribution Centre (Pty) Limited	**100%**	100%	**451**	74
Choppies Supermarkets Namibia (Pty) Limited	**2.5%**	2.5%	**-**	–
Choppies Supermarkets Tanzania Limited	**75%**	75%	**13**	13
Choppies Supermarkets Tanzania Limited – impairment	**-**	–	**(13)**	(13)
Choppies Enterprises Kenya Limited	**75%**	75%	**179**	179
Choppies Enterprises Kenya Limited – impairment	**-**	–	**(179)**	(179)
Choppies Distribution Centre Kenya Limited	**75%**	75%	**-**	–
Choppies Supermarket Mozambique Limitada	**90%**	90%	**34**	34
Choppies Supermarket Mozambique Limitada – impairment	**-**	–	**(34)**	(34)
Choppies Supermarkets Limited (Zambia)	**30%**	30%	**-**	–
Nanavac Investments (Pvt) Limited	**100%**	100%	**-**	–
			451	74

During the year the Company invested more capital in Choppies Distribution Centre (Pty) Limited.

Held by Choppies Distribution Centre (Pty) Limited

Choppies Supermarkets Namibia (Pty) Limited	**97.5%**	97.5%	**84**	84
Choppies Supermarkets Limited (Zambia)	**60%**	60%	**158**	158
Kamoso Africa (Pty) Limited (Botswana)	**76%**	76%	**-**	–
Monyglob (Pty) Limited	**100%**	100%	**12**	12
			254	254

As Choppies Distribution Centre (Pty) Limited is a wholly owned subsidiary of the Company, the Company retains majority control over these subsidiaries.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

20. Investments in subsidiaries continued

Subsidiaries with material non-controlling interests

	Kamoso Africa (Pty) Limited		Choppies Zambia (Pty) Limited		Total	
	2025	2024	**2025**	2024	**2025**	2024
Summarised statement of profit or loss and other comprehensive income						
Revenue	**1 417**	1 175	**1 464**	1 302	**2 881**	2 477
Other income and expenses	**(1 446)**	(1 166)	**(1 433)**	(1 282)	**(2 879)**	(2 448)
Profit/(loss) from continuing operations	**(29)**	9	**31**	20	**2**	29
Profit/(loss) from discontinued operations	**-**	(28)	**-**	–	**-**	(28)
(Loss)/profit from total operations	**(29)**	(19)	**31**	20	**2**	1
Other comprehensive income	**-**	(1)	**9**	(22)	**9**	(23)
Loss from total operations	**(29)**	(20)	**40**	(2)	**11**	(22)
Profit allocated to NCI	**(7)**	(5)	**3**	5	**(4)**	–
OCI allocated to NCI	**-**	–	**1**	(5)	**1**	(5)
Summarised statement of financial position						
Assets						
Non-current	**305**	172	**251**	125	**556**	297
Current	**264**	250	**219**	175	**483**	425
Total assets	**569**	422	**470**	300	**1 039**	722
Liabilities						
Non-current	**(286)**	(265)	**(49)**	(53)	**(335)**	(318)
Current	**(315)**	(266)	**(333)**	(188)	**(648)**	(454)
Total liabilities	**(315)**	(266)	**(333)**	(188)	**(648)**	(454)
Total net assets	**254**	156	**137**	112	**391**	268
Summarised statement of cash flows						
Cash flows from operating activities	**93**	40	**119**	66	**212**	106
Cash flows from investing activities	**(31)**	(13)	**(112)**	(9)	**(143)**	(22)
Cash flows from financing activities	**(65)**	23	**(20)**	(35)	**(85)**	(12)
Net increase/(decrease) in cash and cash equivalents	**(3)**	50	**(13)**	22	**(16)**	72

Assessment of investments in subsidiaries for impairment

The Company assesses investments in subsidiaries for potential impairment when impairment indicators have been identified. The Company assesses the current and future financial performance of these subsidiaries, taking into account the Company's business model (five-year projection). An impairment loss is recognised if a subsidiary does not show a cumulative profitable return over the next five years from the year-end. All investments in subsidiaries are subsequently reassessed for indications that an impairment loss previously recognised may no longer exist. An impairment loss is reversed if the investments' recoverable amount exceeds its carrying amount. Future performance was assessed based on cash flow projections for the Group's subsidiaries below and the following key assumptions:

	Discount rate – pre tax		Trading profit growth rate		EBITDA multiples	
	2025	2024	**2025**	2024	**2025**	2024
Choppies Distribution Centre (Pty) Limited	**15.90**	15.90	**6.0%**	6.0%	**9**	9
Choppies Supermarkets Namibia (Pty) Limited	**15.90**	15.90	**10.0%**	10.0%	**5**	5
Choppies Supermarkets Limited (Zambia)	**15.90**	15.90	**15.0%**	15.0%	**7**	7
Jexman Holdings (Pty) Limited	**15.90**	15.90	**10.0%**	10.0%	**7**	7
Kamoso Africa (Pty) Limited Group	**15.90**	15.90	**6.0%**	6.0%	**7**	7

The Group reviewed the projections and operations of the regions, namely Botswana, Namibia and Zambia and remains optimistic of the region as it is showing good growth and value add to the Group. As a result, the Group did not impair these investments in the financial year 2025 due to the expected positive EBIDTA and increase in value based on future projections.

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	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
21. Inventories				
Merchandise	**676**	681	**-**	–
Finished goods and raw materials	**24**	30	**-**	–
Goods in transit	**3**	1	**-**	–
	703	712	**-**	–
Provision for inventory obsolescence	**(59)**	(48)	**-**	–
	644	664	**-**	–
Cost of inventory recognised as expense during the year	**7 214**	6 319	**-**	–
Writedown of inventories	**89**	104	**-**	–
Reversal of writedowns	**1**	14	**-**	–
22. Amounts due from related parties				
Amounts due from related entities – other related parties	**9**	3	**223**	427
Amounts due from related entities – Mediland	**41**	40	**-**	–
	50	43	**223**	427

Transactions with related entities are carried out on mutually agreed terms and conditions in the normal course of business on an arm's length basis. Refer to note 37 for the details of related party balances and transactions.

All amounts are short term, except for the Mediland (Pty) Limited loan. The carrying values of amounts due from related entities are considered to be a reasonable approximation of fair value.

The amounts were deemed recoverable and as a result no expected credit loss allowance was made.

The loan to Mediland is secured by a pledge over the shares in Mediland Healthcare Distributors (Pty) Limited, bears interest at 2.65% per annum and is repayable over five years.

Exposure to credit risk

Amounts due from related entities inherently expose the Group to credit risk, being the risk that the Group will incur financial loss if counterparties fail to make payments as they fall due.

A loss allowance is recognised for all amounts due from related entities, in accordance with IFRS 9 *Financial Instruments*, and is monitored at the end of each reporting period. Amounts due from related entities are written off when there is no reasonable expectation of recovery, for example, when a related entity is placed or has been placed under liquidation. Amounts due from related entities which have been written off are not subject to enforcement activities.

The Mediland loan loss allowances are recognised for all amounts due in accordance with IFRS 9 *Financial Instruments* by applying the general approach.

Under this model, the loss allowance is reassessed at each reporting date based on changes in credit risk since initial recognition.

At the reporting date, the loan was assessed to have low credit risk, as the counterparty demonstrated a strong capacity to repay the loan. In line with IFRS 9, this indicates that the credit risk has not increased significantly since initial recognition, and a 12-month expected credit loss continues to be applied.

Based on this assessment, including historical repayment performance and forward-looking information as well as forecasts and general economic conditions of the industry as the reporting date, the Group determined that the expected credit loss is immaterial. Accordingly, no material loss allowance has been recognised.

The Group measures the loss allowance for all other amounts due from related parties by applying the simplified approach which is prescribed by IFRS 9. In accordance with this approach, the loss allowance on amounts due from related parties is determined as the lifetime expected credit losses on amounts due from related parties. These lifetime expected credit losses are estimated using a provision matrix. The provision matrix has been developed by making use of past default experience of amounts due from related parties but also incorporates forecast and general economic conditions of the industry as at the reporting date. The lifetime expected credit loss is expected to be immaterial or almost nil, based on past experience, as a result of the low risk of default and no amounts are past due.

At the Company level, an impairment loss from related parties is recognised using the general approach, based on management's assessment of the related party's inability to repay the amounts advanced in the near future.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

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	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
23. Advances and deposits				
Prepaid expenses	**7**	7	**-**	–
Rent deposits	**14**	14	**-**	–
Other deposits	**1**	2	**-**	–
Electricity deposits	**4**	4	**-**	–
Advance to suppliers	**48**	41	**-**	–
Other advances	**2**	3	**-**	–
	76	71	**-**	–

Advances to suppliers are prepayments for inventory and services.

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
24. Trade and other receivables				
Financial instruments:				
Trade receivables	**52**	42	**-**	–
Loss allowance	**(32)**	(24)	**-**	–
Trade receivables at amortised cost	**20**	18	**-**	–
Rebate receivable	**59**	49	**-**	–
Other receivable	**74**	66	**1**	1
Non-financial instruments:				
Value-added tax	**24**	32	**-**	–
Total trade and other receivables	**177**	165	**1**	1

Other receivables include balances relating to counterparties for transacting in money transfers, electricity and satellite television subscriptions.

Financial instrument and non-financial instrument components of trade and other receivables

	Group 2025	Group 2024	Company 2025	Company 2024
At amortised cost	**153**	133	**1**	1
Non-financial instruments	**24**	32	**-**	–
	177	165	**1**	1

Exposure to credit risk

Trade and other receivables inherently expose the Group to credit risk, being the risk that the Group will incur financial loss if customers fail to make payments as they fall due.

Trade receivables arise from retail sales. Retail trade is located in Botswana, Namibia and Zambia. Credit risk is assessed and monitored internally along these risk concentrations.

The Company is exposed to credit risk if counterparties fail to make payments as they fall due.

The Company applies the simplified approach to providing for expected credit losses prescribed by IFRS 9, which permits the use of the lifetime expected loss provision for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The Company uses a provision matrix to measure the expected credit loss of trade receivables from various customer groups. Loss rates are calculated using a roll-rate method based on the probability of a receivable progressing through successive stages of delinquency to write-off. Roll rates are calculated separately for exposures in different segments based on the type of clients and products.

A loss allowance is recognised for all trade receivables, in accordance with IFRS 9 *Financial Instruments*, and is monitored at the end of each reporting period. In addition to the loss allowance, trade receivables are written off when there is no reasonable expectation of recovery, for example, when a debtor has been placed under liquidation.

Credit risk on rebate receivable

These rebates receivable are recovered from supplier payments and the Group does not expect any credit loss. Rebate receivables are written off when there is no reasonable expectation of recovery, for example, when a debtor has been placed under liquidation.

The group's historical credit loss experience does not show significantly different loss patterns for different customer segments. The provision for credit losses is therefore based on past due status without disaggregating into further risk profiles.

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24. Trade and other receivables continued

The loss allowance provision is determined as follows:

Group *Figures in Pula million*	**2025 Estimated gross carrying amount at default**	**2025 Loss allowance (lifetime expected credit loss)**	2024 Estimated gross carrying amount at default	2024 Loss allowance (lifetime expected credit loss)
Expected credit loss rate:				
Not past due: 3% (2024: 10%)	**11**	**-**	10	(1)
Past due 1 – 30 days: 10% (2024: n/a)	**4**	**(1)**	2	–
Past due 31 – 60 days: 38% (2024: n/a)	**4**	**(2)**	–	–
Past due 61 – 90 days: 43% (2024: n/a)	**3**	**(1)**	1	–
More than 91 days past due: 94% (2024: 82%)	**30**	**(28)**	29	(23)
Total	**52**	**(32)**	42	(24)

Reconciliation of loss allowances

The following table shows the movement in the loss allowance (lifetime expected credit losses (ECL)) for trade and other receivables:

Opening balance	**(24)**	**(3)**	–	–
Provisions (raised)/reversed	**(8)**	**(3)**	–	–
On acquisition of subsidiary	**-**	**(18)**	–	–
Closing balance	**(32)**	**(24)**	–	–

Fair value of trade and other receivables

The fair value of trade and other receivables approximates their carrying amounts.

25. Cash and cash equivalents

Cash and cash equivalents consist of:				
Cash on hand	**14**	**14**	–	–
Bank balances	**156**	**192**	4	4
Bank overdrafts	**(85)**	**(81)**	–	–
	85	**125**	4	4

Figures in Pula million	**Group 2025**	Group 2024	**Company 2025**	Company 2024
Current assets	**170**	206	**4**	4
Current liabilities	**(85)**	(81)	**-**	–
	85	125	**4**	4

The Company had a cash balance of BWP528 935 at 30 June 2025 (2024: BWP550 597), not reflected above due to rounding.

The Group has the following facilities:

- **Choppies Distribution Centre (Pty) Limited**

  Facility D – raised with a consortium of banks as described under note 30. Facility D is a BWP50 million overdraft facility from Absa Bank Botswana Limited, Stanbic Bank Botswana Limited, and First National Bank Botswana Limited, secured by a cross- company guarantee of BWP50 million issued by Choppies Enterprises Limited and its subsidiaries and a deed of hypothecation in favour of the lenders over movable assets limited to BWP50 million issued by Choppies Enterprises Limited and its subsidiaries.

  At the reporting date BWP46 million (2024: BWP46 million) of this facility was utilised.

- **Choppies Supermarkets (Pty) Limited**

  BWP15 million overdraft facility secured by a cross-company guarantee of BWP15 million issued by Choppies Enterprises Limited.

  At the reporting date BWP13 million (2024: BWP7 million) of this facility was utilised.

- **Kamoso Africa (Pty) Limited**

  BWP30 million overdraft facility secured by a deed of hypothecation in favour of the lenders over movable assets limited to Kamoso Africa and limited to BWP30 million.

  At the reporting date BWP26 million (2024: BWP28 million) of this facility was utilised.

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	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
26. Stated capital				
Issued ordinary shares – '00F				
At the beginning of the year	**1 824 462**	1 824 462	**1 824 462**	1 824 462
Issued stated capital – Pula millions				
At the beginning of the year	**1 207**	1 207	**1 207**	1 207

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All shares rank pari passu with regard to the Company's residual assets.

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
27. Treasury shares				
Total number of shares held as treasury shares – millions	**9.1**	15.6	**-**	–
Reconciliation of movement in number of treasury shares for the Group				
Balance at the beginning of the year	**15.6**	15.6	**-**	–
Shares utilised for settlement of equity-settled share-based arrangements	**(6.5)**	–	**-**	–
Balance at the end of the year	**9.1**	15.6	**-**	–
Value of shares at cost	**28**	32	**-**	–

The Group's treasury shares comprise the cost of the Company's shares held by Choppies Distribution Centre (Pty) Limited, a wholly owned subsidiary.

Share-based payments

The group issues equity-settled share options to certain employees. The fair value of options granted is recognised as an expense with a corresponding increase in equity. The fair value is measured at the grant date and is recognised over the period during which the employees become unconditionally entitled to the option. Fair value is measured using the Black–Scholes model, taking into account the terms and conditions upon which the options are granted. The risk-free rate, dividend yield, share price volatility and attrition rate key assumptions used in the valuation model are based on management's best estimate at the date of valuation.

At each reporting date the estimate of the number of options that are expected to vest based on the non-market vesting conditions is revised. The impact of the revision to original estimates, if any, is recognised in profit or loss with a corresponding adjustment to equity.

These share options vest and are exercisable in tranches of 33.3% on the first, second and third anniversary of the award. The vesting of the share options is dependent on the employee being employed within the Group at the vesting date and exercising the option within the 30-day exercise period.

During the period under review no options were granted (2024: 28.1 million shares). The share-based payments relating to options granted were valued at BWP5 million (2024: BWP6 million).

	2025		2024	
Reconciliation of share options for the year	**Weighted average exercise Price – Thebe**	**Number of options – millions**	Weighted average exercise price – Thebe	Number of options – millions
Outstanding options at the beginning of the year	**0.52**	**28.9**	–	–
Shares granted during the year	**-**	**-**	0.52	28.9
Shares vested during the year	**0.65**	**(6.5)**	–	–
Outstanding options at the end of the year	**0.52**	**22.4**	0.52	28.9

The first tranche of the 2024 awards will vest in October 2024.

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for the year ended 30 June 2025

28. Foreign currency translation reserve

This reserve is used to record exchange differences arising from the translation of the results of foreign subsidiaries.

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
Opening balance	**(714)**	(682)	**-**	–
Exchange differences on translating foreign operations	**18**	(32)	**-**	–
Sale of business	**337**	–	**-**	–
	(359)	(714)	**-**	–
Foreign currency translation reserve comprises:				
Foreign currency translation reserve – continuing operations	**(359)**	(714)	**-**	–

29. Borrowings

Held at amortised cost

	Group		Company	
	2025	2024	**2025**	2024
Secured				
First National Bank Botswana Limited	**16**	107	**-**	–
Absa Bank Botswana Limited	**71**	121	**-**	–
Stanbic Bank Botswana Limited	**40**	68	**-**	–
RMB Botswana	**80**	–	**-**	–
	207	296	**-**	–
Unsecured	**51**	43	**-**	–
Botswana Development Corporation	**6**	8	**-**	–
Loan from shareholders – Group CEO	**57**	51	**-**	–
	264	347	**-**	–
Split between non-current and current portions				
Non-current liabilities	**112**	243	**-**	–
Current liabilities	**152**	104	**-**	–
	264	347	**-**	–

Refer to note 15 for the property, plant and equipment encumbered as security.

Refer to note 34 Changes in liabilities arising from financing activities for details of the movement in the borrowings during the reporting period and note 39 Financial instruments and financial risk management for the fair value of borrowings.

The lenders have made available three term facility loans:
- Facility A1 ended in February 2023
- Facility B is repayable by way of monthly equal instalments commencing in March 2023 and ending in February 2026
- Facility C is repayable in by way of a lump sum in March 2026.

Interest is calculated based on the rate of interest on each loan per annum, which is the aggregate of the applicable: (a) margin and: (b) the reference rate, being the Botswana prime lending rate. Interest accrues on a day-to-day basis and is calculated based on 365 days and the actual number of days elapsed on a 365-day basis. Interest shall accrue on each facility on each interest payment date. The first interest period shall begin at the utilisation date of each loan.

Loan from Botswana Development Corporation

The loan of BWP16 million bears interest at a rate of prime plus 10%, while the remaining loan of BWP35 million bears interest of prime. The loan is unsecured and fully subordinated in favour of other creditors.

Loan from shareholder – Group CEO

The loan bears interest at a rate equal to prime plus 10%. The loan is unsecured and fully subordinated in favour of other creditors.

Facility loans A to C are subject to financial covenants. Under the terms of the major borrowing facilities, the Botswana Group* is required to comply with the following financial covenants, calculated on the basis that IAS 17 *Leases* is still applied:
- Botswana Group gross debt to EBITDA ratio must not exceed 1.5 times (2024: 1.50 times)
- Botswana Group interest cover ratio (EBITDA divided by finance charges) must be a minimum of 5.0 times
- Botswana debt service cover ratio (free cash flow divided by the debt service costs) must be a minimum of 1.2 times.

The covenants are measured quarterly.

* *The Botswana Group consists of the parent Company and the Botswana subsidiary – Choppies Distribution Centre (Pty) Limited.*

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for the year ended 30 June 2025

29. Borrowings continued

The Botswana Group has complied with these covenants throughout the reporting period. As at the reporting date, these ratios measure as follows:

	2025	2024
Gross debt to EBITDA	**0.53**	0.75
Interest cover ratio	**43.7**	17.8
Debt service cover ratio	**2.44**	2.37

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
At the reporting date, borrowings payables were as follows:				
Minimum payments due				
– Not later than one month	**9**	8	**-**	–
– Later than one month and not later than three months	**20**	18	**-**	–
– Later than three months and not later than one year	**146**	96	**-**	–
– 13 to 24 months	**51**	157	**-**	–
– 25 to 36 months	**31**	23	**-**	–
– 37 to 48 months	**35**	26	**-**	–
– 48 months and older	**8**	100	**-**	–
	300	428	**-**	–
Less: Future finance charges	**(36)**	(81)	**-**	–
Present value of borrowings	**264**	347	**-**	–
Present value of minimum payments due				
– Not later than one month	**9**	7	**-**	–
– Later than one month and not later than three months	**18**	15	**-**	–
– Later than three months and not later than one year	**125**	82	**-**	–
– 13 to 24 months	**41**	147	**-**	–
– 25 to 36 months	**25**	20	**-**	–
– 37 to 48 months	**30**	25	**-**	–
– 48 months and older	**16**	51	**-**	–
	264	347	**-**	–

30. Lease liabilities

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
Minimum lease payments due				
– Not later than one month	**36**	28	**-**	–
– Later than one month and not later than three months	**58**	56	**-**	–
– Later than three months and not later than one year	**217**	227	**-**	–
– 13 to 24 months	**244**	263	**-**	–
– 25 to 36 months	**198**	212	**-**	–
– 37 to 48 months	**229**	226	**-**	–
– 48 months and older	**102**	184	**-**	–
	1 084	1 196	**-**	–
Less: Future finance charges	**(182)**	(219)	**-**	–
Present value of borrowings	**902**	977	**-**	–
Present value of minimum lease payments due				
– Not later than one month	**29**	21	**-**	–
– Later than one month and not later than three months	**46**	43	**-**	–
– Later than three months and not later than one year	**191**	176	**-**	–
– 13 to 24 months	**199**	212	**-**	–
– 25 to 36 months	**167**	177	**-**	–
– 37 to 48 months	**200**	193	**-**	–
– 48 months and older	**70**	155	**-**	–
	902	977	**-**	–
Non-current liabilities	**636**	736	**-**	–
Current liabilities	**266**	241	**-**	–
	902	977	**-**	–

Refer to note 34 Changes in liabilities arising from financing activities for details of the movement in the lease liabilities.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

30. Lease liabilities continued

Details of leases

The Group has leases for businesses it operates in Botswana, Zambia and Namibia. With the exception of short-term leases, each lease is reflected on the statement of financial position as a right-of-use asset and a lease liability. Variable lease payments that do not depend on an index or a rate (such as lease payments based on a percentage of Group sales) are excluded from the initial measurement of the lease liability and asset. The Group classifies its right-of-use assets in a consistent manner to its property, plant and equipment (see note 15).

Each lease generally imposes a restriction that, unless there is a contractual right for the Group to sublet the asset to another party, the right-of-use asset can only be used by the Group. Leases are either non-cancellable or may only be cancelled by incurring a termination fee. Most leases contain an option to extend the lease for a further term. The Group is prohibited from selling or pledging the underlying leased assets as security. Further, the Group must ensure items of property, plant and equipment and incur maintenance fees on such items in accordance with the lease contracts.

Scania Finance Southern Africa (Pty) Limited

Instalment sale agreement liabilities

These lease liabilities are secured over motor vehicles with a net book value of BWP92 million (2024: BWP98 million). These liabilities bear interest at the South African prime lending rate less 0.5% – 1% per annum and are repayable in 24 – 36 monthly instalments.

Bank Windhoek

These liabilities are secured over equipment with a net book value of BWP16 million (2024: BWP20 million). These liabilities bear interest at the South African prime lending rate less 0.5% – 1% per annum and are payable in 24–36 monthly instalments.

Alensy Energy Solutions (Pty) Limited

These lease liabilities are secured over solar equipment with a net book value of BWP1 million (2024: BWP1 million). These liabilities bear interest at the South African prime lending rate plus 2% per annum and are repayable in 36 monthly instalments.

Lease payments not recognised as a liability

The Group has elected not to recognise a lease liability for short-term leases (leases with an expected term of 12 months or less) or for leases of low-value assets. Payments made under such leases are expensed on a straight-line basis. In addition, certain variable lease payments are not permitted to be recognised as lease liabilities and are expensed as incurred.

The expense relating to payments not included in the measurement of the lease liability is as follows:

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
Variable lease payments	**30**	6	**–**	–

Variable lease payments expensed on the basis that they are not recognised as a lease liability include rentals based on revenue from the use of the underlying asset. Variable lease payments are expensed in the period they are incurred.

Additional information on the leased assets by class of assets is as follows:

	Carrying amounts	Depreciation expense	Impairment
30 June 2025			
Buildings	**712**	**209**	**–**
Motor vehicles	**92**	**8**	**–**
Solar equipment	**17**	**1**	**–**
	821	**218**	**–**
30 June 2024			
Buildings	754	221	–
Motor vehicles	98	11	–
Equipment	20	1	–
Solar equipment	1	–	–
	873	233	–

The leased assets are included in the same line item as where the corresponding underlying assets would be presented if they were owned.

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31. Deferred tax asset and liability

Movement in deferred tax is analysed as follows:

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
Reconciliation of deferred tax asset/(liability)				
At the beginning of the year	**(1)**	8	**-**	–
Charge to profit/(loss)	**(17)**	13	**-**	–
Foreign exchange differences	**3**	(8)	**-**	–
Acquisition of Kamoso Africa (Pty) Limited	**-**	5	**-**	–
Sale of business	**-**	(19)	**-**	–
	(15)	(1)	**-**	–
Deferred tax liability				
Accelerated capital allowances	**(26)**	(70)	**-**	–
Right-of-use asset	**(109)**	(132)	**-**	–
Unrealised foreign exchange loss	**(14)**	7	**-**	–
Total deferred tax liability	**(149)**	(195)	**-**	–
Deferred tax asset				
Other deferred tax asset	**-**	3	**-**	–
Lease liabilities	**134**	165	**-**	–
Deferred tax balance from temporary differences other than unused tax losses	**134**	168	**-**	–
Tax losses carried forward	**-**	26	**-**	–
	134	194	**-**	–
Total deferred tax asset	**134**	194	**-**	–
Deferred tax liability	**(149)**	(195)	**-**	–
Deferred tax asset	**134**	194	**-**	–
Total net deferred tax (liability) asset	**(15)**	(1)	**-**	–
Deferred tax relating to tax losses shown separately under non-current assets	**27**	32	**-**	–
Deferred tax liability shown separately under non-current liabilities	**(42)**	(33)	**-**	–
	(15)	(1)	**-**	–

Deferred tax assets and liabilities are offset only if certain criteria are met.

Recoverability of deferred tax assets

Deferred tax assets have been recognised for the carry forward amount of unused tax losses relating to the Group's operations where there is compelling evidence that it is probable that sufficient taxable profits will be available in the future to utilise the tax losses carried forward by the specific company to which it relates. Management has carefully assessed the entities' ability to generate future taxable profits against which the recognised tax losses can be utilised. Such assessments are based on the approved budgets and the forecasts of the entities, including their ability to raise funding to maintain and support their operations.

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
32. Amounts due to related parties				
Amounts due to related entities	**28**	23	**247**	–

These balances are trade-related, unsecured, interest-free and are repayable under normal trading terms. Refer to note 37 for the details of related party balances and transactions.

All amounts are short term. The carrying values of amounts due to related entities are considered to be a reasonable approximation of fair value.

33. Trade and other payables

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
Financial instruments:				
Trade payables	**1 067**	921	**-**	–
Other payables	**159**	169	**2**	1
Non-financial instruments:				
Withholding tax payable	**8**	8	**-**	–
VAT payables	**28**	26	**-**	–
Payroll-related accruals	**98**	78	**-**	–
	1 360	1 202	**2**	1

Other payables include expenses payable, payroll liabilities, deposits and third-party payment liabilities.

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	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024

33. Trade and other payables continued

Financial instrument and non-financial instrument components of trade and other payables

	2025	2024	**2025**	2024
At amortised cost	**1 226**	1 090	**2**	1
Non-financial instruments	**134**	112	**–**	–
	1 360	1 202	**2**	1

Minimum payments due

	2025	2024	**2025**	2024
Not later than one month	**835**	650	**–**	–
Later than one month and not later than three months	**285**	338	**–**	–
Later than three months and not later than one year	**240**	214	**–**	–
	1 360	1 202	**–**	–

Fair value of trade and other payables

All amounts are short term. The carrying values of trade and other payables are considered to be a reasonable approximation of fair value. Information on the Group's exposure to currency and liquidity risks is included in note 39.

34. Changes in liabilities arising from financing activities

Reconciliation of liabilities arising from financing activities – Group – 2025

	Opening balance	**New**	**Acquisition**	**Interest accrued**	**Repayments**	**Foreign exchange movements**	**Terminations**	**Closing balance**
Borrowings	**347**	**–**	**–**	**9**	**(92)**	**–**	**–**	**264**
Lease liabilities	**977**	**198**	**–**	**73**	**(320)**	**(2)**	**(24)**	**902**
Total liabilities from financing activities	**1 324**	**198**	**–**	**82**	**(412)**	**(2)**	**(24)**	**1 166**

Reconciliation of liabilities arising from financing activities – Group – 2024

	Opening balance	New	Acquisition	Interest accrued	Repayments	Foreign exchange movements	Terminations	Closing balance
Borrowings	369	80	77	–	(179)	–	–	347
Lease liabilities	828	294	137	–	(253)	(2)	(27)	977
Total liabilities from financing activities	1 197	374	214	–	(432)	(2)	(27)	1 324

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Figures in Pula million	Group 2025	Group 2024	Company 2025	Company 2024
35. Dividends per share				
Dividend per share – Thebe				
Number 9 paid 16 April 2025 (2024: 7)	**1.600**	1.600	**-**	–
Dividends per share declared – Thebe				
Number 10 payable 28 October 2025 (2024: 8)	**0.600**	1.400	**-**	–
Dividends paid/payable				
Number 7 – paid	**-**	29	**-**	–
Number 0 – paid	**26**	–	**-**	–
Number 9 – paid	**29**	–	**-**	–
Paid this period	**55**	29	**-**	–
Number 10 – payable	**11**	–	**-**	–

The Board ensures that it complies with the liquidity and solvency requirements of the Botswana Companies Act before any dividend payment.

36. Contingencies

The Group has the following contingent liabilities at the reporting date:

36.1 Choppies Enterprises Limited has the guarantees issued for Nanavac Investments (Pvt) Limited valued at BWP116 million (2024: BWP116 million)

36.2 Choppies Enterprises Limited has guarantees issued for Choppies Supermarkets Tanzania Limited: valued at BWP0.1 million (2024: BWP0.1 million).

36.3 Choppies Enterprises Limited has guarantees issued for Choppies Supermarkets Namibia (Pty) Limited: valued at BWP36 million (2024: BWP36 million).

The guarantees are callable on demand.

37. Related parties

Relationships

Subsidiaries — Refer to note 20

The Group's related parties include its key management and companies with common directors and ownership.

Unless otherwise stated, none of the transactions incorporates special terms and conditions and no guarantees were given or received. Outstanding balances are usually settled in cash.

Figures in Pula million	Group 2025	Group 2024	Company 2025	Company 2024
Related party balances – net				
Amounts due from related entities (subsidiaries)				
Choppies Distribution Centre (Pty) Limited	**-**	–	**(34)**	400
Nanavac Investments (Pty) Limited	**-**	–	**35**	35
Nanavac Investments (Pty) Limited – impairment	**-**	–	**(35)**	(18)
Choppies Supermarkets Limited (Zambia)	**-**	–	**10**	10
	-	–	**(24)**	427

The balances are unsecured, interest-free and repayable on demand. No other impairment losses have been recognised during the financial year.

Related entities are third parties in which one or both of the founding shareholders or their immediate family members have significant control through ownership or directorship.

These balances are trading-related, are based on mutually agreed terms and conditions, unsecured and interest-free and are payable under normal trading terms. A detailed list of entities is available on request.

Amounts due from related entities (third parties)	**9**	3	**-**	–

The balances are trading-related, are based on mutually agreed terms and conditions, unsecured and interest-free and repayable under normal trading terms. A detailed list of entities is available on request.

Amounts due to related entities (third parties)	**28**	23	**-**	–
Related party transactions Sale of stock to related entities	**26**	29	**-**	–
Purchase of goods or services from related entities	**445**	431	**-**	–

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

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Figures in Pula million	Group 2025	Group 2024	Company 2025	Company 2024

37. Related parties continued

Rent paid to/(received from) related parties				
The Far Property Company Limited*	**86**	74	**-**	–

* *Rent paid is the actual rental payments as per the lease agreements. Included in the statement of profit or loss and other comprehensive income is an interest expense of BWP16 million (2024: BWP17 million) relating to the right-of-use asset.*

38. Directors' and prescribed officers' emoluments

The table below provides key management personnel's compensation during the year, including directors. These amounts are included in employee costs in note 7.

Figures in Pula million	Group 2025	Group 2024	Company 2025	Company 2024
Directors' fees – BWP'000				
Non-executive Directors				
FE Ismail	**333**	333	**-**	–
DKU Corea	**600**	733	**-**	–
CJ Haward	**400**	400	**-**	–
V Chitalu	**633**	767	**-**	–
RP De Silva	**633**	733	**-**	–
N Graaff	**100**	–	**-**	–
A Dondo	**100**	267	**-**	–
	2 799	3 233	**-**	–
Salaries – BWP'000				
Executive Directors				
R Ottapathu	**7 054**	8 737	**-**	–
Retainer fees – BWP'000				
Non-executive Directors				
FE Ismail	**300**	300	**-**	–
DKU Corea	**660**	660	**-**	–
CJ Haward	**360**	360	**-**	–
V Chitalu	**646**	661	**-**	–
RP De Silva	**500**	500	**-**	–
N Graaff	**86**	–	**-**	–
A Dondo	**68**	171	**-**	–
	2 620	2 652	**-**	–

Figures in Pula million	Group 2025	Group 2024	Company 2025	Company 2024
Salaries – BWP'000				
Related to other key management personnel				
V Madhavan	**8 468**	12 411	**-**	–
M Rajcoomar	**3 823**	4 648	**-**	–
V Sanooj	**3 298**	3 870	**-**	–
	15 589	20 929	**-**	–

Share-based payments are included in the salaries as follows:

	Group 2025	Group 2024	Company 2025	Company 2024
V Madhavan	**2 214**	4 281	**-**	–
M Rajcoomar	**278**	365	**-**	–
V Sanooj	**241**	316	**-**	–
	2 733	4 962	**-**	–

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39. Financial instruments and risk management

Categories of financial instruments

Categories of financial assets

	Note(s)	Amortised cost	Total	Fair value
Group – 2025				
Amounts due from related parties	22	**50**	**50**	**50**
Trade and other receivables	24	**153**	**153**	**153**
Cash and cash equivalents	25	**170**	**170**	**170**
		373	**373**	**373**
Group – 2024				
Amounts due from related parties	22	43	43	43
Trade and other receivables	24	133	133	133
Cash and cash equivalents	25	206	206	206
		382	382	382

	Note(s)	Amortised cost	Total	Fair value
Company – 2025				
Amounts due from related parties	22	**223**	**223**	**223**
Trade and other receivables	24	**1**	**1**	**1**
Cash and cash equivalents	25	**4**	**4**	**4**
		228	**228**	**228**
Company – 2024				
Amounts due from related parties	22	427	427	427
Trade and other receivables	24	2	2	2
Cash and cash equivalents	25	4	4	4
		433	433	433

Carrying value is a reasonable approximation of fair value.

Categories of financial liabilities

	Note(s)	Amortised cost	Total	Fair value
Group – 2025				
Trade and other payables	33	**1 226**	**1 226**	**1 226**
Amounts due to related parties	32	**28**	**28**	**28**
Borrowings	29	**264**	**264**	**264**
Lease liabilities		**902**	**902**	**902**
Bank overdraft	25	**85**	**85**	**85**
		2 505	**2 505**	**2 505**
Group – 2024				
Trade and other payables	33	1 090	1 090	1 090
Amounts due to related parties	32	23	23	23
Borrowings	29	347	347	347
Lease liabilities		977	977	977
Bank overdraft	25	81	81	81
		2 518	2 518	2 518

	Note(s)	Amortised cost	Total	Fair value
Company – 2025				
Trade and other payables	33	**2**	**2**	**2**
Amounts due to related parties	32	**247**	**247**	**247**
		249	**249**	**249**
Company – 2024				
Trade and other payables	33	1	1	1

Carrying value is a reasonable approximation of fair value because of the short-term nature or market-related terms of the liabilities.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

39. Financial instruments and risk management continued

Capital risk management

The capital structure and gearing ratio of the Group at the reporting date was as follows:

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Consistent with others in the industry, the Group monitors capital on the basis of the gearing ratio.

This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including "current and non-current borrowings" as shown in the statement of financial position) less cash and cash equivalents. Total capital is calculated as "equity", as shown in the statement of financial position, plus net debt.

There have been no changes to what the entity manages as capital, the strategy for capital maintenance or externally imposed capital requirements from the previous year.

Financial risk management

Overview

The Group is exposed to credit, liquidity, interest rate and foreign currency risk due to the effects of changes in debt, exchange rates and interest rates experienced in the normal course of business. The Group's objective is to effectively manage each of the risks associated with its financial instruments in order to minimise the potential adverse effect on the financial performance and position of the Group.

Risk management framework

The Group's Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group's Board of Directors, through the audit and risk committee, oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group.

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, will affect the Group's income or the value of its holdings in financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters while optimising the return on investment.

Credit risk

The Group has exposure to credit risk, which is the risk that a counterparty will be unable to pay amounts in full when due. Key areas where the Group is exposed to credit risk are:

- Amounts due from related entities
- Trade and other receivables
- Cash and cash equivalents
- Advances and deposits
- Financial guarantee contracts at a Company level.

The Group limits the levels of credit risk it accepts by placing limits on its exposure to a single counterparty or groups of counterparties. The Group has no significant concentration of credit risk, and exposure to third parties is monitored as part of the credit control process.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

39. Financial instruments and risk management continued

Reputable financial institutions are used for investing and cash handling purposes. All money market instruments and cash equivalents are placed with financial institutions registered with banks registered in the geographical areas where the Group operates. Banks in Botswana are not rated, but most of the banks are subsidiaries of major South African or United Kingdom-registered institutions.

The expected credit loss on cash and cash equivalents has been assessed as low risk due to the short-term nature of these balances and the creditworthiness of the financial institutions.

The Company applies the IFRS 9 simplified model of recognising lifetime expected credit losses for all trade receivables as these items do not have a significant financing component.

In measuring the expected credit losses, the trade receivables that have similar characteristics are grouped together and assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due and according to the geographical location of customers, where applicable.

In determining the level of likely credit losses on write-off of trade receivables, the Group has taken cognisance of historical collections from external debt collection processes and delayed settlement arrangements with debtors, as well as the impact that the expected future development of macroeconomic indicators and US tariffs may have on historical collection and default rates, including the possible impact of the Russia-Ukraine war on its business and collection.

Trade receivables are considered irrecoverable where:

- The customer has not made any payment within 180 days from the date of invoice (at which stage amounts are considered in full default)
- No alternative payment arrangements have been made and adhered to by the customer during the first 90 days after date of invoice
- Alternative collection efforts (mainly through external debt collection agencies), initiated once the invoice has been outstanding for more than 90 days, have failed.

On the above basis, the expected credit loss for trade receivables as at 30 June 2025 was determined as follows (refer to note 24).

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

39. Financial instruments and risk management continued

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date is summarised as follows:

		2025			2024		
	Note(s)	**Gross carrying amount**	**Credit loss allowance**	**Amortised cost/ fair value**	Gross carrying amount	Credit loss allowance	Amortised cost/ fair value
Group							
Amounts due from related parties	22	**50**	**-**	**50**	43	–	43
Trade and other receivables	24	**185**	**(2)**	**153**	157	(4)	133
Cash and cash equivalents	25	**170**	**-**	**170**	206	–	206
		405	**(32)**	**373**	406	(24)	382
Amounts due from related parties – net	22	**223**	**-**	**223**	427	–	427
Trade and other receivables	24	**1**	**-**	**1**	1	–	1
Cash and cash equivalents	25	**4**	**-**	**4**	4	–	4
		228	**-**	**228**	432	–	432
Company							
Guarantees	36	**152**	**-**	**152**	152	–	152

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

39. Financial instruments and risk management continued

Liquidity risk

The maturity profile of contractual cash flows of non-derivative financial liabilities, and financial assets held to mitigate the risk, are presented in the following table. The cash flows are undiscounted contractual amounts.

	Note(s)	Less than 1 month	Later than one month not later than three months	Later than three months and not later than one year	13 to 24 months	25 to 36 months	37 to 48 months	48 months and later	Total	Carrying amount
Group – 2025										
Non-current liabilities										
Borrowings	29	**–**	**–**	**–**	**51**	**31**	**35**	**8**	**125**	**112**
Lease liabilities		**–**	**–**	**–**	**244**	**198**	**229**	**102**	**773**	**636**
Current liabilities										
Trade and other payables	33	**701**	**285**	**240**	**–**	**–**	**–**	**–**	**1 226**	**1 226**
Amounts due to related parties	32	**28**	**–**	**–**	**–**	**–**	**–**	**–**	**28**	**28**
Borrowings	29	**9**	**20**	**146**	**–**	**–**	**–**	**–**	**175**	**152**
Lease liabilities		**36**	**58**	**217**	**–**	**–**	**–**	**–**	**311**	**266**
Bank overdraft	25	**85**	**–**	**–**	**–**	**–**	**–**	**–**	**85**	**85**
		859	**363**	**603**	**295**	**229**	**264**	**110**	**2 723**	**2 505**
Group – 2024										
Non-current liabilities										
Borrowings	29	–	–	–	157	23	26	100	306	243
Lease liabilities		–	–	–	263	212	226	184	885	736
Current liabilities										
Trade and other payables	33	549	338	199	–	–	–	–	1 090	1 090
Amounts due to related parties	32	23	–	–	–	–	–	–	23	23
Borrowings	29	8	18	96	–	–	–	–	122	104
Lease liabilities		28	56	277	–	–	–	–	361	241
Bank overdraft	25	81	–	–	–	–	–	–	81	81
		689	412	572	420	235	252	284	2 868	2 518

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

39. Financial instruments and risk management continued

Company – 2025	Note(s)	Less than 1 month	Later than one month not later than three months	Later than three months and not later than one year	13 to 24 months	25 to 36 months	37 to 48 months	48 months and later	Total	Carrying amount
Current liabilities										
Trade and other payables	33	**2**	**–**	**–**	**–**	**–**	**–**	**–**	**2**	**2**
Amounts due to related parties	32	**247**	**–**	**–**	**–**	**–**	**–**	**–**	**247**	**247**
Guarantees	36	**152**	**–**	**–**	**–**	**–**	**–**	**–**	**152**	**152**
Company – 2024										
Current liabilities										
Trade and other payables	33	1	–	–	–	–	–	–	1	1
Guarantees	36	152	–	–	–	–	–	–	152	152

Choppies Enterprises Limited has financial guarantees issued for Nanavac Investments (Pvt) Limited valued at BWP116 million (2024: BWP116 million), Choppies Supermarkets, Namibia (Pty) Limited valued at BWP36 million (2024: BWP36 million) and Choppies Supermarkets Tanzania Limited valued at BWP0.1 million (2024: BWP0.1 million). Management has assessed the probability of these entities defaulting as low, and any loss given default as insignificant based on their financial position and the fair value of the underlying property provided as security on these loans. On this basis, the liability for financial guarantees was determined to be BWP nil in the years presented.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

39. Financial instruments and risk management continued

Foreign currency risk

Exposure in Pula

The net carrying amounts, in Pula, of the various exposures, are denominated in the following currencies. The amounts have been presented in Pula by converting the foreign currency amounts at the closing rate at the reporting date.

		Group		Company	
Figures in Pula million	Note(s)	**2025**	2024	**2025**	2024
US Dollar exposure					
Current assets					
Trade and other receivables	24	**4**	5	**-**	-
Cash and cash equivalents	25	**6**	8	**-**	-
Current liabilities					
Trade and other payables	33	**(45)**	(44)	**-**	-
Net US Dollar exposure		**(35)**	(31)	**-**	-
Current assets					
Trade and other receivables	24	**39**	24	**-**	-
Cash and cash equivalents	25	**8**	17	**-**	-
Current liabilities					
Trade and other payables	33	**(421)**	(263)	**-**	-
Net ZAR exposure		**(374)**	(222)	**-**	-
Net exposure to foreign currency in Pula		**(409)**	(253)	**-**	-

		Group		Company	
Figures in Pula million	Note(s)	**2025**	2024	**2025**	2024
Exposure in foreign currency amounts					
The net carrying amounts, in foreign currency, of the above exposure was as follows:					
US Dollar exposure					
Current assets					
Trade and other receivables	24	**1**	-	**-**	-
Cash and cash equivalents	25	**1**	1	**-**	-
Current liabilities					
Trade and other payables	33	**(5)**	(3)	**-**	-
Net US Dollar exposure		**(3)**	(2)	**-**	-
ZAR exposure					
Current assets					
Trade and other receivables	24	**53**	31	**-**	-
Cash and cash equivalents	25	**11**	21	**-**	-
Current liabilities					
Trade and other payables	33	**(563)**	(352)	**-**	-
Net ZAR exposure		**(499)**	(300)	**-**	-
Exchange rates					
Pula per unit of foreign currency:					
South African Rand		**1.3340**	1.3390	**-**	-
United States Dollar		**0.0750**	0.0736	**-**	-
Average exchange rates					
South African Rand		**1.3355**	1.3741	**-**	-
United States Dollar		**0.0737**	0.0736	**-**	-

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

39. Financial instruments and risk management continued

Foreign currency sensitivity analysis

The following information presents the sensitivity of the Group to an increase or decrease in the respective currencies it is exposed to. The sensitivity rate is the rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency-denominated amounts and adjusts their translation at the reporting date. No changes were made to the methods and assumptions used in the preparation of the sensitivity analysis compared to the previous reporting period.

Company **Increase or decrease in rate**	**2025 Increase**	**2025 Decrease**	2024 Increase	2024 Decrease
Impact on profit or loss before tax:				
South African Rand-denominated assets – banks	**1**	**(1)**	2	(2)
United States Dollar-denominated assets – banks	**1**	**(1)**	2	(2)
South African Rand-denominated assets – receivables	**4**	**(4)**	3	(3)
United States Dollar-denominated assets – receivables	**1**	**(1)**	–	–
South African Rand-denominated liabilities	**(38)**	**38**	(29)	29
United States Dollar-denominated liabilities	**(4)**	**4**	(1)	1
	(35)	**35**	(23)	23

A 10% strengthening of the Botswana Pula against above-mentioned currencies at the reporting date would have had an equal but opposite effect on the Group's profit before taxation and equity to the amounts disclosed above.

The Group reviews its foreign currency exposure, including commitments, on an ongoing basis. The Company expects its foreign exchange contracts to hedge foreign exchange exposure.

Interest rate risk

The Group's interest rate risk arises from borrowings, cash and cash equivalents and loans. Fixed-rate borrowings expose the Group to fair value interest rate risk. Variable-rate borrowings, loans and cash and cash equivalents result in cash flow interest rate risks. Other than ensuring optimum money market rates for deposits, the Group does not make use of financial instruments to manage this risk.

The Group invests with reputable institutions and has obtained borrowings and overdraft facilities, which are subject to normal market interest rate risk. The effective annual interest rates on the Group's call deposits, long-term borrowings and bank overdrafts at year-end were as follows:

Interest rate profile

The following are the Pula equivalent of the balances susceptible to interest rate risk:

Figures in Pula million	Note(s)	**Average effective interest rate 2025**	Average effective interest rate 2024	**Carrying amount 2025**	Carrying amount 2024
Assets					
Call accounts denominated in Pula		**2.00 to 4.00%**	2.00 to 4.00%	**9**	2
Fixed deposits with banks		**5.50 to 7.20%**	5.50 to 7.20%	**6**	8
				15	10
Liabilities					
Borrowings	29	**8.50%**	6.00%	**(264)**	(446)
Lease liabilities	30	**7.73%**	6.60%	**(902)**	(977)
Bank overdraft	25	**7.25%**	6.25%	**(85)**	(81)
				(1 251)	(1 504)
Net variable rate financial instruments				**(1 251)**	(1 504)

	2025	2024
Interest cost		
ABSA Bank of Botswana Limited (overdraft)	Prime plus 0.17%	Prime plus 0.17%
Stanbic Bank Botswana Limited (overdraft)	Prime plus 0.17%	Prime plus 0.17%
First National Bank Botswana Limited (overdraft)	Prime plus 0.17%	Prime plus 0.17%
ABSA Bank of Botswana Limited (term loan)	Prime plus 0.17%	Prime plus 0.17%
Stanbic Bank Botswana Limited (term loan)	Prime plus 0.81%	Prime plus 0.81%
First National Bank Botswana Limited (term loan)	Prime plus 0.81%	Prime plus 0.81%
ABSA Bank of Botswana Limited	Prime plus 2%	Prime plus 2%
Alensy Energy Solutions (Pty) Limited	Prime plus 2%	Prime plus 2%
Scania Finance Southern Africa	Prime plus 2%	Prime plus 2%

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

39. Financial instruments and risk management continued

Interest rate sensitivity analysis

With average interest rates as noted, an increase/decrease of 0.5% (2024: 0.5%) in the current interest rates during the reporting period would have increased/decreased the Group's profit before taxation and equity as disclosed below:

Group **Increase or decrease in rate by 0.5% (2024: 0.5%)**	**2025 Increase**	**2025 Decrease**	2024 Increase	2024 Decrease
Impact on profit or loss:				
Interest paid	**7**	**(7)**	4	(4)

40. Business combinations

During the year, Choppies Namibia and Builders Mart Namibia purchased a store each:

	Choppies Namibia	**Builders Mart Namibia**	**Total**
Property, plant and equipment	**5.0**	**1.0**	**6.0**
Inventories	**1.0**	**1.0**	**2.0**
Total identifiable net assets acquired	**6.0**	**2.0**	**8.0**
Goodwill	**4.0**	**1.0**	**5.0**
Purchase consideration	**10.0**	**3.0**	**13.0**

The purchase consideration was sourced from cash on hand.

The goodwill compromises the value of expected synergies arising from the acquisition, which is not separately recognised. These synergies include expansion of product offerings, trade term agreements and overall availability of resources.

The acquisition-related costs incurred during the financial year are immaterial and were included in administration expenses.

41. Discontinued operations or disposal groups

2025

The Group sold the assets of the Zimbabwe segment in December 2024. The Kamoso general merchandise business Keriotic, the Kamoso South African liquor business Skywalker and the Kamoso Mediland business were discontinued during the June 2024 financial year. Any remaining assets and liabilities were transferred to continuing business.

The operating losses until the date of discontinuation, and assets and liabilities are summarised as follows:

Profit or losses	**Zimbabwe**	**Skywalker**	**Keriotic**	**Mediland**	**Group**
Revenue	**262**	**4**	**-**	**-**	**266**
Gross profit	**55**	**3**	**-**	**-**	**58**
Other income	**2**	**-**	**-**	**-**	**2**
Expenses	**(93)**	**(1)**	**-**	**-**	**(94)**
Foreign exchange gains on Zimbabwe legacy debt receipts	**16**	**-**	**-**	**-**	**16**
Loss on sale of business	**(14)**	**-**	**-**	**-**	**(14)**
Loss on lease modifications and terminations	**(8)**	**-**	**-**	**-**	**(8)**
Net impairment (losses)/reversals	**(4)**	**(1)**	**-**	**-**	**(5)**
Net interest	**-**	**-**	**-**	**-**	**-**
Tax	**-**	**-**	**-**	**-**	**-**
Net loss after tax	**(46)**	**1**	**-**	**-**	**(45)**

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

41. Discontinued operations or disposal groups continued

2025

Other comprehensive (loss)/income	Zimbabwe	Skywalker	Keriotic	Mediland	Group
Foreign currency translation reserve reclassified to profit or loss on disposal of the Zimbabwe segment	**(338)**	**-**	**-**	**-**	**(338)**
Hyperinflationary reserve reclassified to profit or loss on disposal of the Zimbabwe segment	**313**	**-**	**-**	**-**	**313**
Total comprehensive loss for the year	**(71)**	**1**	**-**	**-**	**(70)**
Continuing operations – loss on sale of business	**(14)**	**-**	**-**	**-**	**(14)**
Discontinued operations – net (loss)/profit after tax	**(57)**	**1**	**-**	**-**	**(56)**
Total operations – net (loss)/profit after tax	**(71)**	**1**	**-**	**-**	**(70)**
Liabilities					
Current liabilities					
Trade and other payables	**(35)**	**-**	**-**	**-**	**(35)**
Loss from discontinued operations	**(57)**	**1**	**-**	**-**	**(56)**
Non-cash flow items					
Foreign currency translation reserves reclassified to profit or loss on disposal of the Zimbabwe segment	**338**	**-**	**-**	**-**	**338**
Hyperinflationary reserve reclassified to profit or loss on disposal of the Zimbabwe segment	**(313)**	**-**	**-**	**-**	**(313)**
Other	**(2)**	**(1)**	**-**	**-**	**(3)**
Net cash outflow	**(34)**	**-**	**-**	**-**	**(34)**

2024

Profit or losses	Zimbabwe	Skywalker	Keriotic	Mediland	Group
Revenue	541	28	4	84	657
Gross profit	124	4	3	6	137
Other income	3	–	–	1	4
Expenses	(180)	(6)	(6)	(34)	(226)
Foreign exchange gains on Zimbabwe legacy debts	55	–	–	–	55
Net impairment (losses)/ reversals	(15)	–	–	–	(15)
Net interest	(9)	–	–	(4)	(13)
Tax	(10)	–	–	8	(2)
Net loss after tax	(32)	(2)	(3)	(23)	(60)
Continuing operations – loss on sale of business	–	–	–	–	–
Discontinued operations – net (loss)/profit after tax	(32)	(2)	(3)	(23)	(60)
Assets and liabilities					
Property, plant and equipment	37	–	–	8	45
Inventories	45	–	–	9	54
Trade and other receivables	4	–	–	12	16
Trade and other payables	79	–	–	24	103
Current tax receivable	–	–	–	14	14
Long-term borrowings, including short-term portion	–	–	–	40	40
Loss from discontinued operations	(32)	(2)	(3)	(23)	(60)
Changes in working capital	40	2	(4)	15	53
Investing activities	(3)	(1)	–	1	(3)
Financing activities	(27)	–	1	37	11
Net increase/(decrease) in cash generated	(22)	(1)	(6)	30	1

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS continued

for the year ended 30 June 2025

42. Financial support

Choppies Distribution Centre (Pty) Limited, a wholly owned subsidiary of Choppies Enterprises Limited, has pledged its continued financial and operational support to certain subsidiaries of Choppies Enterprises Limited in order for these companies to continue operating as going concerns in the foreseeable future. Each of these companies is technically insolvent with their liabilities exceeding their assets.

The financial support provided by the Company will continue for each individual Company until such time as the equity and assets, fairly valued, exceed the liabilities for each of the respective individual companies.

Based on the ability of Choppies Distribution Centre (Pty) Limited to continue providing such support, the individual financial statements of these technically insolvent companies have been prepared on the going concern assumption. The shareholders' surplus/(deficits) at the reporting date for each of the companies are summarised as follows:

	Group		Company	
Figures in Pula million	**2025**	2024	**2025**	2024
Foreign subsidiaries in BWP millions				
Choppies Supermarkets Namibia (Pty) Limited	**-**	–	**(32)**	14
Nanavac Investments (Pvt) Limited	**-**	–	**-**	(309)
Kamoso Africa (Pty) Limited Group	**-**	–	**(33)**	(4)
	-	–	**(65)**	(299)

43. Going concern

The Board evaluated the going concern assumption up to the date of signing of these financial statements, considering the current financial position and their best estimate of the cash flow forecasts and considered it to be appropriate in the presentation of the consolidated annual financial statements.

The Board has reviewed the cash flow forecast for the next 12 months as prepared by management and is of the opinion that the Group and Company have more than sufficient liquidity to adequately support its working capital requirements and consequently, is satisfied with the Group and Company's ability to continue as a going concern for the foreseeable future.

The forecasts prepared by management are by month up to September 2026. Management prepared both a base case and downside profit or loss and statements of cash flows. The base case considers latest trends and trading conditions.

The downside assumes a lower level of EBITDA and for each component of working capital we applied the financial year 2025 working capital movements to the financial years 2026 and 2027 downside and lowered working capital inflows to stress test.

The Group's current liabilities exceed its current assets. This is fairly normal for a largely cash business with less than 5% of sales on credit. The current financial assets will not necessarily be the sole source of settling our current financial liabilities. We will settle the current liabilities out of future profits.

The Board, relying on management's assessment, is satisfied that the Group and Company are a going concern and therefore continue to apply the going concern assumption in the preparation of these financial statements.

44. Events after the reporting period

There have been no material changes in the affairs or financial position of the Group, the Company and its subsidiaries from 1 July 2025 to the date of this report.

Shareholders' information

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Our house brands are complemented by a number of confined brands, which enable us to provide more value to consumers and provide a competitive edge. Our popular skin care brand Lumo continues to launch additional products.

SHAREHOLDERS' ANALYSIS

Analysis 2025

Shareholder spread	Number of shareholders 2025	Number of shares	% of total shareholdings
1 – 1000	16 019	2 441 898	0.13
1001 – 10 000	2 160	7 823 122	0.43
10 001 – 100 000	611	17 343 639	0.95
100 001 – 1000 000	97	32 929 778	1.80
Over 1 000 000	54	1 763 923 237	96.68
Total	**18 941**	**1 824 461 674**	**100.00**

Distribution of shareholders	Number of shareholders	Number of shares	% of total shareholdings
Companies	223	506 615 890	27.77
Share scheme	1	9 063 093	0.50
Individuals	18 643	81 906 078	4.49
Institutional investors	71	384 939 056	21.10
Directors	3	841 937 557	46.15
Total	**18 941**	**1 824 461 674**	**100.00**

Shareholders type	Number of shareholders	Number of shares	% of total shareholdings
Non-public shareholders	13	843 730 561	46.25
Public shareholders	18 928	980 746 113	53.75
Total	**18 941**	**1 824 476 674**	**100.00**

Directors	Number of shares	% of total shareholdings
Ramachandran Ottapathu (including indirect holdings)	528 443 123	29
Farouk Ismail (including indirect holdings)	313 358 587	17
Carol-Jean Harward	135 847	0
Don Kumaray U Corea	–	–
Andrew Dondo Mogajane	–	–
Valentine Chitalu	–	–
Ranjith Priyalal De Silva	–	–
Total	**841 937 557**	**46.15**

Top 10 shareholders

Name of top 10 shareholders 2025	Number of shares held 2025	Percentage of holding 2025
Ramachandran Ottapathu	528 443 123	28.96
Farouk Ismail	313 358 587	17.18
Ivygrove Holdings (Pty) Limited	225 543 406	12.36
Marina IV L.P	131 291 985	7.20
Botswana Public Officers Pension Fund	101 592 275	5.57
Botswana Insurance Fund Management	94 204 970	5.16
Bpopf Morula Act Mem Dep Eq	72 802 836	3.99
Export Marketing (BVI) Limited	57 201 319	3.14
Allan Gray	51 591 429	2.83
UBS Switzerland AG-Client Assets	47 483 557	2.60
Total	**1 623 513 487**	**88.99**

SHAREHOLDERS' DIARY

Financial year-end	30 June
2025 Annual General Meeting	28 November 2025
Interim results announcement and dividend declaration	March 2026
Interim FY2026 dividend payment	April 2026
FY2026 annual results announcement	September 2026
Final FY2026 dividend payment	October 2026

NOTICE OF ANNUAL GENERAL MEETING

Choppies Enterprises Limited

(Incorporated in the Republic of Botswana)
(Registration number: BW00001142508)
(BSE share code: CHOP-EQO)
(JSE CHP)(ISIN: BW0000001072)
("**Choppies**" or the "**Group**" or the "**Company**")

Notice is hereby given that an Annual General Meeting ("AGM") of the shareholders of Choppies Enterprises Limited ("Shareholders") will be held at Choppies Innovation Centre, Plot 196, Gaborone International Conference Park ("GICP"), Gaborone, Botswana, as well as by electronic means, at 14:00 on Friday, 28 November 2025 ("AGM" or "the meeting") to:

1. To receive, consider and, if deemed fit, approve the Group Audited Financial Statements for the year ended 30 June 2025 together with the Directors and Auditor's Reports thereon as well as the Integrated Annual Report.
2. To confirm the appointment of Ms Natalie Graaff as a Non-executive Director of the Company.
3. To re-elect and confirm, if deemed fit, the appointment of Mr Uttum Corea, who retires by rotation in terms of Clause 20.9.1 of the Constitution of the Company, and being eligible, offers himself for re-election as an Independent Non-executive Director.
4. To re-elect and confirm, if deemed fit, the appointment of Mr Valentine Chitalu, who retires by rotation in terms of Clause 20.9.1 of the Constitution of the Company, and being eligible, offers himself for re-election as an Independent Non-executive Director.
5. To approve the remuneration policy set out in section 2 of the remuneration report – page 80 of the Integrated Annual Report.
6. To approve the implementation of the remuneration policy as per section 3 of the remuneration report – page 84 of the Integrated Annual Report.
7. To consider and, if deemed fit, ratify the distribution of a dividend of 1.6 thebe per share paid on Thursday, 8 May 2025 and 0.60 thebe per share, payable on Wednesday, 5 November 2025 as set out on page 97 of the Integrated Annual Report.
8. To consider and, if deemed fit, the appointment of Forvis Mazars as auditors of the Company for the ensuing year.
9. To consider and, if deemed fit, ratify the remuneration paid to auditors, Forvis Mazars for the year ended 30 June 2025 as set out on page 99 of the Integrated Annual Report.
10. To consider and, if deemed fit, pass with or without amendment the following resolution as a special resolution: To specially resolve in terms of section 128 of the Companies Act Cap 42:01 to pre-approve the donations of the year ending 30 June 2026, subject to these being made in terms of the Company policy, for charitable purposes and in total not exceeding 1.5% of EBITDA for FY2026.
11. The answering by the Directors to questions put by Shareholders in respect of the affairs and the business of the Company in respect of the year ended 30 June 2025.

IMPORTANT INFORMATION REGARDING ATTENDANCE, PARTICIPATION AND VOTING AT THE AGM

Record dates

The date on which holders of shares listed on the Botswana Stock Exchange must be recorded as such in the register of Shareholders of the Company to be eligible to attend, participate and vote at the AGM is Friday, 21 November 2025.

The date on which holders of shares listed on the JSE Limited must be recorded as such in the register of Shareholders of the Company to be eligible to attend, participate and vote at the AGM is Friday, 21 November 2025, with the last day of trade on the JSE Limited being Tuesday, 18 November 2025.

NOTICE OF ANNUAL GENERAL MEETING continued

PARTICIPATION

In-person participation

The AGM will be held in person for Shareholders who wish to participate in this manner.

Shareholders who choose not to attend in person but seek to appoint a proxy to attend the meeting on their behalf can still submit their proxy forms. Proxy forms are to be delivered or sent by email to the Company Secretary, BP Consulting Services (Pty) Limited ("BP Consulting Services"), as provided for on the proxy form. Where a Shareholder has submitted a proxy form, the person attending the AGM on the Shareholder's behalf shall be presumed to vote in accordance with the instructions of voting set out in the proxy form.

Electronic participation

The AGM will also be held through electronic communication, via a web stream, by which all Shareholders participating in the meeting simultaneously hear each other throughout the meeting, as provided for in section 109 of the Companies Act and the First Schedule to the Companies (Amendment) Act, 2025 – A Constitution of A Public Company Limited by Shares, part A, section 17. The Company's Constitution also permits such electronic communication at a meeting of shareholders.

Shareholders who choose not to attend in person but seek to appoint a proxy to attend the meeting on their behalf can still submit their proxy forms. Proxy forms are to be delivered or sent by email to the Company Secretary, BP Consulting Services, as provided for on the proxy form. Where a Shareholder has submitted a proxy form, the person attending the AGM on the Shareholder's behalf shall be presumed to vote in accordance with the instructions of voting set out in the proxy form.

Shareholders and the proxy of any Shareholder who wish to participate in the AGM by electronic means, will be required to submit the relevant duly completed electronic participation form, which is annexed to the notice of the AGM, together with the relevant documents to BP Consulting Services, as provided for on the form. Shareholders are strongly encouraged to complete their verification well ahead of time.

Once the identity of a Shareholder seeking to attend the meeting and the authority of any person representing such a Shareholder (if the Shareholder is not an individual) or the proxy appointed by a Shareholder and the person seeking to attend the AGM has been verified by BP Consulting Services, the person seeking to attend the AGM will be provided with details on how to join the AGM web stream.

Shareholders who have not appointed a proxy, hence not set forth instructions of voting, and who intend to participate in the meeting, once the identity of the Shareholder has been verified, will be provided with a voting form together with instructions on how to join the AGM web stream. Shareholders or proxies for Shareholders attending the meeting are urged to send their duly completed voting forms to BP Consulting Services by delivery, or by email before the meeting.

Pursuant to article 13.3 of the Constitution of the Company, the Chairman has regulated the procedure to be adopted at the meeting:

- voting will be by poll;
- in terms of article 15.2 of the Constitution, voting will be by way of submission of voting papers by Shareholders or proxies attending the meeting before the meeting or during but before the end of the meeting;
- pursuant to article 15.10 of the Constitution, the auditors, Forvis Mazars, will scrutinise the proxy forms, the voting forms and the results;
- pursuant to article 15.11 of the Constitution, the Chairman shall declare the result after receipt of a certificate from the auditors in terms of article 15.11 of the Constitution.

The Company shall publish the results of each meeting within 48 hours of the conclusion of the meeting.

VOTING INSTRUCTION

Nominee accounts (dematerialised Shareholders other than own-name registered Shareholders)

Shareholders whose shares are held in a nominee account must not complete the attached form of proxy.

If shares are held in a nominee account, then the nominee, Central Securities Depository Participant ("**CSDP**") or broker of such Shareholder should contact the Shareholder to ascertain how to cast votes at the AGM and thereafter cast the Shareholder's vote in accordance with its instruction.
If you have shares in the Company held in a nominee account and have not been contacted it would be advisable for you to contact your nominee or CSDP or broker and furnish them with your instruction. If your nominee, CSDP or broker does not obtain instructions from you, they will be obliged to act in terms of your mandate furnished to them or, if the mandate is silent in this regard, to abstain from voting.

Unless you advise your nominee, CSDP or broker timeously in terms of your agreement by the cut-off time advised by them that you wish to attend the AGM or send a proxy to represent you, your nominee, CSDP or broker will assume you do not wish to attend the AGM or send a proxy.

NOTICE OF ANNUAL GENERAL MEETING continued

If a nominee, CSDP or broker is a company it may appoint a proxy provided that the proxy form is accompanied by a resolution of the nominee, CSDP or broker empowering the person acting on behalf of the nominee, CSDP or broker to appoint the proxy. Alternatively, such nominee, CSDP or broker may appoint by resolution, a person to represent it at a meeting; in such event, the resolution should be delivered to BP Consulting Services at least 48 hours prior to the holding of the meeting. The proxy or representative appointed by the nominee, CSDP or broker should complete the electronic participation form and deliver that to BP Consulting Services.

If you wish to participate in the AGM, you must request the necessary letter of representation from your nominee, CSDP or broker and submit this letter together with the Electronic Participation Form to BP Consulting Services at least 48 hours prior to the holding of the meeting.

Own name Shareholders (certificated and own-name registered dematerialised Shareholders)

"Own name" Shareholders who wish to participate at the AGM themselves by electronic means, should submit their duly completed Electronic Participation Form together with an acceptable form of identification to BP Consulting Services at least 48 hours prior to the holding of the meeting. "Own name" Shareholders attending and participating the AGM in person shall be provided with a voting form upon registration at the meeting.

"Own name" Shareholders may also appoint a proxy to represent them at the AGM by completing the attached proxy form and returning it to BP Consulting Services at least 48 hours prior to the time and date of the meeting. If a Shareholder appoints someone other than the Chairman of the meeting as their proxy and wants the proxy to participate in the AGM, the proxy must complete and submit an Electronic Participation Form to BP Consulting Services at least 48 hours prior to the holding of the meeting.

An Integrated Annual Report updating Shareholders on key issues pertaining to the Company, dealing with certain of the matters which are to be dealt with at the AGM, together with notice convening the meeting, proxy forms, and electronic participation forms (to enable participation of a Shareholder or a proxy in the electronic meeting) will be sent to Shareholders on or about Tuesday, 28 October 2025.

By order of the Board

BP CONSULTING SERVICES (PTY) LIMITED

Company Secretaries

28 October 2025

FORM OF PROXY

Choppies Enterprises Limited
(Incorporated in the Republic of Botswana)
(Registration number: BW00001142508)
(BSE Share Code: CHOP-EQO)
(JSE Share Code: CHP)
(ISIN: BW0000001072)

I/we ______________________ of ______________________ being holder of ______________________ ordinary shares of the Company.

Hereby appoint ____

or failing him/her ______________________________ or the Chairman of the meeting as my/our proxy to vote for me/us at the Annual General Meeting of the Company to be held at 14:00 on Friday, 28 November 2025 (the "Annual General Meeting" or "meeting").

		For	Against	Abstain
Resolution 1	To receive, consider and if deemed fit, approve the Group Audited Financial Statements for the year ended 30 June 2025 together with the Directors and Auditor's Reports thereon as well as the Integrated Annual Report.			
Resolution 2	To confirm the election of Ms Natalie Graaff as a Non-executive Director.			
Resolution 3	To re-elect and confirm, if deemed fit, the appointment of Mr Uttum Corea, who retires by rotation in terms of Clause 20.9.1 of the Constitution of the Company, and being eligible, offers himself for re-election as an Independent Non-executive Director.			
Resolution 4	To re-elect and confirm, if deemed fit, the appointment of Mr Valentine Chitalu, who retires by rotation in terms of Clause 20.9.1 of the Constitution of the Company, and being eligible, offers himself for re-election as an Independent Non-executive Director.			
Resolution 5	To approve the remuneration policy set out in section 2 of the remuneration report – page 80 of the Integrated Annual Report.			
Resolution 6	To approve the implementation of the remuneration policy as per section 3 of the remuneration report – page 84 of the Integrated Annual Report.			
Resolution 7	To consider and if deemed fit, ratify the distribution of dividend of 1.6 thebe per share paid on 8 May 2025 and 0.60 thebe per share, payable on 5 November 2025 as set out on page 97 of the Integrated Annual Report.			
Resolution 8	To consider and if deemed fit, ratify the appointment of Forvis Mazars as auditors of the Company for the ensuing year.			
Resolution 9	To consider and if deemed fit, ratify the remuneration paid to auditors, Forvis Mazars for the year ended 30 June 2025 as set out on page 99 of the Integrated Annual Report.			
Resolution 10	To consider and if deemed fit, pass with or without amendment the following resolution as a special resolution: To specially resolve in terms of section 128 of the Companies Act Cap 42:01 to pre-approve the donations of the year ending 30 June 2026 subject to these being made in terms of the Company policy, for charitable purposes and in total not exceeding 1.5% of EBITDA for FY2026.			

Each Shareholder who is entitled to vote at the Annual General Meeting is entitled to appoint one or more persons as proxy to attend, speak and vote in place of the Shareholder at the Annual General Meeting and the proxy appointed need not be a Shareholder of Choppies. Please read notes 1 to 9 on the reverse side hereof.

Please indicate with an "X" how you wish your votes to be cast.

Signed on this ______________________ day of ______________________ 2025

Signature of Shareholder(s) ____

Assisted by me (where applicable) ____

FORM OF PROXY continued

Note:

1. A Shareholder's instructions to the proxy must be indicated by the insertion of an "X" in the appropriate space provided. Failure to comply herewith will be deemed to authorise the proxy to vote at the Annual General Meeting as he/she deems fit in respect of the Shareholder's votes exercisable thereat. A Shareholder or his/her proxy is obliged to use all the votes exercisable by the Shareholder or by his/her proxy. If the proxy form is signed under a power of attorney, it must be accompanied by a copy of the power of attorney and a signed notice of non-revocation of the power of attorney (unless the power of attorney has already been deposited with the Company).

2. The form appointing such a proxy must be deposited at the office of the Company Secretary, BP Consulting Services (Pty) Limited, Plot 28892 (Portion of plot 50370), Twin Towers, West Wing-First Floor Fairground, Gaborone, Botswana, or by email to kakale@butlerphirieinc.com not less than 48 hours before the meeting.

3. Proxies executed by companies/organisations should be accompanied by a resolution of the organisation appointing the representative to sign the proxy.

4. The completion and lodging of this instrument will not preclude the relevant Shareholder from attending the Annual General Meeting and speaking and voting in person thereat to the exclusion of any proxy appointed in terms hereof should such Shareholder wish to do so.

5. The Chairman of the Annual General Meeting may reject or accept any form of proxy not completed and/or received other than in accordance with the instructions provided in the notice convening the meeting and these notes, provided that he is satisfied as to the manner in which the Shareholder concerned wishes to vote.

6. A form of proxy shall be valid for the Annual General Meeting as well as for any adjournment thereof, unless the contrary is stated thereon.

7. A vote given in accordance with the terms of a proxy shall be valid, notwithstanding the previous death or insanity of the Shareholder, or revocation of the proxy, or of the authority under which the proxy was executed, or the transfer of the ordinary shares in respect of which the proxy is given, provided that no intimation in writing of such death, insanity or revocation shall have been received by the Company not less than one hour before the commencement of the Annual General Meeting or adjourned Annual General Meeting at which the proxy is to be used.

8. Where ordinary shares are held jointly, all joint Shareholders must sign the proxy form.

9. A minor must be assisted by his/her guardian, unless relevant documents establishing his/her legal capacity are produced or have been registered by the Company.

ELECTRONIC PARTICIPATION FORM

Choppies Enterprises Limited

(Incorporated in the Republic of Botswana)
(Registration number: BW00001142508)
(BSE Share Code: CHOP-EQO)
(JSE Share Code: CHP)
(ISIN: BW0000001072)

Shareholders or their proxies who wish to participate in the Annual General Meeting to be held at 14:00 on Friday, 28 November 2025 ("the AGM" or "meeting") via electronic communication ("AGM participant") must notify the Company by delivering this form and supporting documents to the office of the Company Secretary BP Consulting Services (Pty) Limited ("BP Consulting Services"), Plot 28892 (Portion of plot 50370), Twin Towers, West Wing-First Floor Fairground, Gaborone, PO Box 1453, Gaborone, or by email to kakale@butlerphirieinc.com as soon as possible but no later than 14:00 on 26 November 2025.

Shareholders are strongly encouraged to complete their verification well ahead of time.

Each AGM participant who has successfully been verified by BP Consulting Services will be provided with the details on how to join the AGM via web stream. AGM participants who are a proxy for a Shareholder will be provided with a voting form and be presumed to vote at the meeting in accordance with the instructions for voting set out on the proxy form. AGM participants who are not proxies will be provided with a voting form. AGM participants who are not proxies are strongly encouraged to send their completed voting forms to BP Consulting Services before the meeting. AGM participants who have not sent completed voting forms to BP Consulting Services prior to the meeting will be able to complete the voting forms and submit the same to BP Consulting Services by email to kakale@butlerphirieinc.com during but no later than the close of the meeting.

Reference is made to the notice of the AGM for important information regarding participation and voting at the AGM.

Name of registered Shareholder	
Omang/ID/Passport number/Registration number of registered Shareholder	
Name and contact details of CSDP or broker (if shares are held in dematerialised form)	
Shareholder CSD account number/broker account number or own name account number or custodian account number	
Number of ordinary shares held	
Full name of AGM participant	
Omang/ID/Passport number of AGM participant	
Email address of AGM participant	
Cellphone number of AGM participant	

By signing this form, I/we agree and consent to the processing of my/our personal information above for the purposes of participation in the AGM and acknowledge the following:

1. The cost of joining the AGM is for the expense of the AGM participant and will be billed separately by the AGM participant's own internet service provider. The AGM participant is not permitted to share the link with a third party.

2. The Company, its agents and third-party service providers cannot be held accountable and will not be obliged to make alternative arrangements in the event of a loss or interruption of network activity or other network failure due to insufficient airtime, internet connectivity, internet bandwidth, power outages or any other circumstances which prevents any AGM participant or proxy holder from participating in the AGM or voting.

Signed on this ______________________ day of ______________________ 2025

Signature of Shareholder(s) ______________________

Assisted by me (where applicable) ______________________

CORPORATE INFORMATION

Choppies Enterprises Limited
(Incorporated in Botswana on 19 January 2004) (Registration number BW00001142508)
Plot 169
Gaborone International Commerce Park
Gaborone, Botswana

Legal advisers
Armstrongs Attorneys
Second Floor, Acacia House, Prime Plaza
Plot 74538, Western Commercial Road
Central Business District, Gaborone
Tel: +267 395 3481
Website: www.armstrongs.bw

Sponsoring broker
Motswedi Securities (Pty) Limited
Plot 113, Unit 30
Kgale Mews
Gaborone
Tel: +267 3188627/72108088

Company Secretary
BP Consulting Services (Pty) Limited
Plot 28892, Twin Towers, West Wing
First Floor, Fairground
Gaborone, Botswana
Tel: +267 316 2062

Registered address
Plot 28892
Twin Towers West Wing
First Floor, Fairgrounds
Gaborone, Botswana
Tel: +267 316 2062

Botswana Group auditor
Forvis Mazars
Plot 139, Finance Park
Gaborone, Botswana
Tel: +267 395 7466

JSE sponsor
PSG Capital
First Floor, Ou Kollege Building
35 Kerk Street
Stellenbosch, 7600
PO Box 7403
Stellenbosch, 7599
South Africa
Tel: +27 21 887 9602

Bankers

First Capital Bank Botswana Limited
Head Office: Capital House, Plot 17954
Old Lobatse Road
Gaborone, Botswana
Tel: +267 390 7801
Fax: +267 392 2818

Bank of Baroda (Botswana) Limited
Plot 1108, AKD House, Queens Road
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Gaborone, Botswana
PO Box 21559, Bontleng
Gaborone, Botswana
Tel: +267 3933773/3188878
Fax: +267 318 8879
Website: www.bankofbaroda.co.bw

Absa Bank Botswana Limited
Plot 74358
Building 4 Prime Plaza
Central Business District, Gaborone
Tel: +267 395 2041/+267 363 3900
Fax: +267 397 1373

Stanbic Bank Botswana Limited
Stanbic House, Plot 50672
off Machel Drive
Fairgrounds
Private Bag 00168
Gaborone, Botswana
Tel: +267 361 8110
Fax: +267 361 8158
Website: www.stanbicbank.co.bw

Bank Gaborone
Plot 74768, corner Second Commercial and Western
Commercial Road Central Business District
Private Bag 00325
Gaborone, Botswana
Tel: +267 367 1500
Tel: +267 390 4007
Email: info@bankgaborone.co.bw
Website: http://www.bankgaborone.co.bw

Absa Bank South Africa
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33 Richefond Circle, Umhlanga, 4319
South Africa
Tel: +27 31 534 4016
Website: www.cib.absa.africa

CORPORATE INFORMATION continued

Bankers

Nedbank
135 Rivonia Road
Sandton
Johannesburg, 2196
South Africa
Tel: +27 11 294 1714
Website: nedbank.co.za

Access Bank Botswana Limited
Plot 62433 Fairgrounds Office Park
Gaborone Botswana
Tel: +267 399 3300
Website: www.botswana.accessbankplc.com

Bank Windhoek
Second Floor, Capricorn House
119 Independence Avenue
Windhoek, Namibia
Tel: +264 61 299 1494
Email: HillL@bankwindhoek.com.na
Website: www.bankwindhoek.com.na

First National Bank/RMB South Africa
1 Merchant Place
Corner Fredman Drive and Rivonia Road
Sandton 2196
South Africa
Tel: +27 11 282 8000
Website: rmb.co.za

Standard Bank
PO Box 3327
Windhoek
Namibia
Tel: +264 67 304 191
Email: friedae.albertse@standardbank.com.na
Website: www.standardbank.com.na

ABSA Bank Zambia
Stand numbers 4643 and 4644
Elunda Office Park
Addis Ababa Round About
Lusaka, Zambia
www.absa.co.zm
Tel: +260 211 366100
Tel: +260 211 366225

First Capital Bank Zambia Limited
Plot 4604 Ground Floor
Kwacha Pension House, Tito Road
Lusaka, Zambia
Tel: +260 211 368750 770
Website: www.firstcapitalbank.co.zm

First National Bank
Thabo Mbeki Road, Lusaka
Tel: +260 211 36 6800
Website: www.fnbzambia.co.zm

First National Bank of Namibia Limited
RMB Namibia
130 Corner of Independence Avenue of Fidel Castro Street
Parkside, Windhoek
Namibia
Tel: +264 61 299 8899
Email: robaking@rmb.com.na
Website: www.rmb.com.na

Access Bank Zambia Limited
PO Box 35273, Plot 682
Cairo Rd, Lusaka 10101, Zambia
Tel: +260 211 22 7941
Tel: +260 211 22 7956
Website: https://zambia.accessbankplc.com

ABSA Bank Zambia
Stand numbers 4643 and 4644
Elunda Office Park
Addis Ababa Round About
Lusaka, Zambia
www.absa.co.zm
Tel: +260 211 366100
Tel: +260 211 366225

Zambia National Commercial Bank Plc
Head Office
PO Box 33611, Cairo Road
Lusaka, Zambia
Tel: +260 211 22 8979
Website: www.Zanaco.co.zm

ABBREVIATIONS AND DEFINITIONS

AGM	Annual General Meeting
Annual report	Annual report as envisaged in section 215 of the Companies Act
ARC	Audit and risk committee
Basic earnings per share ("EPS") (thebe)	Earnings attributable to ordinary shareholders divided by the weighted average number of ordinary shares calculated in thebe
BDO	Binder Dijker Otte, an international network of public accounting, tax, consulting and business advisory firms that provide professional services
BSE	Botswana Stock Exchange Limited
BWP	Botswana Pula, the functional currency of Botswana
CAPEX	Capital expenditure
CEO	Chief Executive Officer of Choppies Enterprises Limited
CFO	Chief Financial Officer of Choppies Enterprises Limited
CIO	Chief Information Officer
"Choppies" or "the Company"	Choppies Enterprises Limited, listed on the BSE and JSE
CPI (%)	An index of prices used to measure the change in the cost of basic goods and services
CSI	Corporate social investment
CSR	Corporate social responsibility
Diluted basic earnings per share	Earnings attributable to ordinary shareholders divided by the weighted average number of ordinary shares, adjusted for the potential dilutive ordinary shares resulting from share-based payments calculated in thebe
DC	Distribution centre
Diluted headline earnings per share	Headline earnings attributable to ordinary shareholders divided by the weighted average number of ordinary shares, adjusted for the potential dilutive ordinary shares resulting from share-based payments calculated in thebe
EBIT	Earnings before interest and taxation
EBITDA	Earnings before interest, tax depreciation and amortisation
ESG	Environmental, social and governance
FMCG	Fast-moving consumer goods
Forex	Foreign exchange
FY2024	Financial year ended 30 June 2024

FY2025	Financial year ended 30 June 2025
GDP	Gross domestic product
Group	Choppies Enterprise Limited and its subsidiaries
Headline earnings	Determined in terms of the circular issued by the South African Institute of Chartered Accountants by excluding from reported earnings specific separately identifiable re-measurements net of related tax and non-controlling interests
Headline earnings per share ("HEPS")	Headline earnings divided by the weighted average number of ordinary shares in issue during the year (net of treasury shares)
HR	Human resources
IAS	International auditing standards
Integrated Annual Report	A report as required by King IV, the BSE and JSE Listings Requirements and in terms of the International Integrated Reporting Framework guidelines
IFRS	International Financial Reporting Standards, as issued by the International Accounting Standards Board
IT	Information technology
JSE	JSE Limited/Johannesburg Stock Exchange
Kamoso	Kamoso Group Africa (Pty) Limited
King III	King Report on Corporate Governance for South Africa 2009
King IV or King IV report	King Report on Corporate Governance for South Africa 2016
KPI	Key performance indicator
LSM	Living standards measure
MBA	Master of Business Administration
SA Companies Act	The South African Companies Act, 2008 (Act 71 of 2008)
SENS	Stock Exchange News Service of the JSE
SKUs	Stock keeping units
Shares in issue (number)	The number of ordinary shares in issue as listed by the BSE and JSE
The Board	The Board of Directors of Choppies Enterprises Limited
The year	The year ended 30 June 2025
Weighted average number of shares (number)	The number of shares in issue at the beginning of a period, adjusted for shares cancelled, bought back, or issued during the period, multiplied by a time-weighting factor

CHOPPIES

Great value for your money!

www.choppiesgroup.com

Physical and postal address:
Choppies Enterprises Limited
Plot 169, Gaborone International
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Fax: +267 318 6656

Registered office:
BP Consulting Services (Pty) Limited
Plot 28892 (Portion of plot 50370)
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Fairground, Gaborone