



## INTEGRATED REPORT 2026

*A Leading Logistics & Mobility Group*



# The Group's 2026 key performance indicators

## FINANCIAL PERFORMANCE

**REVENUE**  
**R45.83 billion**  
(June 2025: R43.17 billion)

**6.2%** ▲

**EBITDA**  
**R4.16 billion**  
(June 2025: R3.60 billion\*)  
**15.5%** ▲

**OPERATING PROFIT**  
**R2.37 billion**  
(2025: R1.88 billion\*)

**26.6%** ▲

**PROFIT BEFORE TAXATION**  
**R1.77 billion**  
(June 2025: R1.33 billion\*)

**33.5%** ▲

**HEADLINE EARNINGS PER SHARE**  
**334.6 cents**  
(June 2025: 246.1 cents\*)

**36.0%** ▲

**EARNINGS PER SHARE**  
**336.0 cents**  
(June 2025: 256.9 cents\*)

**30.8%** ▲

**CASH GENERATED FROM OPERATING ACTIVITIES**  
**R2.44 billion**  
(June 2025: R1.96 billion)

**24.3%** ▲

**DIVIDEND PER SHARE**  
**55 cents**  
(June 2025: Special dividend of R16.30)

**SUPPLY CHAIN:**  
Solid overall performance from the South African industrial businesses, supported by strong results from the quick-service restaurant and FMCG businesses.

**COMMODITY TRANSPORT:**  
Strong performance, with higher revenue and significantly improved trading profits across the coal and copper transport operations.

**ADER:**  
Exceptional performance, driven by significant growth across the home delivery, commercial and logistics segments.

**FLEET SOLUTIONS:**  
Fleet Africa performed strongly, supported by significant vehicle replacement activity among several major customers. Results were also boosted by the inclusion of four months revenue in the newly acquired DIG operations.

**SOUTH AFRICAN DEALERSHIPS:**  
Robust performance, with new vehicle volumes outperforming the NAAMSA dealer market. Chinese and Indian brands maintained momentum, with 31 dealerships now representing these brands.

**UNITED KINGDOM DEALERSHIPS:**  
Substantially improved performance, with new vehicle sales volumes significantly outperforming national passenger market growth. Emerging Chinese brands now account for a growing share of new vehicle sales, making an increasingly important contribution to divisional performance.

\* Restated for continuing operations

## ENVIRONMENTAL PERFORMANCE

A **32%** decrease in water consumed

Reduced carbon emissions from electricity by **7%**

A steady increase in the amount of solar kilowatt hours utilised

Fleet of **19 650** vehicles all at Euro 3 specification or higher

The Group did not incur any sanctions or face prosecution for non-compliance with environmental regulations

## SOCIAL PERFORMANCE

**15 974** people employed in 12 countries  
(2025: 18 842)

**R5.70 billion** in wages and benefits distributed to employees  
(2025: R7.70 billion)

**R2.26 billion** paid in government taxes  
(2025: R2.70 billion)

**143** employees with disabilities  
(2025: 150)

The Group maintained its **Level 2 B-BBEE** accreditation

CSI investments amounted to **R19.8 million**  
(2025: R14.4 million)

In South Africa, **64%** of goods and services were procured from suppliers accredited at B-BBEE Level 3 or higher  
(2025: 59%)

Black employees represent **87%** of the South African workforce  
(2025: 90%) and **81%** of all management  
(2025: 83%)



# Key facts about this report

## What you need to know about this report

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## Welcome to the 2026 Integrated Report for the year ended 30 June 2026

### THIS REPORT'S AUDIENCE

Super Group Limited (Super Group or the Group) prepares its Integrated Report to provide a comprehensive and balanced view of the business. The report is designed to connect and disclose financial, social and governance performance, highlighting how Super Group creates, sustains and protects value over time. It is primarily tailored to meet the information needs of investors and funders, presenting relevant insights into the Group's ability to generate long-term value while managing risks and minimising value erosion.

The report will also be of interest to other stakeholders, including employees, customers, communities and suppliers. It aims to help them understand how the Group addresses current and future challenges and uses resources and relationships to create sustainable value.

**This report is published as an interactive PDF. It is best viewed in Adobe Acrobat for desktop, mobile or tablet.**

### REPORTING SUITE

**Super Group is committed to transparent reporting and effective stakeholder communication. The Group's full reporting suite is available at [www.supergroup.co.za](http://www.supergroup.co.za) and has been prepared in accordance with the requirements and principles of the following reporting frameworks:**

|                                              |                                                         |                                                                                          |                                                                  |                            |
|----------------------------------------------|---------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------|----------------------------|
| International Integrated Reporting Framework | The South African Companies Act, 71 of 2008, as amended | The Listings and Debt and Specialist Securities Listings Requirements of the JSE Limited | King IV™ Report on Corporate Governance™ for South Africa, 2016* | IFRS® Accounting Standards |
|----------------------------------------------|---------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------|----------------------------|

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Super Group's suite of public reports available collectively offer stakeholders a comprehensive view of governance, strategy, performance and sustainability:

- **Integrated Report** – the Group's primary report to shareholders, providing a holistic account of value creation and preservation, financial and operational performance and governance oversight. Environmental, social and governance (ESG) disclosures are included in this report, reflecting Super Group's commitment to responsible corporate citizenship and sustainable development.
- **Annual Financial Statements** – provide a comprehensive overview of the Group's financial position and performance and include the Group Audit Committee report and the Directors' report.
- **Remuneration Report** – disclosure of the Group's remuneration governance, policy and implementation, highlighting how Super Group remunerates fairly, responsibly and in alignment with performance and shareholder interests.
- **Notice of Annual General Meeting (AGM) and forms of proxy** – provides supporting information for shareholders to participate in the AGM to be held on 25 November 2026.
- **Annual results booklet and presentation** – provides a summary of Super Group's financial and operational performance. Includes the summarised consolidated annual financial results and the ordinary cash dividend declaration.
- **King IV™ application assessment** – this document describes how Super Group applies each King IV™ principle. It should be read in conjunction with the reports above to avoid duplication, per the Institute of Directors in South Africa guidance. Relevant governance policies (such as the Code of Ethics, Board Charter and Board Diversity Policy) are publicly accessible on Super Group's website. These, alongside internal governance charters and procedures, support the Board's application of the King IV™ principles.

### REPORT CONTENT DETERMINATION

This report covers the businesses over which the Group has operational control for the year 1 July 2025 to 30 June 2026. Any notable or material events after this date and up to the approval of this report are included and noted accordingly. The report contains a range of information prepared in accordance with the regulations and frameworks mentioned. Its content extends beyond financial reporting to include non-financial considerations and disclosures. It provides insight into the operating environment and associated material matters, risks and opportunities.

Welcome to the 2026 Integrated Report

INTEGRATED THINKING

Integrated thinking is at the core of Super Group’s strategic decision-making. It underpins the Group’s holistic approach to sustainable value creation, reflects how the Group leverages and impacts the six capitals, and forms the foundation of the Group’s integrated reporting.

This approach promotes transparency, strengthens accountability and ensures alignment with the long-term interests of all stakeholders.

MATERIALITY

Super Group applies the concept of double materiality. This double materiality approach identifies the matters that impact the Group’s ability to create or preserve value (financial materiality) and its impact on the environment, communities and society (impact materiality) in the short (one to two years), medium (three to five years) and long term (five years and beyond).

In FY26, four material matters were identified:

- Building resilience in a changing macroeconomic environment
- Leveraging technology and data to create value and protect the business
- Delivering resilient customer-centric solutions
- Embedding sustainable and responsible business practices

These serve as a filter for determining the information included in this report and reflect the expectations and concerns of key stakeholders. They are also priorities at both Board and executive level. Super Group’s approach to determining material matters is explained on  page 26. The material matters, together with how they are managed and leveraged, are discussed on  pages 27 to 29.

NAVIGATING THE REPORT

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FORWARD-LOOKING INFORMATION

This report may contain forward-looking statements concerning the Group’s strategy, financial performance, growth plans and expectations. Such views involve known and unknown risks, assumptions, uncertainties and important factors that could materially influence the performance of the Group. No assurance can be given that these views will prove to be correct, and no representation or warranty expressed or implied is given as to the accuracy or completeness of such views.

ASSESSING THE REPORT’S INTEGRITY

The 2026 Integrated Report is the outcome of a Group-wide reporting process. The Board is ultimately accountable for the accuracy and completeness of this report, supported by the Board committees, Group Exco and robust internal control systems.

Financial information in this report is drawn from the Annual Financial Statements prepared in accordance with the relevant standards. These are audited by the Group’s external auditors, KPMG Inc., in accordance with International Auditing Standards. The Independent Auditor’s Report can be found in the Annual Financial Statements.

Non-financial information is reviewed and approved by the relevant Board committees. TLVT, an accredited verification agency, has verified the Group’s B-BBEE performance and confirmed a Level 2 rating. The verification certificate is available at  <https://supergroup.co.za/transformation-b-bbee/>

THE BOARD’S APPROVAL OF THE 2026 REPORT

The Board acknowledges its responsibility for ensuring the integrity of the Integrated Report. The Board has applied its collective mind to the preparation and presentation of the report, and believes the report addresses all material matters, offers a balanced view of the Group’s financial and operational performance, and accurately reflects its ability to create value in the short, medium and long term.

The Board is satisfied with the reliability of the information presented in this report. It confirms that the report was prepared in accordance with the Integrated Reporting Framework and in compliance with the provisions of the Companies Act, the Group’s Memorandum of Incorporation and any other applicable laws.

The Board approved this Integrated Report on 6 October 2026.

|                              |                                           |
|------------------------------|-------------------------------------------|
| <b>Valentine Chitalu</b>     | ► Chairperson                             |
| <b>Peter Mountford</b>       | ► Chief Executive Officer (CEO)           |
| <b>Colin Brown</b>           | ► Chief Financial Officer (CFO)           |
| <b>David Cathrall</b>        | ► Lead Independent Non-Executive Director |
| <b>Simphiwe Mehlo makulu</b> | ► Independent Non-Executive Director      |
| <b>Pitsi Mnisi</b>           | ► Independent Non-Executive Director      |
| <b>Jack Phalane</b>          | ► Independent Non-Executive Director      |

NAVIGATING ICONS

Capitals

-  Financial capital
-  Manufactured capital
-  Human capital
-  Social and relationship capital
-  Intellectual capital
-  Natural capital

Divisions impacted

-  Supply Chain
-  Dealerships
-  Fleet Solutions

Stakeholders

-  Investors and funders
-  Customers
-  Employees and their representatives
-  Business partners
-  Regulators and industry associations
-  Communities

Material matters

-  **MM1** Building resilience in a changing macroeconomic environment
-  **MM2** Leveraging technology and data to create value and protect the business
-  **MM3** Building resilient, customer-centric operations
-  **MM4** Embedding sustainable and responsible business practices

Risks

-  **R1** Business sustainability
-  **R2** Technology and cyber security
-  **R3** Regulatory compliance

# The essence of Super Group

## Who we are and what we do to create shared value

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Super Group provides leading logistics and mobility solutions across sub-Saharan Africa, the UK and Europe. Headquartered in South Africa and listed on the Johannesburg Stock Exchange, the Group partners with blue-chip clients across multiple industries.



## Understanding Super Group

### Vision

To be a leading mobility solutions, fleet lease, logistics and transport group in the regions in which the Group operates.

### Purpose

To make a tangible and positive impact on customers, stakeholders and the environment.

### HEAD OFFICE:

Situated in Johannesburg, South Africa, the head office serves as a central hub for the decentralised Group. It aligns the operations of three divisions and over 15 900 people working across 12 countries. Its primary purpose is to provide strategic direction, maintain overarching policies and ensure consistent standards and practices throughout the Group.

The head office promotes communication and collaboration among the decentralised units. It reinforces the Group's vision and goals, fostering a sense of belonging and shared purpose among employees spread across different continents.

### Super Group's three divisions provide a comprehensive range of logistics services and mobility solutions.

#### SUPPLY CHAIN

Supply Chain operates across Southern Africa and Europe.

The division combines operational excellence with market-leading technology to design and deliver dynamic supply chain solutions.

The division operates world-class facilities. It leverages an enviable geographic footprint and partnership network to service clients across a range of industries.

|                               |                                        |
|-------------------------------|----------------------------------------|
| Group contribution to revenue | Group contribution to operating profit |
| 44.7%                         | 55.0%                                  |

#### Geographic footprint:



#### FLEET SOLUTIONS

Leveraging specialist fleet management skills and technologies, the division provides customised, world class fleet solutions.

Fleet Africa works with the public and private sector, offering fully maintained operating leases and traditional fleet management solutions.

The DIG Group delivers tailored plant hire solutions to meet the operational demands of mining clients.

|                               |                                        |
|-------------------------------|----------------------------------------|
| Group contribution to revenue | Group contribution to operating profit |
| 3.5%                          | 18.4%                                  |

#### Geographic footprint:



#### DEALERSHIPS

The division operates franchised motor dealerships in South Africa and the UK. The extensive South African dealership network represents most major vehicle brands and offers a wide range of new, used passenger and commercial vehicles.

The UK Dealerships business represents Ford, Omoda, Jaecoo, Chery, Lepas and Maxus.

|                               |                                        |
|-------------------------------|----------------------------------------|
| Group contribution to revenue | Group contribution to operating profit |
| 51.8%                         | 26.6%                                  |

#### Geographic footprint:





## Understanding Super Group



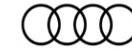
### SUPPLY CHAIN



### FLEET SOLUTIONS



### DEALERSHIPS SA



### DEALERSHIP UK



# Why Super Group is a compelling investment

## 1 DEFENSIBLE MARKET POSITION

*The Group has built a durable competitive advantage that supports sustainable market leadership and resilient earnings.*

- High barriers to entry through scale, infrastructure, fleet, technology and operating footprint.
- Strong customer acquisition and retention, supported by long-term contracts.
- Consistent or growing market share across core businesses.
- Diversified customer base with exposure to niche and growing markets.
- Operational excellence reflected in service quality, reliability and cost leadership.

## 2 LONG-TERM STRATEGIC GROWTH OPPORTUNITY

*The Group is well positioned to capture structural growth opportunities while expanding returns from its existing platform.*

- Expansion into attractive adjacent markets with strong return potential.
- Growth through complementary integrated logistics and mobility service offerings.
- Digital transformation that improves customer experience, productivity and asset utilisation.
- Technology leadership through automation, artificial intelligence (AI) and data analytics.
- ESG initiatives that create commercial opportunities rather than solely ensuring compliance.
- Exposure to favourable long-term trends including urbanisation, e-commerce, infrastructure investment and supply-chain optimisation.

## 3 DISCIPLINED CAPITAL ALLOCATION

*Management consistently allocates capital to maximise long-term shareholder value while maintaining financial flexibility.*

- Strong emphasis on generating returns above the cost of capital.
- Clear capital allocation framework balancing organic investment, acquisitions and shareholder returns.
- Disciplined M&A with successful integration and value creation.
- Conservative balance sheet and prudent debt management.
- Consistent dividend policy supported by sustainable cash generation.
- Share repurchases undertaken when value accretive.

## 4 HIGH-QUALITY LEADERSHIP AND GOVERNANCE

*An experienced leadership team with strong governance delivers consistent execution and creates long-term stakeholder value.*

- Proven record of operational execution and value creation.
- Complementary leadership capabilities across operations, finance, technology and strategy.
- Strong relationships with regulators, customers, labour and strategic partners.
- Deep management bench with clear succession planning.
- Incentive structures aligned with long-term shareholder outcomes.
- Strong governance, risk management and capital stewardship.

## 5 FINANCIAL QUALITY AND RESILIENCE

*The Group consistently delivers high-quality earnings, strong cash generation and financial resilience across economic cycles, providing the capacity to invest for growth while delivering sustainable shareholder returns.*

- Consistent revenue, earnings and free cash flow growth.
- Competitive operating margins and disciplined cost management.
- Robust cash generation and a high cash conversion rate.
- Resilient performance through economic and industry cycles.
- Diversified revenue streams that reduce earnings volatility.
- Strong liquidity and balance sheet flexibility to support strategic investment.
- Excellent liquidity and available funding capacity.

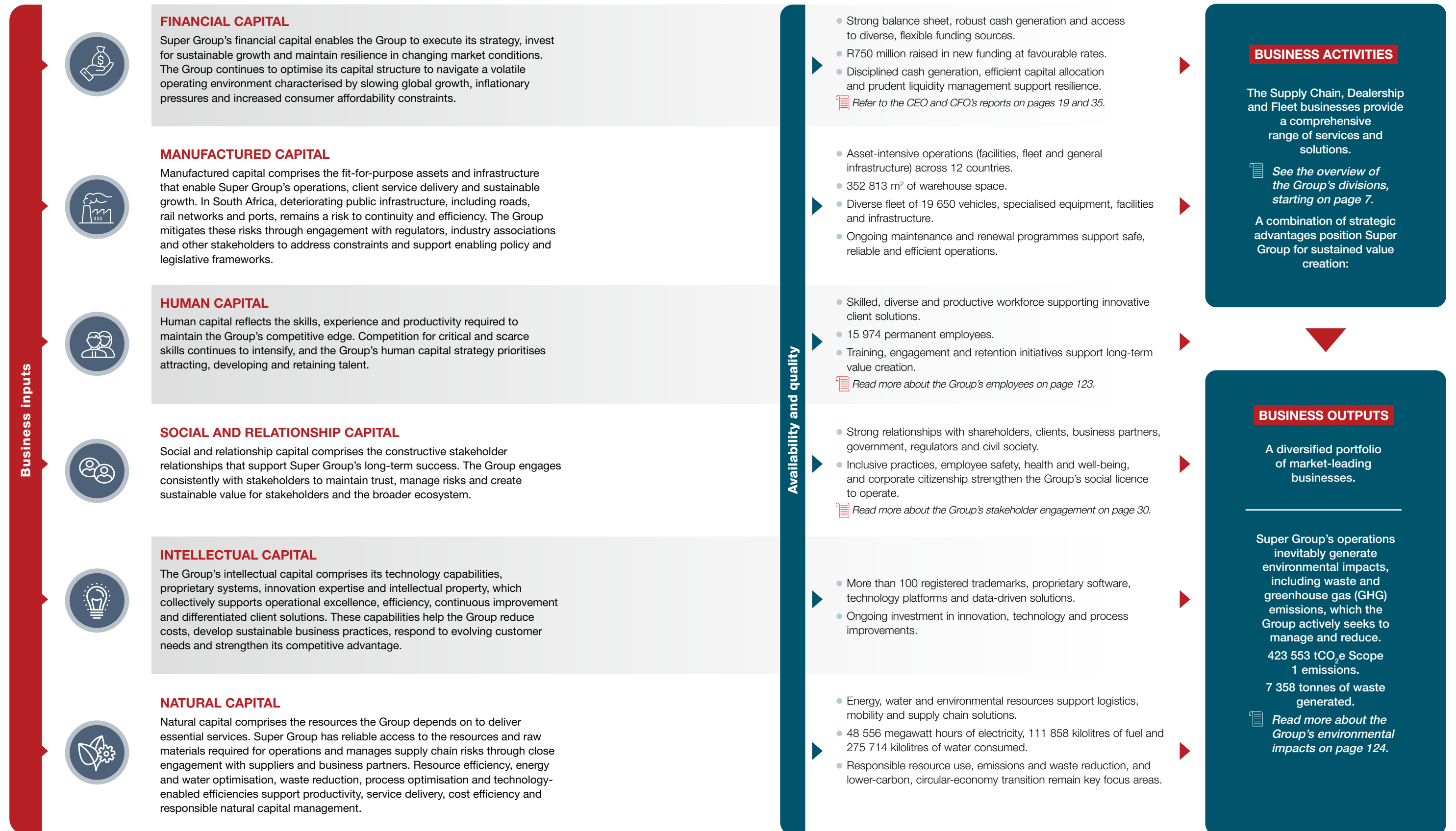
Key evaluation criteria



## The Group's business model

Super Group creates value by leveraging a diverse range of resources, capabilities and strategic relationships, which are transformed through its operations into solutions, services and other outputs that generate value for the Group's stakeholders. While each division operates a distinct business model that reflects the diversified nature of the Group, the key inputs, outputs and outcomes are considered from a consolidated, Group-wide perspective to provide a holistic view of value creation.

## The Group's business model



## The Group's business model

### Business outcomes

#### FINANCIAL CAPITAL

##### Financial metrics

- Revenue increased by 6.2% to R45.83 billion (June 2025: R43.17 billion\*).
- EBITDA increased by 15.5% to R4.16 billion (June 2025: R3.60 billion\*).
- Operating profit increased by 26.6% to R2.37 billion (June 2025: R1.88 billion\*).
- Profit before taxation increased by 33.5% to R1.77 billion (June 2025: R1.33 billion\*).
- Earnings per share increased by 30.8% to 336.0 cents (June 2025: 256.9 cents\*).
- Headline earnings per share increased by 36.0% to 334.6 cents (June 2025: 246.1 cents\*).
- Dividend per share 55 cents (June 2025: Special dividend of R16.30).

\* Restated for continuing operations

##### Distributions to shareholders and debt providers

- Dividends paid: R100.9 million (2025: R6.24 billion)
- Finance costs paid: R996.2 million (2025: R1.16 billion)

##### Key external ratings

The Group's strong financial position and credit profile were reaffirmed, with its long-term national scale rating of "zaAAA" and short-term national scale rating of "zaA-1+" maintained. These ratings reflect the Group's strong balance sheet, liquidity position, and ability to meet its financial obligations.

#### MANUFACTURED CAPITAL

Investment in property, plant and equipment of R12.42 billion (2025: R11.67 billion) enabled the Group to maintain efficient operations.

#### HUMAN CAPITAL

##### Health and safety

- Employee fatalities: 4 (2025: 1)

##### Training and development

- 40% of employees received training (2025: 46%)
- 77 disabled learners (2025: 69)

##### Reward and recognition

- R5.70 billion in wages and benefits paid to employees (2025: R7.70 billion)

##### Diversity and inclusion

- Black employees represent 87% (2025: 90%) of the South African workforce and 81% (2025: 83%) of South African management employees.
- Women represent 17% of the total workforce (2025: 20%).

##### Relationship with organised labour

- 58% employees covered by collective bargaining agreements (2025: 46%).

#### SOCIAL AND RELATIONSHIP CAPITAL

- R19.83 million invested in corporate social investment (CSI) initiatives (2025: R14.4 million).
- R2.26 billion (2025: R2.70 billion) paid in government taxes.
- 64% of goods and services procured from suppliers who are B-BBEE level 3 and higher contributors (2025: 59%).
- Level 2 B-BBEE contributor status maintained.
- Membership of industry associations, where Super Group representatives hold senior positions.

Super Group is a longstanding member of numerous industry associations, with several corporate services and divisional executives serving on the boards of these organisations. Through these roles, they provide thought leadership, contribute industry insights and participate in initiatives that support innovation, collaboration and sustainable growth within the sectors in which our businesses operate.

#### INTELLECTUAL CAPITAL

Scarce skills retained in areas such as data analytics, IT, logistics optimisation, digital solutions and risk management.

Ongoing investment in business intelligence technologies and cyber security solutions.

#### NATURAL CAPITAL

Zero incidents of non-compliance with environmental regulations.

- Trucking fleet at Euro 3 specifications or higher.
- Energy-efficient technology and solar photovoltaic (PV) plants at key sites.
- Water recycling and greywater systems reduce potable water consumption and improve water-use efficiency where operationally feasible.

- 275 714 kilolitres of water consumed (2025: 405 884 kilolitres).
- 48 556 megawatt hours of electricity used (2025: 49 775 megawatt hours).
- 111 858 kilolitres of fuel (diesel and petrol) consumed (2025: 108 263 kilolitres).

**Valentine Chitalu**  
Chairperson

## Reflections from the Chairperson

### NAVIGATING COMPLEXITY, DELIVERING RESULTS

Super Group delivered an excellent financial performance in the year to 30 June 2026, reflecting the strength of a diversified business model, deep client relationships and the vigorous execution of strategic priorities. All divisions contributed to this performance with a strong focus on new business opportunities, evolving customer needs and operational excellence. This robust commercial performance reinforced the Board's confidence in the Group's strategy and its capacity to create enduring value despite the prevailing volatile macroeconomic conditions.

The Board remained actively engaged in overseeing the execution of the Group's strategy, supporting management in navigating risks while capitalising on emerging opportunities. Priority was given to capital allocation, financial strength, geopolitical developments, technological disruption, cyber security and sustainability, recognising that these increasingly interconnected factors will shape the Group's future competitiveness. As market conditions continue to evolve, the Board remains committed to providing the stewardship and oversight necessary to support responsible growth, strengthen the Group's resilience and deliver sustainable growth for all stakeholders.

### RESPONDING TO GLOBAL UNCERTAINTY

The operating environment remained challenging. Geopolitical instability, shifting trade dynamics and ongoing global economic volatility characterised the business landscape during the year. Against this backdrop, the Board remained focused on ensuring that the Group retained the strategic flexibility to capitalise on emerging opportunities.

Regular updates on geopolitical developments, macroeconomic conditions and supply chain risks formed an important part of the Board's oversight agenda. This enabled informed decision-making on matters affecting the Group's operations, customers and strategic priorities, while reinforcing the importance of prudent capital allocation and operational agility.

Super Group is optimally positioned for strategic high growth opportunities within its core logistics, fleet lease and dealership operations.

Super Group's diversified business model, strong balance sheet and decentralised operating structure provide stability and adaptability in an uncertain macroeconomic and geopolitical environment. While many external factors remain beyond our control, the Board is confident that Super Group is well positioned to navigate an increasingly complex business environment and create value for shareholders and other stakeholders.

 *Read more about what differentiates the Group on page 10.*

### ACCELERATING DIGITAL TRANSFORMATION RESPONSIBLY

Digital transformation is reshaping the industries in which Super Group operates, creating new opportunities to enhance efficiency, strengthen customer experiences and unlock competitive advantage. AI and advanced analytics are increasingly enhancing operational performance, optimising asset utilisation, strengthening decision-making and accelerating innovation across the Group's logistics and mobility businesses. Recognising the importance of these developments, the Board supported management in building the capabilities, technologies and data-driven insights required to

position the Group for future success. Close oversight of the digital transformation agenda was maintained, ensuring that technology investments support the Group's value creation objectives.

In the course of the year, the Board received regular updates on the Group's digital and data strategies, cyber security measures, emerging technology risks and the frameworks supporting the responsible adoption of AI. Particular attention was given to data privacy, cyber resilience and information security to ensure that technological advancement strengthens, rather than compromises, the Group's competitiveness.

 *Read more about how the Group governs data, information and technology on page 59.*

The Board recognises that technology alone does not create competitive advantage; it is the capability and commitment of our people that enable lasting success. As the Group continues to embrace digital transformation and evolving ways of working, investing in the attraction, development and retention of talented employees remains a strategic priority. Building future-ready capabilities through continuous learning and upskilling, creating opportunities for growth, and recognising and rewarding high performance are essential to maintaining a motivated workforce capable of driving innovation and operational excellence. The Board supports management's continued focus on fostering an inclusive, high-performing culture that strengthens the Group's long-term competitiveness.

### USING DOUBLE MATERIALITY TO INFORM BETTER DECISIONS

Sustainable performance depends on understanding both the external factors that influence the Group's ability to create value and the broader impact the Group has on the communities, economies and environments in which it operates. The dual perspective supports more informed decision-making, strengthens our responsibility as a corporate citizen and ensures that ESG considerations remain embedded in the decisions that shape the future of Super Group.

We continue to apply this double materiality perspective as an integral part of our governance and strategic oversight. It provides a valuable lens through which we assess the factors influencing the Group's performance while recognising the impact our operations have on the economy, society and the environment. By considering how these interconnected factors shape our business, the Board is better equipped to make balanced, forward-looking decisions that create lasting value for the Group and its stakeholders.

During the year, we further embedded the principles of double materiality into our oversight processes, ensuring they informed strategic planning, risk management and capital allocation. This enhanced the Board's ability to identify emerging risks, recognise new opportunities and respond proactively to a rapidly changing operating environment.

### EMBEDDING GOVERNANCE THAT ENABLES PERFORMANCE

The Board views governance not simply as a compliance obligation, but as a strategic enabler that provides the oversight and accountability required to navigate a challenging business environment. Effective governance enables the Group to pursue opportunities with confidence, manage risk responsibly and maintain the trust of its stakeholders. As custodian of the

governance framework, the Board is committed to upholding the highest standards of integrity, transparency and accountability. Constructive challenges, independent judgement and robust analysis remain fundamental to our effectiveness, ensuring that strategic decisions are carefully considered and capital is allocated in support of resilient growth.

Strong oversight also depends on clear accountability. Throughout FY26, the Board collaborated closely with its committees, executive management and divisional leadership to maintain effective oversight, embed consistent governance practices and support informed decision-making.

The Board also recognises that effective governance extends beyond formal structures and processes. An ethical, accountable and high-performing culture – underpinned by responsible leadership, sound judgement and stakeholder trust – is fundamental to sustainable success. Stakeholder perspectives continue to inform the Board's deliberations, enabling balanced decision-making and economic value creation.

 *Read more about Super Group's stakeholder engagement on page 30.*

As the operating environment evolves, the Board remains focused on ensuring that governance frameworks keep pace. Digital transformation, AI, cyber security and climate-related risks are an integral element of the Board's agenda.

 *Read more about the Group's governance framework and practices on pages 49–71.*

### RECOGNISING THE COMMITMENT BEHIND OUR SUCCESS

The Board is grateful to Peter Mountford, the executive management team and all employees for their dedication in the face of erratic economic conditions. Their focus on execution and excellence has been instrumental in delivering the Group's strong performance.

I would also like to thank my fellow Directors for their diligence, integrity and constructive engagement. The quality of debate, diversity of perspective and collective commitment demonstrated at Board level remain among our greatest strengths.

The Board expresses its appreciation to Super Group's shareholders and customers for their confidence and collaboration. Their continued support and trust remain fundamental to the Group's long-term success.

Looking ahead, Super Group is well positioned to navigate a volatile operating environment. While uncertainty is likely to remain a defining feature of the global economy, we are confident that the Group's diversified portfolio and outstanding leadership will enable it to capture opportunities and continue to create sustainable value.

**Valentine Chitalu**  
Chairperson  
6 October 2026

# Operating in an interconnected world

## The context that influences our value creation story

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**Peter Mountford**  
Group Chief  
Executive Officer

## Group CEO's review

The US-Iran war and consequent disruption of the Strait of Hormuz has negatively impacted all markets in which the Group operates. Higher energy prices and their direct inflationary impact necessitated decisive mitigating actions across all the Group's businesses. The ability to manage risk and the deployment of capital into energy-efficient solutions have been valuable in managing this operational environment.

Super Group delivered an excellent financial performance in the year to June 2026, as a result of highly efficient operational execution and a strong focus on value enhancing new market opportunities. Despite the continuing macroeconomic volatility, the Group strengthened its market position, advanced its strategic priorities and continued to adapt decisively to the impacts of infrastructural challenges and geopolitical disruption.

The key operational highlights for the year are summarised below:

- **Supply Chain:** The South African commodity-oriented businesses performed strongly, with increased revenue and improved trading profits from both the coal and copper transport operations. The Supply Chain industrial businesses delivered a good financial performance, complemented by strong results from the Fast-Moving Consumer Goods (FMCG) distribution businesses and the quick-service restaurant operations. The pallet distribution and leasing business, launched in calendar 2024, continues to deliver good volume growth.

Ader, which is reported in the Supply Chain segment, delivered an outstanding performance driven by significant growth across the home delivery, commercial and industrial sectors. This business has also been rationalised and costs have been well managed in volatile economic circumstances.

A decisive strategic focus, strong market positions and disciplined execution have positioned Super Group optimally to capture new market opportunities, strengthen competitive advantage and create sustainable long-term shareholder value.

*Super Group remains focused on capitalising on organic and strategic growth opportunities while maintaining focused execution in a volatile macroeconomic environment. We continue to build scalable, high-performing businesses across sub-Saharan Africa and Spain, consolidating and strengthening our competitive position and supporting sustainable value creation for stakeholders.*



## The Group CEO's review

- Fleet Solutions:** Fleet Africa performed strongly, supported by significant vehicle replacement activity among several major customers. Results were also boosted by the inclusion of four months of trading results in the newly acquired DIG operations. The purchase of a 70% shareholding in DIG for an initial purchase consideration of R448 million was concluded with effect from 1 March 2026. A maximum deferred and contingent purchase consideration of up to R160 million also potentially applies to this transaction.
- South African Dealerships:** The South African Dealership operations reported a robust performance, with new vehicle volumes outperforming the NAAMSA dealer market by 4.3% for the year. Revenue performance was supported by a well-diversified portfolio of value and volume brands, together with a substantially expanded representation within the emerging Chinese and Indian brands. The Group invested in 11 new dealerships during the year including the Chery, Geely, GWM, Lepas, Omoda, Jaecoo, Mahindra and Tata brands. The South African dealership network now includes 31 operations representing Chinese and Indian original manufacturers.
- Dealerships UK:** The division delivered a substantially improved performance from its continuing operations. New car sales volumes increased by 22.1% compared to a national passenger market growth of 6.4%. This reflects a 2.0% decrease in volume performance from the Ford dealerships, a 228.5% increase in sales volumes from the Omoda and Jaecoo dealerships, and the addition of three Chery branded outlets.

### STRATEGICALLY FOCUSED FOR LONG-TERM GROWTH

The significant portfolio changes undertaken during FY25 and into FY26 have reshaped the Group and sharpened its strategic focus. The divestment of SG Fleet and inTime and imminent disposal of AMCO have streamlined the portfolio, enabling Super Group to focus on scalable, higher-growth markets where it has established positions and clear opportunities to create long-term value. With this evolution, it is timely to revisit the fundamental strengths of the business and its ability to create sustainable long-term value:

- Super Group has built a diversified business across logistics, mobility and automotive retail.** Its scale, established infrastructure, technology and deep customer relationships provide a strong competitive foundation, while its broad operating footprint and integrated service capabilities create meaningful barriers to entry. A diversified customer base and increasing exposure to attractive niche segments further support earnings quality and long-term competitiveness.

- There are significant opportunities to grow organically and through strategic acquisitions.** Structural trends including e-commerce and traditional supply channels are supportive of complex integrated logistics and mobility solutions. Advancements in automation, AI and data analytics also create opportunities to develop new services, unlock efficiencies and strengthen the Group's competitive differentiation.
- Disciplined capital allocation remains central to the Group's approach to value creation.** Capital is directed towards opportunities that offer attractive returns and sustainable cash generation, while maintaining an appropriate balance between organic investment, strategic acquisitions, balance sheet flexibility and shareholder returns. A prudent approach to leverage, supported by strong cash generation, provides capacity to pursue growth opportunities while maintaining financial resilience.
- An experienced leadership team and established governance framework** support strong operational execution, risk management and capital stewardship. Complementary capabilities across operations, finance and technology provide a strong foundation for consistent execution.

### CREATING COMPETITIVE ADVANTAGE THROUGH TECHNOLOGY

The Group continues to invest selectively in technology, AI and advanced analytics to unlock new opportunities. These investments strengthen operational agility and customer responsiveness while creating a sustainable operational advantage in an increasingly technology-driven environment.

Working closely with customers and suppliers, the Group continues to identify digital solutions that simplify processes, reduce manual intervention and improve the speed, quality and consistency of decision-making. AI, advanced analytics and automation are being applied to practical challenges across the business, in areas such as supply chain optimisation, demand forecasting, predictive maintenance, customer engagement and risk management. Integrating data from IoT, GPS, telematics, operational, financial and transactional sources provide deeper performance insights. These capabilities are optimising service delivery and enabling more effective allocation of costs and resources.

The Group's IT framework provides a structured approach to the secure and responsible use of technology, data and emerging digital capabilities. Continued investment in cyber defence, monitoring, controls and employee awareness further strengthens our ability to manage evolving technology and cyber risks.

### FINANCIAL DELIVERY

The Group's revenue from continuing operations increased by 6.2% to R45.83 billion, driving an increase in operating profit of 26.6% to R2.37 billion. Headline earnings per share from continuing operations of 334.6 cents was 36.0% higher than the prior year. The net cash generated from operating activities of R2.44 billion was also up on the prior year by 24.3%.

The Group's robust financial performance and cash generation enabled the Board to approve a final dividend of 55.0 cents per share. This represents a consistent dividend cover on HEPS from continuing operations of six times. At the same time, Super Group continues to create broader value across its stakeholder base through innovative and leading customer solutions, supporting direct and indirect employment, and investing in the communities in which it operates.

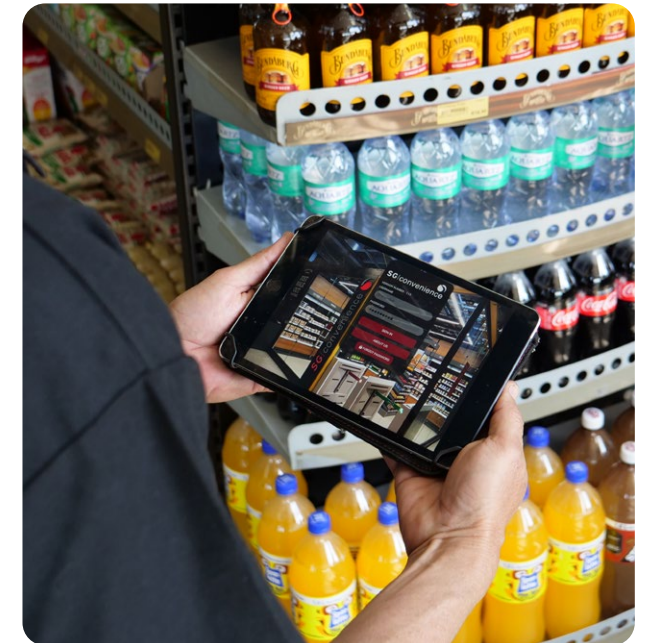
### LOOKING AHEAD

The Group enters the next financial year with a clear focus on improving earnings, despite continued challenging trading conditions across Southern Africa and Europe.

The Consumer Supply Chain and Fleet Lease businesses are well positioned for further growth, supported by the onboarding of new customers and the expansion of service offerings. South African Dealerships are expected to maintain their strong momentum, with revenue growth supported by the ongoing expansion of the Group's portfolio of emerging brands.

In the UK, further earnings improvement will be supported by sales growth in brands such as Omoda, Jaecoo and Chery.

Super Group remains focused on capitalising on organic and strategic growth opportunities while maintaining focused execution in a volatile macroeconomic environment. We continue to build scalable, high-performing businesses across sub-Saharan Africa and Spain, consolidating and strengthening our competitive position and supporting sustainable value creation for stakeholders.



### APPRECIATION

On behalf of the Board and executive team, I extend my thanks to our employees, customers and shareholders for their continued commitment and confidence in Super Group. Their contribution and partnership remain fundamental to our success.

We enter the new financial year with a highly focused portfolio, strong market positions and a clear strategy for sustainable growth. Our priorities are soundly rooted in operational excellence, the expansion into high-growth market niches and responsible capital allocation as we continue to build a stronger and more resilient Group.

#### Peter Mountford

Group Chief Executive Officer  
6 October 2026



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# Global trends shaping the Group’s operating environment

Operating across Southern Africa, Spain and the United Kingdom positions Super Group within a diverse and interconnected landscape shaped by evolving economic, regulatory, technological and geopolitical forces. The Group continuously monitors these developments, evaluating their potential impact on its ability to create, preserve and protect value over the short, medium and long term.

The trends outlined below inform the identification of material matters, strategic priorities, and principal risks and opportunities. This enables the Group to proactively navigate changing market conditions, respond to stakeholder expectations and strengthen its resilience in an increasingly dynamic operating environment.

## 1 Geopolitical developments and macroeconomic uncertainty

The global operating environment remains characterised by geopolitical uncertainty and macroeconomic volatility. Uneven economic growth, currency movements and changing interest rates continue to influence consumer demand, investment decisions and business confidence.

Supply chains are becoming increasingly complex as organisations seek to diversify sourcing strategies, strengthen resilience and improve operational flexibility. This evolving landscape presents opportunities for logistics providers that can deliver innovative, integrated solutions that enhance supply chain agility, provide end-to-end visibility to support more efficient, responsive and adaptable operations.

Energy market volatility, driven by geopolitical disruptions and constraints on global trade routes, continues to affect transport costs, inflation and market uncertainty. While the Group mitigates most fuel price movements through contractual fuel surcharge mechanisms, sustained energy cost increases impact economic activity and trade volumes.

In Southern Africa, infrastructure constraints, electricity and water security challenges, freight rail performance and port inefficiencies continue to affect supply chain reliability and transport costs.

### STRATEGIC IMPLICATIONS

These developments reinforce the importance of a resilient and diversified business portfolio, disciplined capital allocation, strong liquidity and operational agility. They also increase customer demand for integrated logistics and mobility solutions that improve supply chain resilience and operational certainty in a rapidly changing environment.

### OUR STRATEGIC RESPONSE

- The Group maintains a diversified portfolio across its logistics, mobility and automotive activities, underpinned by disciplined capital allocation, prudent balance sheet management and strong liquidity. Its geographic footprint, operational flexibility and continued investment in integrated service capabilities position Super Group to support customers through evolving economic cycles while maintaining resilience and preserving strategic flexibility.

### Why this is material

Macroeconomic resilience influences revenue quality, capital deployment, investment capacity and long-term value creation. These developments also inform the Group’s principal risks relating to economic conditions, supply chain disruption and business continuity.

### Material matters

MM1

 See page 27.

### Primary capitals impacted:



### Primary stakeholders impacted:



 See page 30.



 [Click here to view all icons](#)

## 2 Artificial intelligence, digital transformation and cyber resilience

AI, automation and advanced analytics are transforming how organisations operate, compete and create value. Generative AI, predictive analytics and machine learning are improving productivity, decision-making and customer engagement.

In logistics and fleet operations, AI enables demand forecasting, route optimisation, predictive maintenance, warehouse automation and improved fuel efficiency. Connected vehicles, telematics, Internet of Things (IoT) technologies and cloud platforms enhance asset utilisation, operational visibility and supply chain collaboration.

Automotive retail is also undergoing digital transformation, with customers increasingly expecting seamless omnichannel journeys, digital financing, online service capabilities and personalised experiences.

As digital connectivity expands, so do cyber risks. Evolving threats, including ransomware and AI-enabled attacks, reinforce the need for robust cyber security, data governance and responsible technology adoption. The Group recognises that effective AI deployment requires strong governance, quality data, human oversight and ethical standards.

### STRATEGIC IMPLICATIONS

Technology investment is a key enabler of operational efficiency, customer retention, asset utilisation and the scalability of the Group’s integrated solutions. Organisations that effectively combine innovation with strong governance are better positioned to enhance performance, adapt to evolving market demands and build sustainable competitive advantage.

### OUR STRATEGIC RESPONSE

- The Group continues to prioritise investment in technology-enabled solutions, operational intelligence, responsible AI adoption and cyber security capabilities. These initiatives strengthen operational performance, improve customer experiences, enhance decision-making and support the continued evolution of Super Group’s value-creation capabilities.

### Why this is material

Technology underpins operational efficiency, customer value propositions, risk management and long-term competitiveness while strengthening the Group’s resilience against evolving cyber threats.

### Material matters

MM2

 See page 27.

### Primary capitals impacted:



### Primary stakeholders impacted:



 See page 30.



[Click here to view all icons](#)

### 3 Evolving customer expectations and workforce transformation

Customer expectations continue to evolve, driven by economic pressures, digital adoption and demand for greater convenience, responsiveness and personalisation. Cost-of-living pressures are increasing price sensitivity, driving demand for flexible, cost-efficient mobility and transport solutions that improve productivity and reduce operating costs. The expansion of e-commerce is reshaping freight networks, increasing expectations for faster delivery, real-time visibility and flexible fulfilment, requiring continued investment in digital platforms and last-mile capabilities.

In automotive retail, customers increasingly prioritise total cost of ownership, reliability, flexible financing and seamless digital engagement. Emerging models such as mobility-as-a-service are reshaping ownership patterns and requiring continuous adaptation of products, services and customer experiences.

Technological advancement and evolving workforce expectations are intensifying competition for digital, technical and other specialised skills. Attracting, developing and retaining capable employees remains critical to fostering innovation, driving operational excellence and delivering trusted, high-quality customer experiences.

#### STRATEGIC IMPLICATIONS

Competitive advantage depends on intimately understanding customer ecosystems. Success requires the integration of technology, operational excellence and skilled employees to deliver differentiated customer solutions while adapting to rapidly changing operating environments.

#### OUR STRATEGIC RESPONSE

- The Group continues to strengthen customer relationships through integrated and innovative solutions supported by digital platforms and operational excellence. Ongoing investment in customer insights, technology and workforce capability enables Super Group to deliver differentiated solutions across the mobility value chain while enhancing customer loyalty and long-term growth.

#### Why this is material

Long-term value creation depends on maintaining trusted customer relationships, developing critical skills and continuously adapting to evolving customer expectations and market dynamics.

#### Material matters

MM3

[See page 27.](#)

#### Primary capitals impacted:



#### Primary stakeholders impacted:



[See page 30.](#)

[Click here to view all icons](#)

### 4 Sustainability, climate resilience and the low-carbon transition

The transition to a lower-carbon economy is accelerating, driven by evolving regulation, investor expectations and changing customer preferences. Increasing sustainability reporting requirements are making regulatory readiness and effective governance increasingly important.

The logistics and transport sectors play a critical role in global decarbonisation efforts, with continued investment in fuel efficiency, route optimisation, renewable energy, alternative fuels and electric vehicles where commercially viable. While the pace of adoption varies across the Group's markets due to differences in infrastructure, regulation and customer demand, momentum is accelerating, particularly in urban delivery networks and European passenger vehicle fleets. These developments present opportunities for the Group to improve operational efficiency, reduce environmental impact and support customers in their transition towards lower-carbon solutions.

The low-carbon transition is also reshaping automotive retail, requiring dealerships to support customers through evolving mobility solutions by strengthening expertise in alternative energy vehicles, charging infrastructure, aftersales capabilities and customer education.

#### STRATEGIC IMPLICATIONS

Sustainability considerations influence capital allocation, infrastructure planning and customer purchasing behaviour. Organisations that successfully integrate commercial performance with responsible business practices will be more effective at creating enduring value while managing both transition and physical climate risks.

#### OUR STRATEGIC RESPONSE

- The Group continues to embed sustainability principles into strategic planning, investment decisions and operational management. Investments in efficient fleets, lifecycle asset management, technology-enabled optimisation and resilient infrastructure improve environmental performance, strengthen operational resilience and support customers throughout the transition to a lower-carbon economy.

#### Why this is material

Responsible business practices strengthen stakeholder trust, enhance regulatory readiness, support operational resilience and enable long-term value creation. They also position the Group to better anticipate and respond to both transition and physical climate risks.

#### Material matters

MM4

[See page 27.](#)

#### Primary capitals impacted:



#### Primary stakeholders impacted:

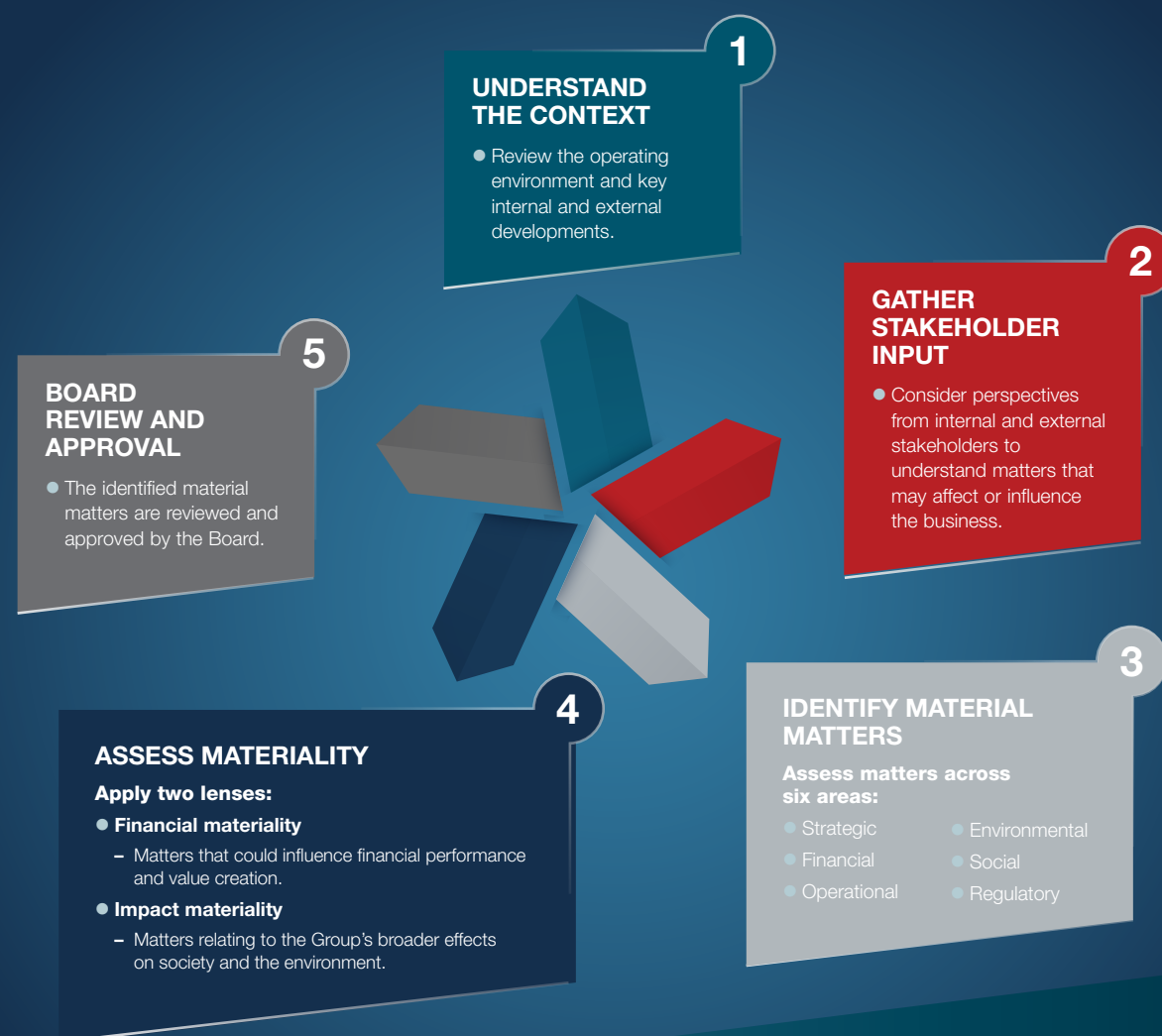


[See page 30.](#)

# Material matters

## DETERMINING WHAT IS MATERIAL

Super Group reviews its material matters annually, considering developments in the operating environment and input from internal and external stakeholders. This process identifies matters of strategic, financial, operational, environmental, social and regulatory significance. The assessment incorporates both financial and impact materiality. Financial materiality considers matters that influence financial performance and value creation, while impact materiality considers the Group's broader effects on society and the environment. The material matters identified are reviewed and approved by the Board.



The 2026 material matters represent an evolution of those identified in 2025, rather than a significant departure. They reflect the continued relevance of key strategic priorities, while recognising changes in the operating environment, emerging risks and opportunities, and evolving stakeholder expectations. This continuity, together with a focus on matters of increasing importance, provides a balanced view of the issues most likely to influence value creation over the short, medium and long term. The relevance of these matters, and progress in managing related risks and capitalising on emerging opportunities, are reflected throughout the report.

[Click here to view all icons](#)

## MM1 Building resilience in a changing macroeconomic environment

Macroeconomic uncertainty and geopolitical volatility continue to influence customer demand, operating costs and investment decisions across Super Group's markets. These conditions require a flexible approach to planning and capital allocation, supported by a diversified geographic and sector portfolio.

Strategic planning incorporates multiple economic scenarios, enabling the business to adapt to changing conditions while protecting profitability and cash generation. Disciplined capital allocation and operational flexibility further support the ability to respond to shifts in demand, cost pressures and investment requirements.

Engagement with governments, regulators and industry bodies enables the Group to anticipate, shape and respond to regulatory developments across its operating markets. Engagement with investors also provides an important platform for communicating the Group's performance milestones and long-term growth strategy.

Within the enterprise risk management framework, geopolitical developments, inflation, foreign exchange and interest rate volatility, supply chain disruption and customer concentration are monitored as key strategic risks. These, together with emerging risks, are regularly assessed as global conditions evolve.

**Related global trend:**  
**Geopolitical developments and macroeconomic uncertainty**

See page 22.

**Primary capitals impacted:**



**Primary stakeholders impacted:**



See page 30.

## MM2 Leveraging technology and data to create value and protect the business

Rapid advances in AI, digital technologies and data analytics are reshaping customer expectations and operating models across logistics, fleet management and automotive retail. Super Group is harnessing these developments to improve operational efficiency, optimise performance and deliver a more responsive customer experience.

Technology investments are focused on strategic priorities and measurable business value, with emerging technologies assessed for their potential to improve productivity, service quality and competitive differentiation. Data and digital capabilities are also being used to increase operational visibility, optimise performance and enable faster, more informed responses to changing customer and market requirements.

Greater digital dependence increases exposure to cyber threats, operational disruption, data privacy concerns and evolving regulatory expectations. These risks are managed through governance and technology controls, supported by business continuity measures and ongoing employee awareness. Investment in skills also promotes the responsible and secure adoption of emerging technologies, including AI.

Engagement with key stakeholders helps shape digital priorities and ensures investment remains aligned with business needs, customer expectations and regulatory developments. Technology-related risks are integrated into the enterprise risk management framework, with regular Board oversight to support effective governance and resilience.

By balancing innovation with disciplined technology risk management, the Group is well positioned to capture the benefits of digital transformation while protecting the resilience, security and trust on which its operations and stakeholder relationships depend.

**Related global trend:**  
**Artificial intelligence, digital transformation and cyber resilience**

See page 23.

**Primary capitals impacted:**



**Primary stakeholders impacted:**



See page 30.

[Click here to view all icons](#)

## Material matters

### MM3 Building resilient, customer-centric operations

The increasing complexity of global supply chains, changing customer expectations and rapid technological development have made operational resilience and customer experience important sources of competitive differentiation. Super Group is responding by strengthening the flexibility and efficiency of its operations, while using technology to improve service delivery and identify opportunities for growth.

Customers increasingly expect greater visibility, flexible service and consistent execution, including during periods of disruption. Investment in digital and operational capabilities supports these expectations while enabling the business to maintain continuity, respond to changing needs and strengthen customer relationships.

The Group's resilience is underpinned by business continuity planning, effective supplier relationships and disciplined risk management. Technology and data capabilities improve visibility and decision-making, while ongoing employee development builds the skills and agility needed to respond to changing customer and market requirements.

Customer engagement provides valuable insight into evolving needs and informs service improvements, innovation and the development of integrated solutions. Collaboration with suppliers strengthens continuity across the value chain, while technology and process improvements create opportunities to enhance efficiency, service quality and customer experience. Together, these actions support reliable execution, strengthen competitive positioning and enable the business to respond to changing mobility and logistics needs.

#### Related global trend: Evolving customer expectations and workforce transformation

See page 24.

#### Primary capitals impacted:



#### Primary stakeholders impacted:



See page 30.

[Click here to view all icons](#)

### MM4 Embedding sustainable and responsible business practices

Increasing regulation, investor expectations and customer demand continue to accelerate the transition towards more sustainable and responsible business practices. Super Group recognises that strong ESG performance is increasingly linked to long-term competitiveness, customer retention, access to capital and the ability to attract and retain talent. Sustainability considerations are therefore progressively integrated into operational decision-making, investment planning and customer solutions.

Climate-related risks and opportunities, regulatory developments, human capital considerations and responsible supply chain practices are incorporated into risk management and governance processes. Priorities include improving energy efficiency, reducing emissions, strengthening health and safety performance, developing workforce capabilities and maintaining high standards of governance. The pace and nature of the energy transition vary across markets, reflecting differences in regulation, customer requirements and infrastructure readiness, particularly in relation to fleet electrification and alternative fuels. This market-specific approach enables investment to be directed towards practical and commercially viable opportunities while supporting progress towards longer-term sustainability objectives.

Engagement with key stakeholders informs sustainability priorities and helps anticipate changing expectations and regulatory requirements. It also supports transparent and credible reporting as ESG disclosure standards continue to evolve.

By embedding responsible business practices into decision-making and investment, the business seeks to reduce its exposure to emerging risks, strengthen stakeholder trust and identify opportunities to improve efficiency, enhance customer solutions and create sustainable value.

#### Related global trend: Sustainability, climate resilience and the low-carbon transition

See page 25.

#### Primary capitals impacted:



#### Primary stakeholders impacted:



See page 30.

### Integrated value creation

Collectively, these material matters enable the Group to respond proactively to an increasingly dynamic external environment. By integrating strategic planning, stakeholder engagement, sustainability and risk management, the Group is better positioned to anticipate change, adapt its business models and continue creating sustainable long-term value for customers, employees, shareholders and the broader communities in which it operates.



# Stakeholder engagement

Meaningful stakeholder engagement is integral to Super Group's ability to create, protect and sustain long-term value. The Group engages openly and consistently with its stakeholders to understand their evolving interests and expectations, strengthen trusted relationships and support informed decision-making. Recognising that stakeholders both influence and are affected by the Group's activities, it carefully considers their perspectives when shaping strategy, identifying opportunities and managing risks.

Key stakeholder groups are identified according to their interest in, influence on and exposure to the Group's activities.

The CEO, supported by executive management, oversees the Group's stakeholder engagement approach, ensuring that stakeholder interests are considered alongside the Group's strategic objectives. Insights from ongoing, structured engagement inform the assessment of material matters and contribute to strategy development, risk management and governance processes. Significant stakeholder issues are escalated to the relevant executive committees or the Board, where appropriate, to support effective oversight and sustainable value creation.



## Investors and funders

Quality of the relationship: **Strong**

### WHY THEY MATTER

Shareholders and funders provide the financial capital that enables Super Group to execute its strategy, invest in growth opportunities and maintain financial resilience. Their confidence and ongoing support are essential to the Group's long-term sustainability and ability to create value.

### THE VALUE SUPER GROUP BRINGS

The Group is committed to creating sustainable value through disciplined capital allocation, prudent financial management, sound governance and consistent strategic execution. It seeks to deliver attractive risk-adjusted returns while maintaining a strong balance sheet, effective risk management and transparent communication with the investment community.

### HOW THE GROUP ENGAGES

The Group maintains regular, transparent and timely engagement with shareholders, funders and the broader investment community through a comprehensive investor relations programme. This includes the annual general meeting, interim and annual results presentations, SENS announcements, integrated and sustainability reporting, investor roadshows, one-on-one meetings and participation in investor and industry conferences. Ongoing engagement provides stakeholders with a clear understanding of the Group's strategy, financial performance, capital allocation priorities, governance and long-term value creation objectives, while enabling management to understand investor expectations and respond to emerging concerns.

### INTERESTS AND ISSUES RAISED

Shareholders and funders remained focused on the Group's financial performance, earnings quality, cash generation and the disciplined execution of its strategy in a challenging operating environment. Key areas of interest included sustainable growth, capital allocation, return on invested capital, balance sheet strength, liquidity and dividend sustainability.

Stakeholders also emphasised the importance of technology-enabled innovation, effective risk management and resilience to macroeconomic, geopolitical and regulatory uncertainty.



## Customers

Quality of the relationship: **Strong**

### WHY THEY MATTER

Customers are central to the Group's success. Understanding their evolving needs and operating environments enables Super Group to deliver relevant solutions, strengthen long-term partnerships and support sustainable value creation.

### THE VALUE SUPER GROUP BRINGS

The Group delivers innovative, integrated and customer-centric solutions that optimise supply chains, reduce costs and support customer growth and resilience in an increasingly complex operating environment.

### HOW THE GROUP ENGAGES

Super Group maintains regular engagement with customers through day-to-day operations and structured relationship management. Executive-level meetings foster strategic partnerships and provide opportunities to discuss business priorities and future requirements. Dedicated customer service centres enable responsive support and ongoing dialogue, while regular surveys provide insights into satisfaction, service delivery and emerging needs. Participation in industry conferences, forums and customer events facilitates collaboration and knowledge sharing, complemented by digital communication channels that provide timely updates, insights and support.

### INTERESTS AND ISSUES RAISED

Customers highlighted the impact of economic uncertainty and inflationary pressures on consumer demand, together with supply chain disruptions arising from congestion at ports and border posts, deteriorating road and rail infrastructure, and geopolitical instability affecting global energy markets and key shipping routes. These challenges have increased operating costs, particularly fuel and transport expenses, and affected broader economic activity.

Customers continued to prioritise initiatives that improve operational efficiency, optimise costs and support revenue growth. They also emphasised the importance of technology-enabled innovation and demonstrated commitment to transformation, diversity and inclusive business practices.



## Employees and their representatives

Quality of the relationship: **Strong**

### WHY THEY MATTER

Super Group's people are fundamental to the Group's long-term success. Their skills, experience and diverse perspectives drive operational excellence, innovation and superior customer experiences.

### THE VALUE SUPER GROUP BRINGS

The Group provides meaningful employment in an inclusive and supportive workplace, investing in employee well-being, learning and development, leadership capability and career progression to help its people realise their full potential.

### HOW THE GROUP ENGAGES

Super Group promotes regular, transparent and two-way communication with employees across all levels of the organisation. Structured performance management processes support goal alignment, professional development and ongoing feedback. The Group invests in learning and skills development initiatives to strengthen capability, support career growth and prepare employees for evolving business and technology requirements.

Employee well-being is supported through a range of health, wellness and employee assistance initiatives, while formal grievance procedures and an independent whistle-blowing hotline provide safe and confidential channels to raise concerns. Digital communication platforms facilitate ongoing engagement, collaboration and the timely sharing of business updates.

### INTERESTS AND ISSUES RAISED

Employees continued to prioritise job security, fair and competitive remuneration, and opportunities for learning and career development. The impact of inflation and the rising cost of living on purchasing power remained a key concern. Employees also highlighted the importance of adapting to technological change through upskilling and reskilling.

## Stakeholder engagement

### Business partners

Quality of the relationship:

#### WHY THEY MATTER

Strong business partnerships are essential to delivering value to customers. They enhance operational reliability, improve efficiency, support innovation and enable the Group to respond effectively to changing market conditions.

#### THE VALUE SUPER GROUP BRINGS

The Group builds long-term, collaborative relationships with suppliers and business partners based on trust, transparency and shared value creation. By working closely with its partners, the Group supports sustainable growth, operational excellence and mutual success.

#### HOW THE GROUP ENGAGES

The Group engages with business partners on an ongoing basis through day-to-day operations and structured governance forums. Regular executive-level meetings are held to discuss strategic alignment, performance, innovation opportunities and continuous improvement initiatives. Supplier performance is monitored against agreed service level agreements and key performance indicators (KPIs) to strengthen accountability, maintain service standards and identify opportunities for ongoing improvement.

The Group also participates in industry conferences, business forums and other stakeholder platforms to strengthen relationships, exchange best practices and remain informed about emerging trends, market developments and evolving technologies.

#### INTERESTS AND ISSUES RAISED

Business partners emphasised the importance of building long-term strategic relationships that promote collaboration, innovation and sustainable growth. Key areas of focus included fair and transparent procurement and negotiation processes, timely payments, opportunities to grow their businesses through collaborative partnerships, and innovative and sustainable sourcing practices that create shared value. Partners also highlighted the importance of leveraging technology to improve operational efficiency and identifying opportunities for business development.

### Regulators and industry associations

Quality of the relationship:

#### WHY THEY MATTER

Constructive relationships with regulators and industry associations support a stable, well-governed operating environment. They enable the Group to anticipate regulatory developments, influence industry best practice, strengthen compliance and contribute to sustainable sector growth.

#### THE VALUE SUPER GROUP BRINGS

The Group leverages its longstanding relationships and active participation in industry bodies to provide informed input on policy development, regulatory frameworks and industry best practices.

#### HOW THE GROUP ENGAGES

The Group maintains proactive relationships with regulators and industry associations through representation on key industry bodies, participation in industry forums and regular engagement with government authorities. It contributes to consultations on proposed legislation, regulations and industry standards, providing practical insights that support effective policymaking. Ongoing statutory reporting, regulatory submissions and transparent disclosures reinforce the Group's commitment to compliance, accountability and sound governance.

#### INTERESTS AND ISSUES RAISED

Regulators and industry associations emphasised the importance of maintaining high standards of regulatory compliance, health and safety, and environmental management. Key areas of focus included market stability, the impact of infrastructure constraints on economic growth and business operations, and the implications of policy and legislative developments across the Group's markets. Stakeholders also highlighted the importance of proactive regulatory compliance, effective risk management and ongoing collaboration to support a resilient and competitive industry.

### Communities

Quality of the relationship:

#### WHY THEY MATTER

Super Group's long-term success is closely linked to the well-being and resilience of the communities in which it operates. By building trusted, collaborative relationships, the Group contributes to sustainable socio-economic development while strengthening its social licence to operate.

#### THE VALUE SUPER GROUP BRINGS

The Group creates positive social impact through targeted CSI initiatives that address priority community needs. Its programmes focus on improving access to education, healthcare and food security, supporting youth development and skills development, and creating pathways to sustainable employment. By partnering with community organisations and other stakeholders, the Group seeks to maximise the reach and long-term impact of its investments.

#### HOW THE GROUP ENGAGES

The Group engages with communities through ongoing dialogue, partnerships and targeted CSI initiatives focused on community upliftment and disaster and crisis relief. It collaborates with non-profit organisations, educational institutions and community-based organisations to address local priorities and extend the impact of its programmes. Education, bursary and skills development initiatives are aligned with the Group's current and future skills requirements, helping to build local capacity and enhance employability. Regular engagement with community representatives and partner organisations ensures that initiatives remain relevant, responsive and aligned with evolving community needs.

#### INTERESTS AND ISSUES RAISED

Communities highlighted the rising cost of living and its disproportionate impact on vulnerable households, reinforcing the need for targeted social support. Skills development, education and job creation were identified as key priorities for building sustainable livelihoods, while food security and water scarcity remain significant challenges requiring collaborative action.



# Analysing the 2026 performance

## Analysing the key financial value outcomes

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| Prospects                                   | 46 |



**Colin Brown**  
Chief Financial  
Officer

Super Group delivered an excellent performance for the year ended 30 June 2026. Revenue from continuing operations increased by 6.2% to R45.83 billion (June 2025: R43.17 billion), driven by solid growth in the Supply Chain and Dealership operations, together with the inclusion of four months revenue from the newly acquired DIG operations.

## CFO's review

### STATEMENT OF COMPREHENSIVE INCOME

#### Highlights

Prior year restated to reflect continuing operations

Normalised tax rate at 27.7%

Loss from discontinued operations includes impairment of the carrying value of AMCO

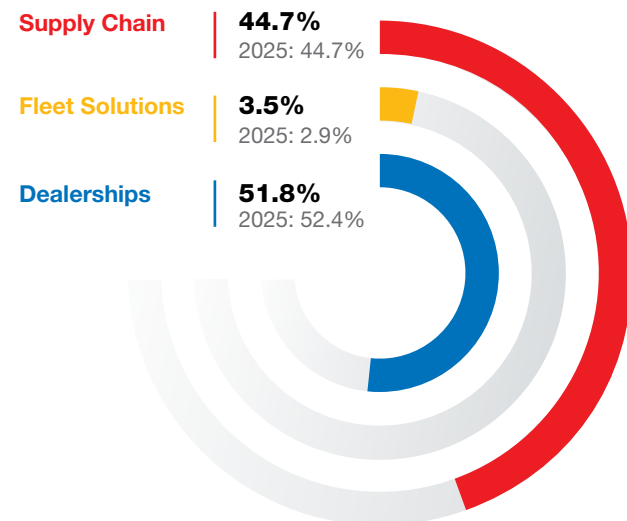
Dividend of 55 cents per share declared

| R'million                                            | Year ended<br>30 June 2026<br>Audited | Year ended<br>30 June 2025<br>Audited* | Change   |
|------------------------------------------------------|---------------------------------------|----------------------------------------|----------|
| <b>Revenue</b>                                       | <b>45 826.3</b>                       | 43 170.8                               | 6.2%     |
| <b>EBITDA</b>                                        | <b>4 159.9</b>                        | 3 601.8                                | 15.5%    |
| Depreciation and amortisation                        | (1 786.0)                             | (1 726.2)                              | 3.5%     |
| <b>Operating profit before capital items</b>         | <b>2 373.9</b>                        | 1 875.6                                | 26.6%    |
| Operating profit margin                              | 5.2%                                  | 4.3%                                   |          |
| Capital items                                        | (1.1)                                 | 56.4                                   | (102.0%) |
| <b>Operating profit after capital items</b>          | <b>2 372.8</b>                        | 1 932.0                                | 22.8%    |
| Net finance costs                                    | (604.1)                               | (606.9)                                | (0.5%)   |
| <b>Profit before tax</b>                             | <b>1 768.7</b>                        | 1 325.1                                | 33.5%    |
| Income tax expense                                   | (490.0)                               | (354.4)                                | 38.2%    |
| <b>Profit after tax – continuing operations</b>      | <b>1 278.7</b>                        | 970.7                                  | 31.7%    |
| (Loss)/profit for the year – discontinued operations | (753.3)                               | 3 414.0                                | (122.1%) |
| <b>Total profit for the year</b>                     | <b>525.4</b>                          | 4 384.7                                | (88.0%)  |
| EPS – continuing operations (cents)                  | 336.0                                 | 256.9                                  | 30.8%    |
| HEPS – continuing operations (cents)                 | 334.6                                 | 246.1                                  | 36.0%    |
| Dividend per share (cents)                           | 55.0                                  | –                                      | –        |
| Special dividend per share (cents)                   | –                                     | 1 630.0                                | –        |

\* Restated for continuing operations.

## CFO's review

### Revenue contribution



For more detail on the underlying operations, refer to the divisional review section starting on page 42.

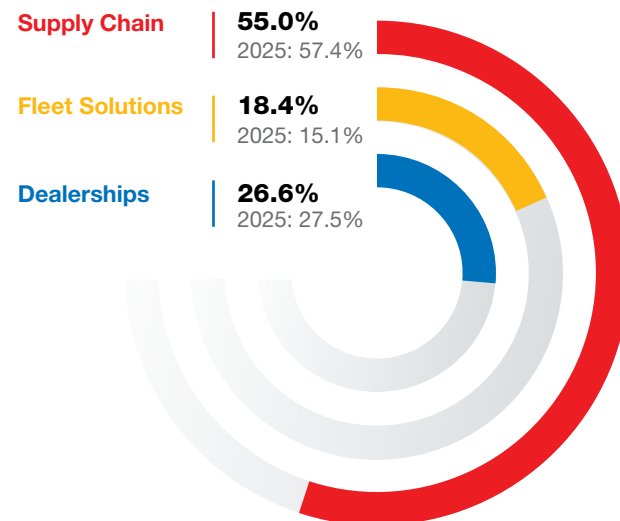
Net finance costs decreased by 0.5% to R604.2 million, due to the lower interest costs in the Dealerships and Services segments, partially offset by the interest impact of the DIG acquisition and capital expenditure in the Supply Chain and Fleet Africa divisions.

Profit before taxation for the year to June 2026 was R1.77 billion, which is an increase of 33.5%. Headline earnings per share for continuing operations increased by 36.0% to 334.6 cents and earnings per share for continuing operations increased by 30.8% to 336.0 cents. Headline earnings per share for the total operations (including discontinued operations) decreased by 31.3% to 306.6 cents and earnings per share for the total operations decreased by 90.4% to 114.3 cents due mainly to the profits on the sale of SG Fleet in April 2025 having been included in the results of the prior year. In the current year, earnings from the total operations were impacted by the impairment of AMCO's carrying value by R554.7million.

Lease portfolio assets have increased from R1.66 billion at 30 June 2025 to R3.10 billion at 30 June 2026 due to the acquisition of DIG and significant vehicle replacement activities within Fleet Africa's customer base.

The decrease in goodwill from R3.48 billion to R2.79 billion, and intangible assets from R491.7 million to R391.6 million, resulted mainly from the classification of AMCO as held-for-sale and the strengthening of the Rand during the year. Additions to goodwill of R36.5 million and intangible assets of R92.2 million related to the acquisitions of DIG, EC Express and Gestservi.

### Operating profit contribution



The net debt position of the continuing operations, excluding IFRS 16's Right-of-use (ROU) lease liabilities, was R3.72 billion at 30 June 2026, resulting in a net debt to equity (gearing) ratio of 27.4%, up from 20.6% at 30 June 2025. The increase in net debt related to net capital expenditure of R2.04 billion, lease portfolio expenditure of R730.7 million and settlement of the initial acquisition price of DIG for R448.0 million.

The Group continues to meet its debt covenants. The Group's net asset value per share increased slightly from R38.05 at 30 June 2025 to R38.07 at 30 June 2026.

The inclusion of SG Fleet's cash flows for 10 months in the prior financial year limits meaningful year-on-year comparison in the cash flow statement. Net cash generated from operating activities amounted to R2.44 billion, reflecting strong operating cash generation and disciplined working capital management.

Capital expenditure during the year primarily related to vehicles, warehouses and dealership properties. Net maintenance capital expenditure amounted to R877.2 million and expansionary capital expenditure was R1.17 billion. The expansionary portion of lease portfolio asset working capital outflow was R223.7 million.

Free cash flow before expansionary capital expenditure was positive at R1.79 billion for the year.

Cash outflows relating to business acquisitions, net of cash acquired, amounted to R451.3 million, while a further R189.1 million was invested in the Group's existing subsidiaries, Lieben Logistics (Pty) Limited and Pamplona T.I.

## STATEMENT OF FINANCIAL POSITION

### Highlights

Increase in PPE relates to supply chain vehicles, warehouses and pallets.

Increase in lease portfolio assets includes fleet within the DIG Group.

Net reduction in Goodwill and intangible assets due to moving AMCO to assets held-for-sale.

Goodwill attributable to the new acquisitions was R36.5 million.

Settled R800 million of bond notes and raised R750 million on auctions.

Increase in borrowings relate to supply chain vehicles, warehouses and pallets.

Net gearing excluding ROU at 27.4% (PY: 20.6%).

Group covenants met with healthy headroom.

74% of borrowings are long term.

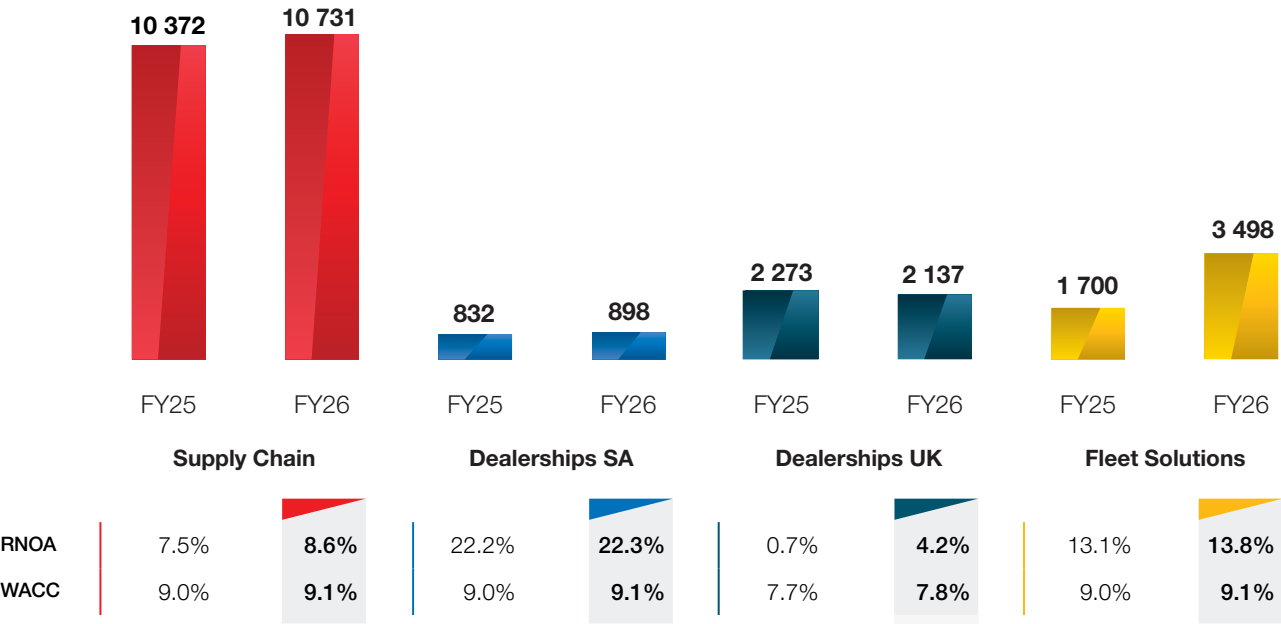
| R'million                                                 | As at<br>30 June 2026<br>Audited | As at<br>30 June 2025<br>Audited | Change  |
|-----------------------------------------------------------|----------------------------------|----------------------------------|---------|
| <b>Non-current assets</b>                                 | <b>20 511.0</b>                  | 19 439.3                         | 5.5%    |
| Property, plant and equipment and ROU assets              | <b>13 790.0</b>                  | 13 157.2                         | 4.8%    |
| Investment properties                                     | <b>200.1</b>                     | 192.1                            | 4.1%    |
| Lease portfolio assets                                    | <b>3 069.4</b>                   | 1 638.8                          | 87.3%   |
| Goodwill and intangible assets                            | <b>3 185.1</b>                   | 3 975.4                          | (19.8%) |
| Investments and other non-current assets                  | <b>266.4</b>                     | 475.8                            | (44.0%) |
| <b>Current assets</b>                                     | <b>19 668.6</b>                  | 19 089.0                         | 3.0%    |
| Lease portfolio assets                                    | <b>26.7</b>                      | 20.7                             | 29.3%   |
| Inventories                                               | <b>5 273.1</b>                   | 4 961.8                          | 6.3%    |
| Trade and sundry receivables                              | <b>7 748.4</b>                   | 6 859.7                          | 13.0%   |
| Cash and cash equivalents                                 | <b>5 453.0</b>                   | 5 279.9                          | 3.3%    |
| Assets held-for-sale                                      | <b>1 167.4</b>                   | 1 966.9                          | (40.6%) |
| <b>Total assets</b>                                       | <b>40 179.6</b>                  | 38 528.3                         | 4.3%    |
| Total equity                                              | <b>13 583.2</b>                  | 13 393.4                         | 1.4%    |
| Fund reserves and provisions                              | <b>697.7</b>                     | 712.2                            | (2.0%)  |
| Deferred tax liabilities                                  | <b>1 148.0</b>                   | 890.7                            | 28.9%   |
| Interest-bearing borrowings                               | <b>7 976.3</b>                   | 7 426.5                          | 7.4%    |
| Lease portfolio borrowings                                | <b>1 196.7</b>                   | 607.9                            | 96.9%   |
| ROU lease liabilities                                     | <b>1 719.1</b>                   | 1 889.7                          | (9.0%)  |
| Non-controlling interest put options and other            | <b>736.0</b>                     | 543.4                            | 35.5%   |
| Trade and other payables                                  | <b>12 152.8</b>                  | 10 961.2                         | 10.9%   |
| Liabilities directly associated with assets held-for-sale | <b>969.8</b>                     | 2 103.3                          | (53.9%) |
| <b>Total equity and liabilities</b>                       | <b>40 179.6</b>                  | 38 528.3                         | 4.3%    |
| Net asset value per share (Rand)                          | <b>38.07</b>                     | 38.05                            | 0.1%    |
| Net tangible asset value per share (Rand)                 | <b>28.64</b>                     | 26.32                            | 8.8%    |

CFO’s review

The Group’s RNOA for continuing operations for the year ended 30 June 2026 was 9.2% (June 2025: 7.3%) and Group WACC is 8.7% (June 2025: 8.6%).

The net operating assets, RNOA and WACC for each division are set out below:

Net operating assets and RNOA



The Supply Chain Africa businesses reported an increase in net operating asset returns to the 8.6% level indicated. This was mainly as a result of continued new customer gains in the consumer Supply Chain operations and a strong performance from the Ader business.

RNOA from the dealerships in South Africa remained stable at 22.3%, while The United Kingdom dealerships reported a significant increase in returns to the 4.2% indicated. This was due to strong new vehicle sales in the Chinese brands and the optimisation of facilities.

In the Fleet Solutions division, the return on net operating assets improved to 13.8% compared to 13.1% in the prior year.

STATEMENT OF CASH FLOWS

The statement of cash flows reflects cash flows from both continuing and discontinued operations. Accordingly, the current-year cash flows are not directly comparable with the prior year, which included ten months of cash flows from SG Fleet.

Operating cash flow before working capital movements amounted to R4.31 billion. This was partly offset by a net working capital outflow of R96.3 million. The working capital outflow relating to lease portfolio assets was R730.7 million, of which R223.7 million related to expansionary capital expenditure.

Net additions to property, plant and equipment were primarily attributable to investment in Supply Chain vehicles, warehouses and pallets, supporting the Group’s ongoing growth and operational capacity.

STATEMENT OF CASH FLOWS

| R'million                                                                                     | Year ended<br>30 June 2026<br>Audited | Year ended<br>30 June 2025<br>Audited | Change   |
|-----------------------------------------------------------------------------------------------|---------------------------------------|---------------------------------------|----------|
| <b>Highlights</b>                                                                             |                                       |                                       |          |
| Discontinued operations are not split out in the statement of cash flows.                     |                                       |                                       |          |
| SG Fleet operational cash flows included for 10 months in PY.                                 |                                       |                                       |          |
| Lease portfolio assets working capital outflow includes expansionary capex of R223.7 million. |                                       |                                       |          |
| PPE expenditure mainly comprises pallets, warehouses and supply chain vehicles.               |                                       |                                       |          |
| <b>Cash flows from operating activities</b>                                                   |                                       |                                       |          |
| Operating cash flow                                                                           | 4 313.0                               | 7 608.6                               | (43.3%)  |
| Working capital (outflow)/inflow – other                                                      | (96.3)                                | 490.3                                 | (119.6%) |
| Lease portfolio assets working capital outflow                                                | (730.7)                               | (4 735.9)                             | (84.6%)  |
| <b>Cash generated from operations</b>                                                         | <b>3 486.0</b>                        | 3 363.0                               | 3.7%     |
| Net finance costs paid                                                                        | (629.2)                               | (1 194.6)                             | (47.3%)  |
| Income tax paid                                                                               | (414.8)                               | (204.2)                               | 103.1%   |
| <b>Net cash generated from operating activities</b>                                           | <b>2 442.0</b>                        | 1 964.2                               | 24.3%    |
| <b>Cash flows from investing activities</b>                                                   |                                       |                                       |          |
| Net additions to PPE and intangibles                                                          | (2 042.9)                             | (2 002.9)                             | 2.0%     |
| Net (acquisitions)/disposals of businesses                                                    | (451.3)                               | 3 882.8                               | (111.6%) |
| Other investing activities                                                                    | 231.3                                 | (257.9)                               | 189.7%   |
| <b>Net cash (outflow)/inflow from investing activities</b>                                    | <b>(2 262.9)</b>                      | 1 622.0                               | (239.5%) |

During the year, the Group repurchased and cancelled just over one million shares at an average price of R13.12 per share. Borrowings raised during the period included new term loan facilities to fund the pallet business, as well as refrigeration equipment for new warehouses within the Supply Chain consumer businesses.

The Group ended the year with cash and cash equivalents of R5.5 billion, maintaining a strong liquidity position and providing a solid platform to support ongoing operations, investment and growth initiatives.



## CFO's review

### STATEMENT OF CASH FLOWS

#### Highlights

1.02 million shares repurchased at average price of R13.12 per share plus costs.

Dividends in PY included a R5.54 billion special dividend.

| R'million                                                   | Year ended<br>30 June 2026<br>Audited | Year ended<br>30 June 2025<br>Audited | Change          |
|-------------------------------------------------------------|---------------------------------------|---------------------------------------|-----------------|
| <b>Cash flows from financing activities</b>                 |                                       |                                       |                 |
| Cash outflow on shares repurchased                          | (13.5)                                | –                                     | –               |
| Additional investments in existing subsidiaries             | (189.1)                               | (13.1)                                | 1 339.1%        |
| Dividends paid                                              | (101.0)                               | (6 238.7)                             | (98.4%)         |
| Net interest-bearing borrowings raised/(repaid)             | 517.1                                 | (2 881.3)                             | (117.9%)        |
| Net lease portfolio borrowings raised                       | 352.3                                 | 2 713.4                               | (87.0%)         |
| ROU lease liabilities repaid                                | (443.4)                               | (660.3)                               | (32.8%)         |
| <b>Net cash inflow/(outflow) from financing activities</b>  | <b>122.4</b>                          | <b>(7 080.0)</b>                      | <b>(101.7%)</b> |
| <b>Net increase/(decrease) in cash and cash equivalents</b> | <b>301.5</b>                          | <b>(3 493.8)</b>                      | <b>(108.6%)</b> |
| Cash and cash equivalents at beginning of year              | 5 347.5                               | 8 816.1                               | (39.3%)         |
| Effect of foreign exchange in cash and cash equivalents     | (128.5)                               | 25.2                                  | (610.9%)        |
| <b>Cash and cash equivalents at end of year</b>             | <b>5 520.5</b>                        | <b>5 347.5</b>                        | <b>3.2%</b>     |
| Held-for-sale                                               | (67.5)                                | (67.6)                                | (0.2%)          |
| <b>Cash and cash equivalents – continuing operations</b>    | <b>5 453.0</b>                        | <b>5 279.9</b>                        | <b>3.3%</b>     |

### FREE CASH FLOW

Free cash flow is calculated from net cash generated from operating activities of R2.44 billion, as reflected in the cash flow statement. This amount includes R223.7 million of expansionary capital expenditure within the lease portfolio working capital outflow. To present maintenance and expansionary capital expenditure separately, this amount has therefore been reclassified below the first free cash flow subtotal.

Net maintenance capital expenditure amounted to R877.2 million, primarily relating to vehicles within Supply Chain.

On this basis, the Group generated free cash flow before expansionary capital expenditure of R1.79 billion for the year. Expansionary capital expenditure comprised investment in new warehouses, dealership properties, vehicles and pallets, together with the R223.7 million included in the lease portfolio working capital outflow referred to above.

After taking into account expansionary capital expenditure, the Group generated free cash flow of R399.1 million for the year, demonstrating continued positive cash generation while supporting investment in the Group's growth initiatives.

#### Highlights

Maintenance capex mainly includes replacement of vehicles in the Supply Chain segment.

Expansionary capex includes new warehouses, dealership properties, vehicles and pallets.

| R'million                                                               | Year ended<br>30 June 2026 | Year ended<br>30 June 2025 |
|-------------------------------------------------------------------------|----------------------------|----------------------------|
| <b>Net cash generated from operating activities</b>                     | <b>2 442.0</b>             | <b>1 964.2</b>             |
| Add back expansionary capex included in lease portfolio working capital | 223.7                      | 4 193.7                    |
| Net maintenance capex after disposals                                   | (877.2)                    | (680.7)                    |
| <b>Free cash flow before expansionary capex</b>                         | <b>1 788.5</b>             | <b>5 477.2</b>             |
| Expansionary capex – lease portfolio assets                             | (223.7)                    | (4 193.7)                  |
| Expansionary capex – PPE                                                | (1 165.7)                  | (1 322.2)                  |
| <b>Free cash flow after expansionary capex</b>                          | <b>399.1</b>               | <b>(38.7)</b>              |

### APPRECIATION

I would like to acknowledge the finance team for the professionalism, resilience and commitment demonstrated throughout the year. Their contribution has been central to maintaining strong financial governance and supporting the Group through a period of continued growth and change.

I am equally grateful to my fellow Board members and the Group Executive Committee for their guidance, constructive challenge and ongoing support. Their collective contribution has strengthened decision-making and enabled the Group to remain focused on disciplined execution and sustainable value creation.

**Colin Brown**

Chief Financial Officer and Debt Officer  
6 October 2026



# Divisional review | continuing operations

[Click here to view all businesses](#)

## SUPPLY CHAIN

| R'million               | Change | Year ended<br>30 June 2026<br>Audited | Year ended<br>30 June 2025<br>Audited* |
|-------------------------|--------|---------------------------------------|----------------------------------------|
| Revenue                 | 6.1%   | 20 470.2                              | 19 297.2                               |
| EBITDA                  | 12.9%  | 2 587.8                               | 2 293.0                                |
| Operating profit        | 20.8%  | 1 317.7                               | 1 090.7                                |
| Operating profit margin |        | 6.4%                                  | 5.7%                                   |

\* Restated for continuing operations.

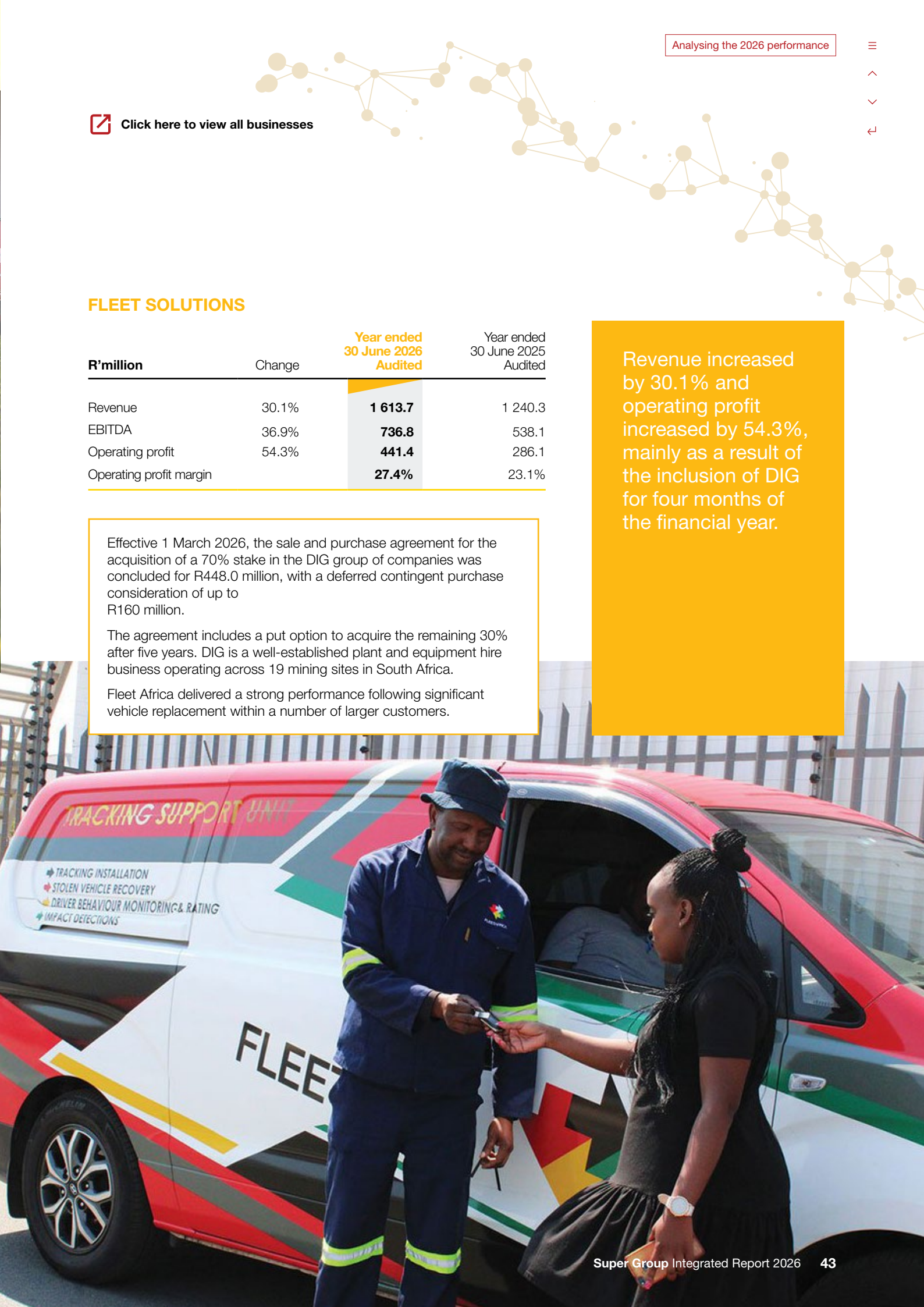
The Supply Chain industrial businesses delivered a good financial performance, largely due to strong trading results in SG Freight and the SG Mobility cluster. The division acquired a 60% shareholding in Eastern Cape Express (Pty) Ltd (ECE) in the first half of the financial year at a cost of R40.7 million. This company specialises in temperature sensitive container storage and distribution.

The consumer-focused businesses delivered marginally improved results, supported by good performances in the QSR and FMCG operations. The refrigerated transport and convenience businesses faced particularly challenging retail trading conditions.

Ader, which is now included in the Supply Chain segment, continued to perform excellently in the second half, with EBITDA increasing by 162.1% to R183.4 million for the full financial year. Significant growth was achieved in the home delivery, commercial and logistics customer segments.

Ader acquired a 75% shareholding in ZV Logistica Gestservi SL (Gestservi) on 30 June 2026 for a purchase consideration of €1.756 million (R32.9 million). The acquisition of Gestservi, an express transport company based in Andalusia, Spain, strengthens Ader's footprint in southern Spain.

The South African commodity transport businesses performed strongly, with increased revenue, and significantly improved trading profits from both the coal and copper transport operations. The cross-border transport business delivered better results in the second half, reflecting effective route optimisation, improved transport rates, stronger commodity trading profitability and a notable easing of operational bottlenecks at South African ports.



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## FLEET SOLUTIONS

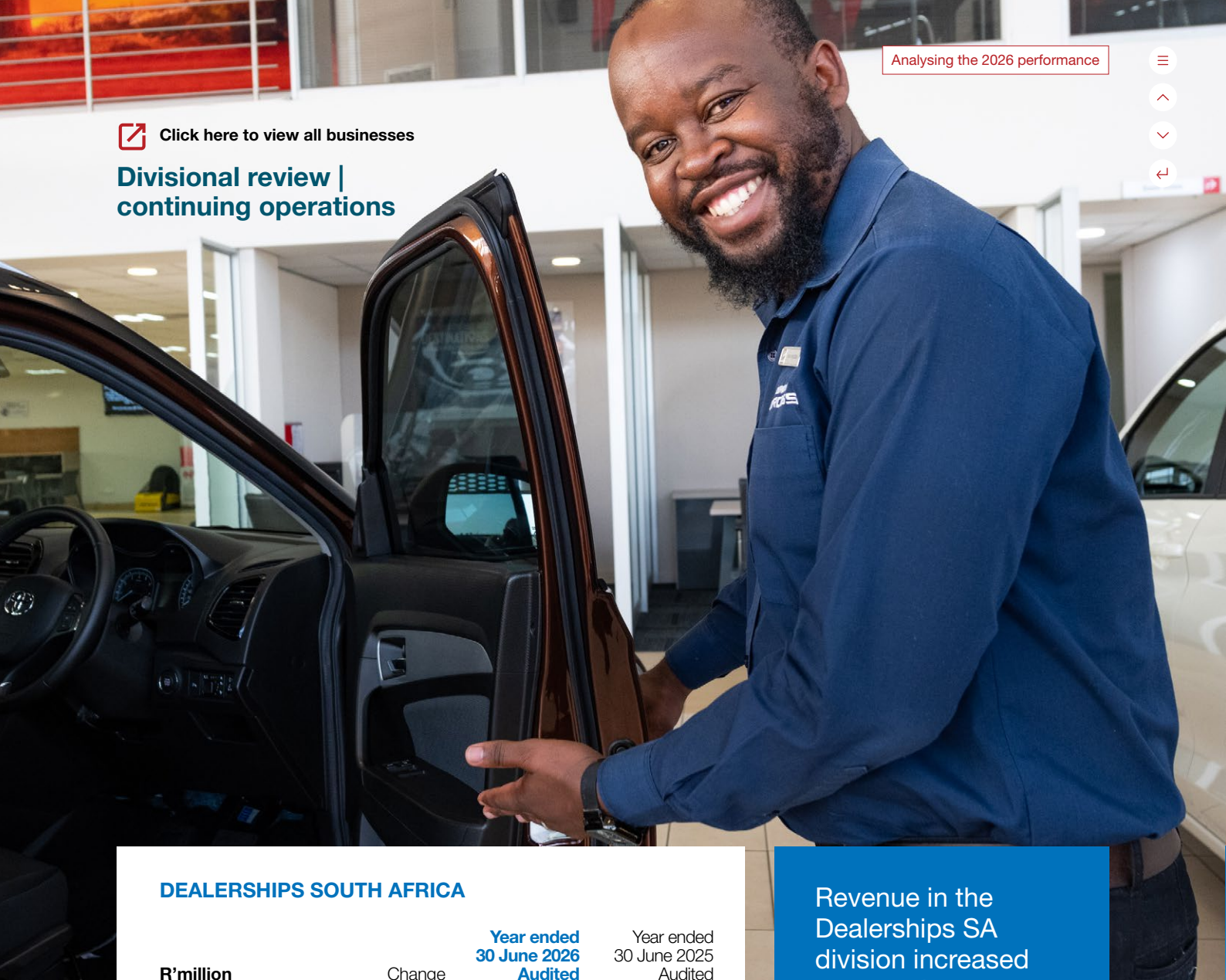
| R'million               | Change | Year ended<br>30 June 2026<br>Audited | Year ended<br>30 June 2025<br>Audited |
|-------------------------|--------|---------------------------------------|---------------------------------------|
| Revenue                 | 30.1%  | 1 613.7                               | 1 240.3                               |
| EBITDA                  | 36.9%  | 736.8                                 | 538.1                                 |
| Operating profit        | 54.3%  | 441.4                                 | 286.1                                 |
| Operating profit margin |        | 27.4%                                 | 23.1%                                 |

Effective 1 March 2026, the sale and purchase agreement for the acquisition of a 70% stake in the DIG group of companies was concluded for R448.0 million, with a deferred contingent purchase consideration of up to R160 million.

The agreement includes a put option to acquire the remaining 30% after five years. DIG is a well-established plant and equipment hire business operating across 19 mining sites in South Africa.

Fleet Africa delivered a strong performance following significant vehicle replacement within a number of larger customers.

Revenue increased by 30.1% and operating profit increased by 54.3%, mainly as a result of the inclusion of DIG for four months of the financial year.



[Click here to view all businesses](#)

Divisional review | continuing operations

[Analysing the 2026 performance](#)



DEALERSHIPS SOUTH AFRICA

| R'million               | Change | Year ended<br>30 June 2026<br>Audited | Year ended<br>30 June 2025<br>Audited |
|-------------------------|--------|---------------------------------------|---------------------------------------|
| Revenue                 | 12.3%  | 11 961.9                              | 10 649.1                              |
| EBITDA                  | 1.9%   | 491.2                                 | 482.2                                 |
| Operating profit        | 5.5%   | 420.8                                 | 398.7                                 |
| Operating profit margin |        | 3.5%                                  | 3.7%                                  |

Revenue performance was supported by a well-diversified portfolio of value and volume brands, together with a vastly expanded representation of emerging Chinese brands. The division's new car sales volumes in the emerging Chinese and Indian brands grew by 91.0% over the prior year and now represent 33.8% (June 2025: 21.5%) of total new vehicle sales volumes. Super Group added 11 new dealerships during the year, including the Chery, Geely, GWM, Jetour, Lepas, Omoda, Jaecoo, Mahindra and Tata brands.

The Group now includes 31 operations representing emerging Chinese and Indian brands.

As a result of a higher proportional contribution from vehicle sales activities, the operating margin decreased marginally to 3.5% (June 2025: 3.7%). Disciplined cost optimisation, focused working capital management and continued growth in the division's Asian brand network, were instrumental in underpinning the strong overall performance.

Revenue in the Dealerships SA division increased by 12.3% due to a 21.5% increase in new car sales volumes and a 15.8% increase in used car sales. The growth in new car sales volumes exceeded the NAAMSA dealer market growth for the same period by 4.3%.

[Click here to view all brands](#)

[Analysing the 2026 performance](#)



DEALERSHIPS UNITED KINGDOM

| R'million               | Change | Year ended<br>30 June 2026<br>Audited | Year ended<br>30 June 2025<br>Audited |
|-------------------------|--------|---------------------------------------|---------------------------------------|
| Revenue                 | (1.7%) | 11 776.6                              | 11 974.4                              |
| EBITDA                  | 20.8%  | 322.5                                 | 267.0                                 |
| Operating profit        | 74.5%  | 216.0                                 | 123.8                                 |
| Operating profit margin |        | 1.8%                                  | 1.0%                                  |

Chinese brands now represent 24.9% (June 2025: 15.7%) of total new vehicle sales volumes. Omoda and Jaecoo enjoyed considerable sales growth in the UK passenger market, achieving a combined market share of 4.6% in the first half of the 2026 calendar year, compared to 1.5% in the prior comparable period.

Chery UK launched its first Tiggo models in August 2025 and grew its market share to 1.8% of the UK passenger market in the month of June 2026.

The UK Vehicle Emissions Trading Scheme (VETS) continues to play a significant role in the growth of electric vehicle sales. The overall category grew by 20.1%, with plug-in electric vehicle volumes growing by 21.2% and hybrid vehicle sales increasing by 19.9% for the first half of the calendar year. Petrol and diesel sales declined by 4.2% and 15.5% respectively. The VETS target increased from 28% in 2025 to 33% in 2026.

The Dealerships UK division delivered a substantially improved performance from its continuing operations. New car sales volumes increased by 22.1% compared to a national passenger market growth of 6.4%. This reflects a 2.0% decrease in volume performance from the Ford dealerships, a 228.5% increase in sales volumes from the Omoda and Jaecoo dealerships, and the addition of three Chery branded outlets.



## Divisional review | continuing operations

### SERVICES

The Services segment, which benefited from the reduced finance costs on the lower treasury debt levels, reported a loss before tax of R81.1 million for the year (June 2025: restated loss before tax of R101.5 million).

### Divisional review | discontinued operations

The disposal of SG Fleet was finalised in the previous financial year, and the sale of inTime was concluded in July 2025. The UK Hyundai and Suzuki dealerships have been closed, and the UK KIA dealerships remain classified as assets held-for-sale. The closure of TradeMaw, a South African commodity trading business, was concluded during the financial year.

The Group sold its 75% shareholding and loan claims in its passenger bus services business, comprising Phola Coaches Proprietary Limited and SG Bus Rentals Proprietary Limited, to Chase Cubed Proprietary Limited, Schiller Equipment CC,

Crosscorp SA Proprietary Limited and SGP Investments Proprietary Limited, on 21 April 2026 for R15.0 million. The disposal aligns with the Group's strategy of focusing on its core operations and reviewing businesses that no longer meet the Group's return requirements. The results of the entities have been disclosed under discontinued operations.

During the first half of the year, the Group resolved to dispose of its 78.82% interest in AMCO, and the assets and liabilities comprising AMCO were classified as a disposal group held-for-sale at 31 December 2025. In June 2026, the Group received an offer for its interest in the business and is currently finalising the share sale agreement. At 30 June 2026, the disposal group was measured at fair value less costs to sell, determined by reference to the expected disposal proceeds.

### Prospects



The Group is well positioned to deliver improved earnings in the forthcoming financial year, despite continued challenging trading conditions across Southern Africa and Europe.

The consumer Supply Chain and Fleet Lease businesses are expected to perform strongly, supported by the onboarding of new customers and the expansion of service offerings. The South African Dealership operations are expected to sustain their strong performance, with revenue growth driven by the continued expansion of the Group's portfolio of emerging brands.

In the UK, the benefits of the rationalisation of the Dealership operations and cost base are expected to continue supporting improved earnings performance.

Super Group remains focused on capitalising on high-growth organic and strategic opportunities while responding effectively to macroeconomic volatility. The Group continues to build scalable, high-performing operations across all three divisions, reinforcing its commitment to sustainable long-term value creation for all stakeholders.



# Ensuring mindful governance

*Effective governance in support of long-term value creation*

|                                           |    |
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## Governance framework overview

### GOVERNANCE THAT CREATES LONG-TERM VALUE

#### Foundations of good corporate governance

Corporate governance provides the framework through which Super Group is directed, governed and controlled. It encompasses the structures, policies, practices and processes that enable ethical and effective leadership, accountability, transparency and the sustainable creation of value for all stakeholders.

The Group has a stakeholder-inclusive approach to corporate governance, guided by the principles and intended outcomes of the King IV™ Code on Corporate Governance for South Africa, 2025 (King IV™)<sup>1</sup>. This approach is supported by a robust governance framework comprising clearly defined policies, delegated authorities, terms of reference and governance processes that are embedded throughout the Group and integrated into its strategy, operations and decision-making.

The Board is committed to the highest standards of corporate governance and supports the outcomes and principles set out in King IV™, the Companies Act 71 of 2008, as amended, and the JSE Listings Requirements and Debt and Specialist Securities Listings Requirements, as required.

*The Board assessed the Group's application of King IV™ and is satisfied that the Group complied with these principles in all material aspects for 2026.*

Super Group is led by a diverse and appropriately skilled Board whose collective experience, expertise and perspectives are aligned with the Group's strategic priorities and operating environment. The Board is supported by an experienced executive management team with deep industry knowledge and a proven ability to respond to evolving market dynamics, enabling the Group to navigate complexity and deliver sustainable value.

The Board, supported by its committees, is responsible for providing strategic direction and exercising effective oversight of the Group. In fulfilling its fiduciary duties, the Board maintains oversight of the Group's performance, governance, risk management, compliance and systems of internal control. Through this stewardship, the Board supports the long-term sustainability of the Group and the creation of value over time.

#### Ethics

As the custodian of the Group's governance, the Board is committed to fostering a culture of integrity, accountability and transparency. The Board leads ethically and effectively, acting in the best interests of Super Group while balancing the legitimate needs, interests and expectations of its key stakeholders over the long term. Through informed, independent and responsible decision-making, the Board promotes sound governance and creates long-term value for the benefit of the Group and its stakeholders.

The Board oversees the governance of ethics with the support of the Group Social and Ethics Committee. The Group's ethical standards are articulated in the Board-approved Code of Business Standards and Ethics, which sets out the expected standards of conduct and guides the behaviour and interactions of Directors, employees and other stakeholders, including customers, suppliers, business partners and the communities in which the Group operates.

Management is responsible for implementing and embedding the Code throughout the Group, promoting an ethical culture and reporting any material breaches to the Group Social and Ethics Committee. No material breaches of the Code were reported during 2026 (2025: Nil).

Employees are surveyed annually to ensure awareness and understanding of the Code. The 2026 survey received a 72% response rate. The results showed a 94% awareness level, with 93% of respondents having recently reviewed the Code and 97% aware that the Code legally binds employees.

 The Code is available at <https://supergroup.co.za/our-policies/>

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Governance framework overview

Responsible corporate citizenship

Super Group recognises that responsible corporate citizenship is fundamental to maintaining stakeholder trust and creating sustainable value over the long term. The Group seeks to conduct its business responsibly by considering the interests of stakeholders, supporting the communities in which it operates, managing its environmental impact and upholding high standards of ethical conduct.

The Board, supported by the Group Social and Ethics Committee, oversees the Group’s approach to responsible corporate citizenship and monitors the extent to which the Group’s activities align with its purpose, values and commitments. The committee’s responsibilities and oversight activities are governed by its Board-approved Charter.

Super Group’s governance framework is designed to achieve the four governance outcomes set out in King IV™:

- Fostering an ethical culture.
- Driving good performance and sustainable value creation.
- Ensuring effective control.
- Strengthening the Group’s legitimacy through transparent and accountable governance.

The Board primarily derives its responsibilities and duties from:

- The Constitution of the Republic of South Africa, 1996.
- The Companies Act 71 of 2008 and its Regulations.
- The JSE Listings Requirements.
- The JSE Debt and Specialist Securities Listings Requirements.
- The Company’s Memorandum of Incorporation (MOI).
- King IV™.
- Applicable laws in the Group’s countries of operation.

This governance report explains how the Group gives effect to the requirements of the above governing documents and how its governance structures, policies, procedures and practices collectively support the achievement of an ethical culture, good performance, effective control and legitimacy.

GOVERNANCE STRUCTURES, AUTHORITY AND ACCOUNTABILITY

Governance framework and operating structure

Legal and governance framework

The Board operates within the framework of the Companies Act, the JSE Listings Requirements, Debt and Specialist Securities Listings Requirements and the principles of King IV™. Its responsibilities, authority and decision-making processes are further defined in the Group’s MOI, Board Charter and governance framework. The Group’s MOI is available on the Company’s website:

🌐 <https://supergroup.co.za/investor-information/memorandum-of-incorporation/>

The Group’s operating businesses function as separate legal entities with their own governance responsibilities. The Group governance framework provides oversight of strategic priorities, material risks and opportunities, while promoting consistency in governance, policy and control across the Group. It does not confer direct management authority on the head office over subsidiary companies.

Several measures support the effective operation of the Group governance framework, including:

Frameworks and policies

- Standardised Group policies and procedures governing key areas such as risk management, compliance, financial reporting and internal controls.
- MOIs requiring business units to comply with Super Group’s policies and procedures.
- A formal delegation of authority framework that clarifies decision-making powers at various levels, promoting accountability.
- An integrated risk management framework to identify, assess and mitigate risks at Group and subsidiary levels.
- A Group-wide Code of Business Standards and Ethics that applies to all employees and Directors.
- Established whistle-blowing mechanisms enabling employees and other stakeholders to report unethical behaviour or governance concerns confidentially and without fear of retaliation.

Structures and reporting

- Clearly defined Board and committee structures at parent and subsidiary levels, with well-delineated roles, responsibilities and reporting lines.
- Systematic reporting mechanisms that inform the Board about subsidiary performance, risks and governance practices.
- A Group-wide internal audit function providing independent assurance on the effectiveness of governance and internal controls.
- Ongoing monitoring and evaluation of governance performance against established standards, with processes to address deviations or concerns.
- Comprehensive compliance programmes ensuring adherence to all relevant legal and regulatory requirements across the Group’s operating jurisdictions.

The charters of the Group Audit, Group Risk, Deal, Remuneration and Group Social and Ethics Committees define their respective mandates, responsibilities, authority and reporting obligations. These governance structures support effective delegation, promote a transparent division of responsibilities and maintain an appropriate balance of power between the Board, its committees and executive management.

Board Charter and reserved matters

The **Board Charter formalises** the Board’s roles, responsibilities and governance practices, promoting a shared understanding of the responsibilities and behaviours that underpin ethical, effective and accountable leadership. Directors are introduced to the Charter as part of their induction, and any amendments are subject to Board approval.

A formal **Delegation of Authority Framework** clearly defines the powers reserved for the Board and those delegated to management through the Group CEO, ensuring clarity regarding decision-making authority and accountability.

Separation of Board and management roles

The Board recognises that effective governance requires a clear separation between the roles and responsibilities of the governing body and executive management. A structured allocation of responsibilities promotes accountability, transparency and balanced decision-making, while ensuring that no individual has unfettered authority and that the Board is able to exercise effective oversight in the best interests of the Group and its stakeholders.

The roles of the Non-Executive Chairperson and the CEO are distinct and clearly defined. The Chairperson is responsible for leading the Board, facilitating effective governance processes and ensuring that the Board operates efficiently and independently. The CEO is responsible for the day-to-day management of the Group, the execution of approved strategy and the leadership of executive management. The independent Non-Executive Directors provide objective oversight, constructive challenge and independent judgement to support sound decision-making.

The Board ensures that the appointment of, and delegation to, executive management supports clearly defined roles, appropriate levels of authority and effective execution of responsibilities. The Board retains oversight of key strategic, financial, risk and governance matters, ensuring that these areas are led by appropriately qualified and experienced individuals with the necessary resources and support to fulfil their responsibilities.

This framework enables efficient operational execution while maintaining appropriate accountability, oversight and governance controls.

**Delegation of authority**

The Board delegates authority for the day-to-day management of the Group to management through the Group CEO. The Group CEO is responsible for implementing the strategy approved by the Board, overseeing the execution of Group-wide policies and procedures, and delegating authority to executives as appropriate to support effective decision-making and operational management.

The Executive Directors work closely with Senior Executives to implement the Group’s strategy, drive operational performance, and ensure alignment and coordination across the operating divisions and with the Board.

The Delegation of Authority Framework is reviewed annually to ensure it remains appropriate and effective. While the Board delegates authority to support efficient decision-making and operational management, it retains ultimate accountability for the governance and performance of the Group.



## Governance framework overview

### Executive accountability and succession planning

The Executive Directors are accountable to the Board through regular reporting and are assessed against agreed performance objectives and KPIs. The Board monitors executive performance through regular reporting, engagement with management and formal performance evaluations. Annual assessments of the Group CEO and Executive Directors are conducted against agreed objectives and performance measures to ensure alignment with the Group’s strategic priorities.

The appointment of key executive positions, including the Group CEO, Group CFO and Company Secretary, is approved by the Board on the recommendation of the Nominations Committee. These appointments are supported by a formal process to assess the required skills, experience, competence and ethical leadership attributes necessary to support effective governance and management.

**The Board is satisfied that it fulfilled its responsibilities in accordance with the Board Charter during the 2026 financial year. The Board and its committees discharged their fiduciary duties with due care, skill and diligence, acting in good faith and in the best interests of the Group and its stakeholders.**

**The Board is not aware of any material instances of non-compliance with the Companies Act, the JSE Listings Requirements, Debt and Specialist Securities Listings Requirements or the Group’s MOI during the reporting period.**

### Governance support: Group Company Secretary

*The Group Company Secretary assists the Board in fulfilling its governance responsibilities and supports compliance with applicable legislative, regulatory and governance requirements. He is responsible to the Board for, inter alia, ensuring compliance with procedures and applicable laws and regulations.*

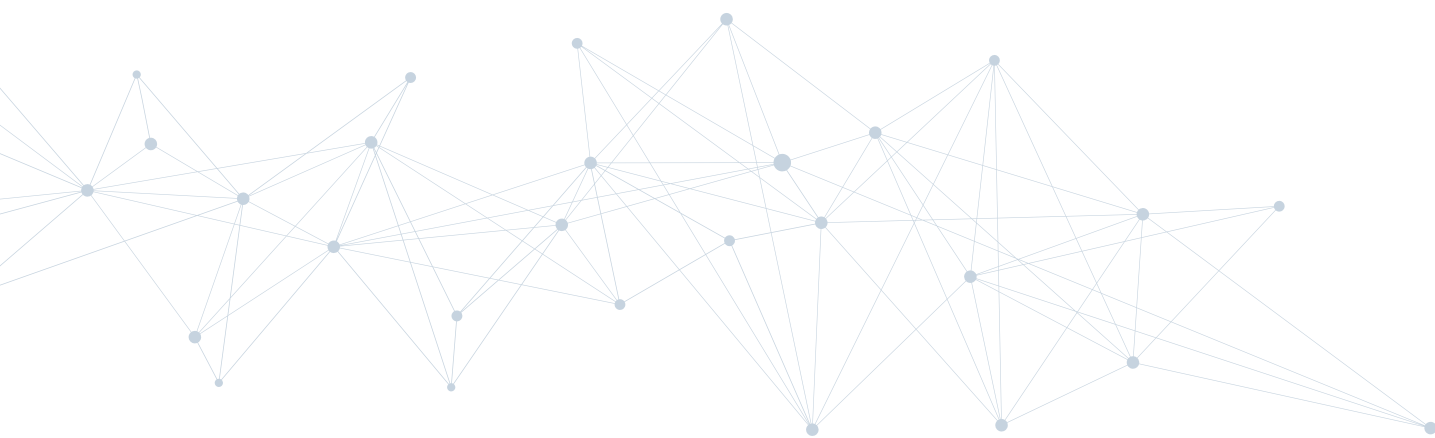
Mr JR Mackay is the Group Company Secretary.

 See a brief CV on page 55.

The appointment and removal of the Group Company Secretary are matters for the Board. The Board evaluated the Group Company Secretary and is satisfied with his effectiveness, qualifications and experience. The Group Company Secretary is not a Director of the Group and, in the view of the Directors, is suitably independent of the Board.

*The Group Company Secretary’s certificate is set out in the Annual Financial Statements.*

**The Board considers its arrangements for accessing professional corporate governance services as effective.**



## The Board and its committees

### Non-Executive Directors as at 30 June 2026

Valentine Chitalu (62)

Chairperson



ACCA (UK), M.Phil (UK)

**Board skills and experience**  
Valentine brings extensive expertise in private equity and general investments, with a strong entrepreneurial background that spans multiple industries and countries.

Committees

RC

DC

NC

Rem

His early career includes experience at KPMG in London and leadership as chief executive officer of the Zambia Privatisation Agency, where he successfully managed the divestiture of over 240 enterprises. He further expanded his international experience through senior roles at CDC Group Plc in both London and Lusaka.

Valentine holds multiple board positions across Zambia, Australia and the UK, demonstrating a broad and diverse governance perspective. Currently, he serves as Chairperson of MTN (Zambia) Limited and the Phatisa Group, a prominent pan-African private equity fund manager.

He is a UK-qualified accountant and holds a master’s degree in development economics from Cambridge University. Valentine’s appointment as Chairperson on 30 November 2022 reflects his widely recognised leadership and governance capabilities.

David Cathrall (69)

Lead Independent Non-Executive Director



BCom, BAcc, CA(SA)

**Board skills and experience**  
David is a Chartered Accountant (CA(SA)) with a Bachelor of Commerce and Bachelor of Accountancy from the University of the Witwatersrand. He brings extensive audit and assurance expertise, having served as a Senior Partner at EY until his retirement in 2018.

Committees

AC

RC

NC

Rem

During his tenure at EY, David was the engagement partner for audits of large, listed companies, demonstrating strong financial oversight capabilities.

He also held key leadership roles at EY, including membership on the executive and remuneration committees, contributing to strategic decision-making and governance.

David was appointed as an Independent Non-Executive Director on 1 June 2019, bringing valuable financial acumen and corporate governance experience to the Board.

Simphiwe Mehloimakulu (56)

Independent Non-Executive Director



BSc (Chemical Engineering), Post Graduate Diploma (Marketing Management), MBA (University of Witwatersrand), Stanford Executive Programme (Stanford University of California, USA)

**Board skills and experience**  
Simphiwe is an accomplished entrepreneur and strategic leader with deep expertise in the Southern African petroleum and energy sectors.

Committees

DC

NC

SEC

Appointed as an Independent Non-Executive Director on 1 October 2020, he co-founded the Reatile Group in 2003 and has driven the Group’s sustained growth over 17 years.

Simphiwe’s career began at Sasol Limited in 1993, where he held various roles including Global export manager for Sasol Solvents. He subsequently served as general manager of Strategy Effectiveness at Old Mutual Limited and was appointed managing director of PetroSA’s European operations in 2003.

In 2004, he chaired the Board of Governors for the South African Petroleum Industry Association, reflecting his leadership and industry influence.

- AC

 Group Audit Committee
- RC

 Group Risk Committee
- Rem

 Remuneration Committee
- SEC

 Group Social and Ethics Committee
- DC

 Deal Committee
- NC

 Nominations Committee

The Board and its committees

Non-Executive Directors as at 30 June 2026

Pitsi Mnisi (43)

Independent Non-Executive Director



*BCom, BCom (Hons) Acc, BCom (Hons) Tax, CA(SA), Advanced Certificate in Emerging Markets and Country Risk Analysis (Fordham University, New York), MBA (Heriot-Watt University, Edinburgh, UK)*

**Board skills and experience**

With extensive experience in corporate governance, Pitsi was appointed as an Independent Non-Executive Director on 1 October 2020.

Committees

AC

RC

NC

SEC

She is a Chartered Accountant (SA) with experience spanning mining, investments, transportation, manufacturing, and construction.

She successfully defended her Doctor of Business Administration (DBA) thesis in July 2026, and will graduate in November 2026.

She is the managing director of Lynshpin Cedar, a consulting and corporate finance advisory company, executive director of Mcorp Investments, an investment holding business, and an executive of Beacon Industries (Pty) Ltd, a manufacturing and industrial company.

Previously, she was the finance manager for De Beers' Venetia Underground Project.

Jack Phalane (51)

Independent Non-Executive Director



*MBA (University of the Witwatersrand), M.Com (South African and International Tax), LL.M, BA LLB, Certificate in Advanced Corporate Law and Securities Law*

**Board skills and experience**

Jack is a seasoned commercial lawyer appointed as an Independent Non-Executive Director on 30 September 2022.

Committees

AC

NC

Rem

He advises both listed and non-listed companies across diverse sectors, locally and internationally. Jack brings specialised expertise in mergers and acquisitions, exchange control, corporate governance and telecommunications.

His in-depth knowledge of the Companies Act and B-BBEE Act equips him to provide expert counsel on complex corporate transactions, including shareholder agreements and B-BBEE deals. Jack also brings significant regulatory and adjudication experience, having served for over 10 years as tax chairperson for the South African Revenue Service, overseeing income tax appeals.

AC

 Group Audit Committee

RC

 Group Risk Committee

Rem

 Remuneration Committee

SEC

 Group Social and Ethics Committee

DC

 Deal Committee

NC

 Nominations Committee

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Ensuring mindful governance

≡  
^  
v  
v  
←

Executive Directors and Company Secretary as at 30 June 2026

Peter Mountford (68)

Chief Executive Officer



*BCom, BAcc, HDip Tax, MBA (with distinction, Warwick), CA(SA)*

**Board skills and experience**

Peter has demonstrated exceptional leadership since his appointment in 2009, steering the Group's strategic direction and aligning over 15 900 employees across 12 countries.

Committees

RC

DC

SEC

He is recognised for his ability to navigate complex environments while delivering superior shareholder value and fostering a sustainable competitive advantage. Under his leadership, Super Group has become a global leader in supply chain and mobility solutions.

A Chartered Accountant with an MBA from Warwick University, Peter's executive experience includes managing director of SAB Diversified Beverages, chief executive officer of the Consumer Logistics Division at Imperial Holdings Limited and managing director of Super Group's Logistics and Transport Division. He is a long-serving Director and the current deputy chairperson of the Road Freight Association. Peter's entrepreneurial excellence was acknowledged as a Master Category Winner of the EY World Entrepreneur Award for Southern Africa.

Colin Brown (57)

Chief Financial and Debt Officer



*BCompt (Hons), MBL, CA(SA)*

**Board skills and experience**

Colin was appointed CFO in 2010 and Debt Officer in 2020.

Committees

RC

DC

He is responsible for the Group's accounting and finance functions, serves on the Deal and Risk Committees and chairs the subsidiary Audit Committees.

A Chartered Accountant with an MBL from UNISA, Colin previously served as chief financial officer and a board member of Celcom Group Limited and as financial director of EDS Africa Limited and Fujitsu Services South Africa.

John Mackay (62)

Group Company Secretary



**Board skills and experience**

Appointed Group Company Secretary in January 2020, John brings over 25 years of director-level experience.

Previously the Group executive for Marketing and Business Development, he now provides governance and compliance support to the CEO, CFO and Board. John advises Super Group companies on legislation, acquisitions, intellectual property and new business opportunities, while also managing investor relations, ESG initiatives and Group marketing.

He serves on the JSE's Issuer Advisory Board Council and has held senior leadership roles, including managing director of Patleys (Pty) Ltd, board member of Bidvest Foods Africa, chief executive officer of The Link Investment Trust, and executive team member at Clicks Healthcare, demonstrating broad expertise in corporate governance and strategic business development.

AC

 Group Audit Committee

RC

 Group Risk Committee

Rem

 Remuneration Committee

SEC

 Group Social and Ethics Committee

DC

 Deal Committee

NC

 Nominations Committee

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## The Board and its committees

### Composition

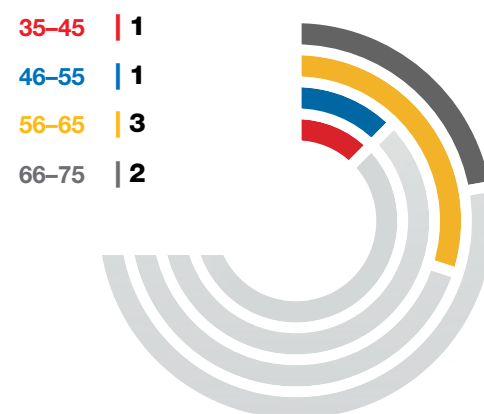
#### Diversity

Super Group is led by a diverse Board of Directors with experience and expertise relevant to the Group's strategy and operating context. The Board comprises five Non-Executive Directors and two Executive Directors. There were no changes to the Board and its committees in 2026.

The Board is satisfied that its composition is appropriate for the size of the Group, represents an optimal mix of knowledge, skills, experience and independence, and meets the committee, quorum and regulatory requirements.

The Group has adopted a policy for the promotion of broader diversity at the Board level.

#### Age



Executive Directors are required to retire from the Board at age 73, and Non-Executive Directors at 75. Executive Directors are subject to a three-month notice period.

#### Gender and race



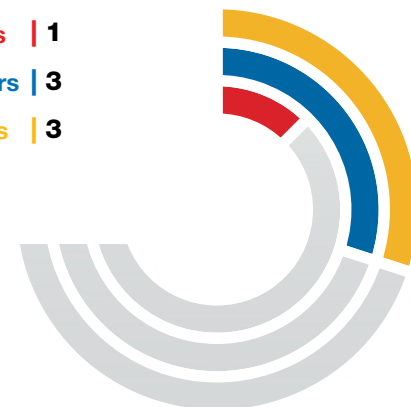
<sup>^</sup> As defined under "black people" in the Broad-Based Black Economic Employment Equity Act 53 of 2003, as amended.

The Board has adopted diversity targets and seeks to achieve these progressively as vacancies arise on the Board.

### Diversity of tenure

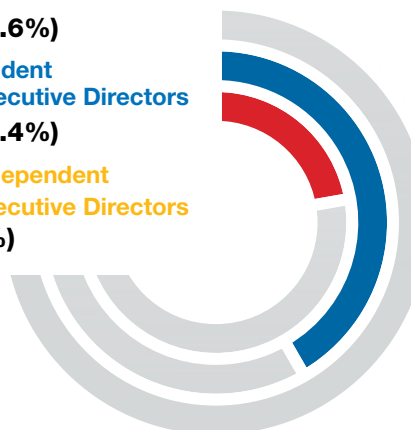
The Board comprises a majority of independent Non-Executive Directors.

0–5 years | 1  
6–10 years | 3  
10+ years | 3



### Independence

Executive Directors | 2 (28.6%)  
Independent Non-Executive Directors | 5 (71.4%)  
Non-Independent Non-Executive Directors | 0 (0%)



*The Board is satisfied that all Non-Executive Directors are independent in accordance with the principles of King IV™. Their independence is assessed annually, taking into account their character, conduct, objective judgement, contribution to Board deliberations and the absence of relationships or interests that could reasonably be perceived to impair their independence.*

King IV™ Principle 7 states that independent Non-Executive Directors may serve for longer than nine years if an annual assessment is conducted to establish independence. Accordingly, the Board concluded an assessment to establish the continued independence of Valentine Chitalu and is satisfied that he exercises independent judgement in fulfilling his fiduciary duties as a Director.

### Appointment, rotation and re-election of Directors

The Nominations Committee is responsible for overseeing a formal, transparent and objective process for identifying, assessing and recommending candidates for appointment to the Board and its committees. Operating as an independent committee, it applies the principles and requirements set out in its Charter to ensure that appointments are based on merit, organisational needs and sound governance practices, and that the Board comprises individuals with the appropriate balance of skills, experience, independence, diversity and expertise required to effectively discharge its oversight responsibilities and support Super Group's strategic objectives.

At each AGM, one-third of the Non-Executive Directors must retire from office by rotation. Those designated to retire are the Directors who have been longest in office since their last election or deemed re-election. Executive Directors are contractually exempt from retiring by rotation and are excluded from the rotation calculation pool, provided that these exempt Directors represent only a minority of the overall Board.

The Nominations Committee supports this process by assessing the past performance and contribution of retiring Directors and recommending their eligibility for re-election. This oversight supports an appropriate balance of skills, leadership continuity and independence on the Board.

In addition to the rotation requirements, Super Group applies retirement age limits to support succession planning and bring fresh perspectives to the Board. Executive Directors are required to retire from the Board at age 73, while Non-Executive Directors must retire at age 75.

The committee also oversees succession planning for the Board, the Group CEO, the Group CFO and divisional leadership. Succession plans are maintained to support leadership continuity, organisational resilience and the long-term sustainability of the Group.

Non-Executive Directors standing for re-election at the 2026 AGM:

- Simphiwe Mehlomakulu
- Pitsi Mnisi

### Director induction

Newly appointed Directors participate in a comprehensive induction programme designed to deepen their understanding of the Group's operations, strategic objectives and business environment, including a formal introduction to the Board Charter. To ensure the Board remains well-equipped to provide effective oversight, Directors participate in ongoing development programmes that cover a broad range of socio-economic, environmental, technological and operational matters, helping them stay informed about market trends, regulatory developments and emerging risks.

These induction and development initiatives are monitored and overseen by the Group Nominations Committee to maintain Board effectiveness, and Directors are also empowered to request additional targeted training through the Company Secretary to address their individual needs.

### Access to information and independent external advice

The Group ensures that its Directors have unrestricted access to executive management and all relevant information necessary to fulfil their fiduciary and oversight responsibilities. This comprehensive access includes direct channels to corporate announcements, investor communications, and timely updates on material developments affecting the Group's operations and strategic environment.

To support informed and objective decision-making, the Group also maintains effective arrangements for accessing professional corporate governance services and independent external advice, ensuring that Directors are fully equipped with the insights required to discharge their duties effectively.

### Performance evaluations

The effectiveness of the Board, its committees, and individual Directors is assessed through independent evaluations conducted at least every two years to support continuous improvement and good governance.

The Group Nominations Committee plays a central role in this process by formally considering the outcomes of these Board, committee and Director performance evaluations to recommend targeted changes that enhance Board effectiveness, while also maintaining oversight of succession planning for the Board Chairperson, Directors and committee chairs.

Annual performance assessments of the Group CEO and Executive Directors are conducted against agreed strategic objectives, operational targets and KPIs to ensure alignment with the Group's priorities. The Board is directly responsible for evaluating the performance, effectiveness, qualifications and suitability of the Group Company Secretary.

## The Board and its committees

### Board outputs in 2026

#### Functioning

Board and sub-committee meetings are scheduled annually in advance to promote structured, consistent and effective oversight. Typically, four formal Board meetings are held each year, with additional meetings convened to address urgent or emerging matters. All meetings are called with formal notice and supported by a detailed agenda and comprehensive documentation. These materials are distributed in a timely manner to ensure Directors have sufficient opportunity to review, prepare and request any additional information required for informed decision-making.

Where appropriate, decisions may be taken between scheduled meetings via written resolutions, aligned with the Companies Act and the Group's MOI.

*The Board, supported by its committees, confirms that it has carried out its duties for the year in accordance with its Charter.*

#### Board and committee attendance

The Board and its committees maintained a 100% attendance rate in 2026.

|                            | Board | Group Audit Committee | Divisional Audit Committee | Group Risk Committee | Remuneration Committee | Group Social and Ethics Committee | Deal Committee |
|----------------------------|-------|-----------------------|----------------------------|----------------------|------------------------|-----------------------------------|----------------|
| Number of meetings in 2026 | 5     | 4                     | 10                         | 2                    | 2                      | 1                                 | 1              |
| Meetings attended          |       |                       |                            |                      |                        |                                   |                |
| C Brown                    | 5     | 4 <sup>NM</sup>       | 10                         | 2                    |                        | 1 <sup>NM</sup>                   | 1              |
| D Cathrall                 | 5     | 4                     | 10                         | 2                    | 2                      |                                   |                |
| V Chitalu                  | 5     | 4 <sup>NM</sup>       |                            | 2                    | 2                      |                                   | 1              |
| S Mehlomakulu              | 5     |                       |                            |                      |                        | 1                                 | 1              |
| P Mnisi                    | 5     | 4                     |                            | 2                    |                        | 1                                 |                |
| P Mountford                | 5     | 4 <sup>NM</sup>       |                            | 2                    | 2 <sup>NM</sup>        | 1                                 | 1              |
| J Phalane                  | 5     | 4                     |                            |                      | 2                      |                                   |                |

NM: a non-member who attends committee meetings by invitation.

### AREAS OF FUNCTIONAL GOVERNANCE

Super Group's governance framework is structured to integrate clearly defined policies, delegated authorities, and operational procedures directly into the Group's day-to-day strategy, operations and decision-making. Guided by the principles of King IV™, the Board retains ultimate accountability for the Group's performance, strategic direction and risk management, while delegating executive authority to drive operational excellence. This functional governance section details how these combined structures, policies and processes are executed to systematically deliver King V™'s four core governance outcomes. See page 50.

#### Strategy and performance

Super Group acknowledges the interconnected nature of its purpose, strategy, business model, risks and opportunities, performance and sustainable development objectives. The Board considers these elements holistically when setting strategic direction, allocating resources and overseeing the Group's ability to create value over time.

The Group's strategy is informed by a structured assessment of risks and opportunities and is implemented by management within the strategic framework approved

by the Board. The Board retains overall accountability for strategy and monitors execution through regular reviews of performance against established KPIs. This ensures that strategic priorities remain aligned with evolving market conditions, stakeholder expectations and emerging risks.

The Audit and Risk Committees support the Board's integrated approach by overseeing the identification, assessment and management of material risks and opportunities, as well as the effectiveness of mitigating controls. These activities are conducted within the parameters of the Board-approved risk appetite and tolerance framework, with responsibilities clearly defined in the respective committee charters.

#### Capital allocation and transaction oversight

The Deal Committee evaluates and approves material acquisitions, investments and disposals in accordance with the Group's delegation of authority framework. Through this oversight, the committee ensures that capital allocation decisions support the Group's strategic objectives, growth ambitions and long-term value creation while appropriately considering associated risks.

For further information on responsible corporate citizenship, refer to Super Group's purpose on page 7, stakeholder engagement on page 30 and the Social and Ethics Committee Report on page 72.

### Risk governance

The Board recognises that effective risk governance is fundamental to achieving the Group's strategic objectives and creating sustainable long-term value for shareholders and stakeholders. The Board is responsible for ensuring that an appropriate risk governance framework is in place to identify, assess, manage, monitor and respond to risks that may impact the Group's strategy, performance, resilience and sustainability.

The Board, supported by the Group Risk Committee, Group Audit Committee and executive management, oversees the effectiveness of the Group's risk management approach and ensures that risks are considered as part of strategic decision-making and operational planning. The Group applies a proactive and integrated approach to risk management, enabling opportunities to be pursued while ensuring that potential threats to value creation are appropriately identified and mitigated.

Responsibility for the identification, assessment, mitigation and day-to-day management of risks is delegated to executive management and operational teams, who are best positioned to understand and manage risks within their respective areas of responsibility. This delegation is supported by clearly defined roles, reporting structures and governance processes that enable appropriate escalation and oversight.

### Technology, data and AI governance

#### Committee delegation and oversight roles

The Board holds ultimate accountability for the governance of information, technology and AI, and formally delegates oversight of the various aspects of this governance to the Audit, Risk, and Social and Ethics Committees, as follows:

| Audit Committee                                                                                                                                                                                                                                           | Risk Committee                                                                                                                                                                                                 | Social and Ethics Committee                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Oversees internal control systems, specifically reviewing new and existing computer information systems for adequacy, effectiveness and regulatory compliance.</b>                                                                                     | <b>Holds formal delegated responsibility on behalf of the Board for the governance of IT and maintains it as a standing agenda item.</b>                                                                       | <b>Oversees compliance with consumer protection and personal data privacy regulations, ensuring the Group and its suppliers protect personal information in accordance with the Protection of Personal Information (POPI) Act.</b>    |
| <i>The committee approves a risk-based annual internal audit plan that covers high-risk technology areas and requires internal audit staff to stay abreast of the latest technological developments and leading practices in governance and auditing.</i> | <i>The committee identifies and monitors IT risk, approves the Group's information security strategy, and ensures that management maintains robust disaster recovery and business resilience arrangements.</i> | <i>The committee also monitors the Group's ethical standards and employee skills development programmes to ensure employees have the skills to use digital tools, emerging technologies and AI safely, ethically and responsibly.</i> |
| <i>The Chief Information Officer (CIO) attends all meetings as an invitee to provide technical expertise.</i>                                                                                                                                             |                                                                                                                                                                                                                |                                                                                                                                                                                                                                       |

The Board recognises that information, technology and digital innovation are fundamental enablers of the Group's strategy, operational resilience and long-term value creation. It ensures that technology investments, digital capabilities and associated risks support the achievement of the Group's strategic objectives while enabling responsible innovation.

## The Board and its committees

Through regular reporting, the Board monitors the adequacy of governance structures, technology investments, cyber resilience, business continuity and disaster recovery capabilities to ensure that information assets remain secure, reliable, available and appropriately protected.

### Infrastructure and cyber security investments

Recognising the evolving cyber threat landscape and increasing reliance on digital technologies, the Board continues to allocate significant resources to modernising the Group's technology environment and strengthening cyber security capabilities. Investments in infrastructure, cloud technologies, identity and access management, network security, data protection, threat monitoring and cyber resilience support the confidentiality, integrity and availability of information assets, operational efficiency and business continuity.

### Policy framework and risk integration

The Group maintains a comprehensive governance framework of policies, standards and procedures that promote the secure, ethical and responsible use of technology. These include policies relating to acceptable use, information security, data protection, software development, bring-your-own-device (BYOD), AI, and data loss prevention. Technology governance is also embedded within the Group's enterprise risk management framework to ensure that technology-related opportunities and risks are identified, assessed and managed in an integrated manner.

### Employee security awareness and AI ethics

Recognising the critical role of employees in maintaining the Group's cyber security posture, the Group invests in ongoing security awareness, education and training. Employees receive guidance on information security, phishing and social engineering, identity management, data privacy, incident reporting, acceptable technology use and the secure handling of sensitive information. Targeted initiatives also address the responsible, ethical and secure use of AI, including the protection of confidential information, appropriate human oversight and compliance with applicable legal, regulatory and internal governance requirements.

 Read more in the risk management section from page 76.

### Our compliance

*The Board recognises that compliance with applicable laws, regulations, regulatory requirements and relevant non-binding codes and standards is fundamental to responsible corporate citizenship, ethical conduct and sustainable value creation. It oversees the Group's compliance framework to ensure that the Group operates within the requirements applicable to its businesses, industries and jurisdictions.*

Responsibility for implementing and managing compliance processes is delegated to management. Within South Africa, legal and statutory compliance oversight is coordinated by the Group Legal Manager and Group Company Secretary, while accountability for compliance in operations outside South Africa rests with the respective divisional CEOs. Management is responsible for ensuring that appropriate processes, controls and reporting mechanisms are in place to identify, monitor and address compliance obligations within their areas of responsibility.

The Group's compliance universe includes, among others, the Companies Act, JSE Listings Requirements, JSE Debt and Specialist Securities Listings Requirements, labour legislation, taxation requirements, health and safety regulations, environmental legislation, data protection requirements and other applicable national and regional laws relevant to the jurisdictions in which the Group operates.

The Board remains ultimately accountable for ensuring that an appropriate system of internal controls is maintained to provide reasonable assurance that compliance obligations are identified, monitored and managed effectively, and that potential areas of non-compliance are detected and addressed through timely corrective and remedial action. While no system of internal control can provide absolute assurance against loss or non-compliance, the Group continues to enhance its control environment in response to evolving regulatory expectations and business requirements.

The Group monitors legislative and regulatory developments across its operating jurisdictions and actively engages with relevant industry bodies and forums to remain informed of regulatory developments, emerging risks and evolving best practices. These engagements support the Group's ability to anticipate regulatory changes, contribute constructively to industry discussions and incorporate relevant developments into its compliance processes.

During the 2026 financial year, no Group company received notice of any material breach of laws or regulations, and no material regulatory penalties, sanctions or fines were imposed on the Group, its Directors or appointed officers for contraventions of statutory or regulatory obligations. The Group was also not subject to any material environmental-related sanctions or prosecutions for non-compliance with applicable environmental legislation during the reporting period.

### Conflicts of interest

Conflicts of interest are proactively managed in line with Section 75(5) of the Companies Act. Directors and prescribed officers are required to declare any personal or financial interests related to matters on the agenda at the start of each Board or committee meeting. Where a Director or a related party has a financial interest, the Director must disclose it, recuse themselves, and refrain from participating in discussions or decisions on the matter.

Super Group maintains a formal register of conflicts of interest and personal financial interests. This register is updated at least twice a year, or as changes occur.

The register and the Group's conflicts of interest policy are accessible at:

 <https://supergroup.co.za/bondholder-information/>

### Dealing in shares and insider trading

Super Group is committed to maintaining the highest standards of market integrity and compliance with applicable securities laws. Directors, prescribed officers and employees who are in possession of unpublished price-sensitive information are prohibited from dealing, directly or indirectly, in the Company's securities.

In accordance with the JSE Listings Requirements and the Group's securities dealing policy, trading is prohibited during closed periods as determined by the Board.

Closed periods generally commence at the end of a reporting period and continue until the public release of the Group's financial results, and from the publication of a cautionary announcement until the release of the corresponding terms announcement.

All dealings in the Company's securities by Directors, the Group Company Secretary and Directors of major subsidiaries require the prior written approval of the Group CEO. Dealings by the Group CEO require the prior written approval of the Chairperson of the Board.

All approved dealings are disclosed in accordance with applicable regulatory and JSE Listings Requirements.

### Whistle-blowing

Super Group maintains a zero-tolerance approach to bribery, corruption, fraud and anti-competitive conduct. The Group is committed to conducting business ethically, fairly and transparently, with all procurement, contracting and supplier engagements based on objective commercial criteria and free from conflicts of interest, undue influence or favouritism.

The Group prohibits all forms of anti-competitive behaviour, including collusion with competitors, the exchange of commercially sensitive information, price-fixing, bid-rigging and market allocation. It is equally committed to treating customers fairly and equitably, ensuring that products and services are provided without unlawful or unjustifiable discrimination.

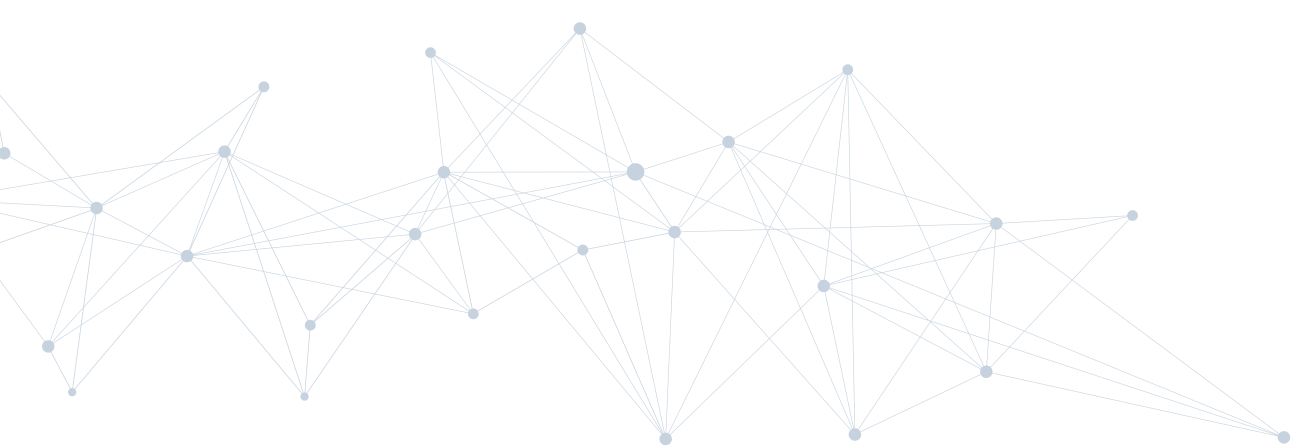
These principles are embedded in the Group's governance framework and support compliance with applicable laws and regulations. By promoting ethical business practices, the Group strengthens stakeholder trust, mitigates legal and reputational risk, and fosters a culture of integrity, accountability and responsible corporate citizenship.

The Group's Supplier Code of Conduct and Ethics is available at  <https://supergroup.co.za/our-policies/>

Mechanisms in place to combat illegal activities include a whistle-blowing hotline. The hotline is managed by an experienced external service provider, and whistle-blowers can make tip-offs anonymously via telephone, email or the service provider's website. Internal communication campaigns raise awareness of the hotline and reinforce its anonymity and confidentiality.

Tip-offs are reported to the Head of Group Audit Services, who passes the details to the relevant Group executive for investigation. Where possible, the outcome of the investigation is provided to the whistle-blower and relevant employees. The tip-offs register is presented at Audit and Risk Committee meetings.

By year-end, all reported cases were appropriately investigated and resolved. Where necessary, steps were taken to address the outcomes of investigations. Most reports related to internal human resources (HR) matters were addressed by the relevant business unit. No material concerns were identified.



The Board and its committees

TIP-OFFS RECEIVED

|   |                                                                                        |
|---|----------------------------------------------------------------------------------------|
| 0 | Collusion, bribery and unethical behaviour                                             |
| 1 | Fraud and theft                                                                        |
| 0 | Procurement irregularities                                                             |
| 8 | HR-related issues, including favouritism, discrimination, harassment and victimisation |

Remuneration

The Board, through the Group Remuneration Committee, ensures that Super Group’s remuneration philosophy, policy and practices are fair, responsible, transparent and aligned with the Group’s strategy, values and long-term objectives. The remuneration framework supports sustainable value creation by rewarding performance that delivers positive outcomes for shareholders and other stakeholders while enabling the Group to attract, retain, motivate and develop high-performing talent.

The committee oversees the implementation of a remuneration framework that balances fixed and variable remuneration, with an appropriate mix of short-term and long-term incentives designed to promote sustainable financial performance, prudent risk-taking and long-term shareholder value. Executive remuneration is aligned with the achievement of strategic objectives and incorporates financial, operational and individual performance measures that support the Group’s long-term success.

The Board recognises that remuneration is a key driver of organisational culture and employee engagement. Accordingly, the Group is committed to remuneration practices that are equitable, market-related and free from unfair discrimination.

When reviewing remuneration outcomes, the Remuneration Committee considers:

|                           |                            |                                        |                   |
|---------------------------|----------------------------|----------------------------------------|-------------------|
| Internal pay relativities | External market benchmarks | Workforce remuneration trends          | Gender pay equity |
| Talent retention          | Succession planning        | The Group’s employee value proposition |                   |

This approach supports a high-performance culture while reinforcing fairness, inclusion and responsible corporate citizenship.

Individual performance is assessed within the context of the Group’s strategic priorities, business performance, leadership behaviours and contribution to long-term value creation. Variable remuneration outcomes are subject to robust governance and are designed to reward sustainable performance while discouraging excessive risk-taking.

The committee also oversees the application of appropriate governance mechanisms, including malus and clawback provisions where applicable, to reinforce accountability and alignment with stakeholder interests.

The Group Remuneration Committee regularly reviews the Remuneration Policy and Implementation Report against evolving market practice, shareholder expectations, regulatory developments and corporate governance principles. Shareholder feedback received at the AGM and through ongoing stakeholder engagement is carefully considered to ensure the continued relevance, competitiveness and effectiveness of the remuneration framework.

The Board remains committed to transparent remuneration reporting and meaningful stakeholder engagement. A comprehensive Remuneration Report is published annually, providing clear disclosure of the Group’s remuneration philosophy, policy, governance framework, executive remuneration outcomes, performance measures, incentive structures and voting results, together with an explanation of how remuneration supports the creation of sustainable value over the short, medium and long term.

*Through ongoing oversight of remuneration governance, the Board is satisfied that the Group’s remuneration practices support ethical leadership, encourage sustainable performance, promote fairness across the organisation and reinforce the long-term interests of the Company and its stakeholders.*

📖 See the Remuneration Report on page 83 and the Remuneration Committee Report on page 69.

Assurance

The Board, supported by the Group Audit Committee and Group Risk Committee, ensures that the Group maintains an effective system of internal control and a robust assurance framework that provides confidence in the integrity of information used for decision-making and external reporting. Effective assurance supports sound governance, responsible risk management and the creation of sustainable stakeholder value.

The Group applies a combined assurance model that integrates assurance activities across management, specialist risk and compliance functions, internal audit, external audit and other independent assurance providers. This coordinated approach enhances assurance coverage, reduces duplication of effort and provides the Board with a comprehensive view of the effectiveness of governance, risk management and internal control processes across the Group.

The combined assurance framework is aligned with the Group’s strategic objectives, principal risks and risk appetite,

ensuring that significant financial, operational, strategic, regulatory, technology, cyber security, sustainability and compliance risks receive appropriate assurance. A risk-based assurance matrix is maintained and regularly reviewed to identify assurance providers, monitor coverage and address gaps or overlaps as the business and operating environment evolve.

Management remains responsible for establishing and maintaining effective internal controls. The Group Audit Committee oversees the effectiveness of the combined assurance framework and considers reports from management, internal audit, the external auditor and other assurance providers when assessing the adequacy of the Group’s control environment and the reliability of information presented to the Board.

The committee annually evaluates the independence, objectivity and effectiveness of the external auditor and monitors the performance and independence of internal audit. It also reviews the effectiveness of the Group’s internal financial controls, finance function and financial reporting processes, including the preparation of the Annual Financial Statements and compliance with applicable accounting standards, legal requirements and governance expectations.

Increasing emphasis is placed on non-financial information, including sustainability-related disclosures, ESG information, IT governance, cyber security, data governance and regulatory compliance. This supports reliable, balanced and transparent reporting across both financial and non-financial matters.

During FY26, the combined assurance framework continued to mature through enhanced coordination of assurance activities, refinement of the risk-based assurance plan and increased focus on emerging risks. Based on the assurance obtained from management, internal audit, the external auditor and other assurance providers, together with the oversight exercised by the Group Audit Committee, the Board is satisfied that the combined assurance framework operated effectively during the year, that no material weaknesses in internal financial controls were identified and that the framework can be relied upon to support the integrity of the Group’s governance, risk management, internal control environment and external reporting.

*The Board is therefore satisfied that the combined assurance model provides an appropriate and balanced level of assurance over the effectiveness of the Group’s governance arrangements, supports informed decision-making and enhances stakeholder confidence in the integrity of the information disclosed by the Group.*

Stakeholder governance

The Board is committed to a stakeholder-inclusive approach to governance, recognising that the Group’s ability to create sustainable value depends on maintaining trusted, constructive and mutually beneficial relationships with its stakeholders. In fulfilling its fiduciary duties, the Board seeks to balance the legitimate needs, interests and expectations of material stakeholders with the long-term interests of the Group, ensuring that stakeholder considerations inform strategy, decision-making and risk management.

Stakeholder identification and oversight

The Board, together with management, identifies the Group’s material stakeholders based on their influence on the business, the extent to which they are affected by the Group’s activities and their ability to contribute to the Group’s long-term success. These stakeholders include shareholders, employees, customers, suppliers, business partners, regulators, financiers, communities and other key stakeholders. Stakeholder relationships are reviewed regularly to ensure that engagement remains relevant, responsive and aligned with the evolving operating environment.

The Board oversees a structured stakeholder engagement framework that promotes open, transparent and meaningful dialogue across the Group. Responsibility for day-to-day stakeholder engagement is delegated to executive management, led by the Group CEO, while the Board and its committees provide oversight of material stakeholder matters relevant to their respective mandates. The Social and Ethics Committee monitors stakeholder relationships relating to employees, customers, communities, transformation, ethics and responsible corporate citizenship, while the Audit Committee, Risk Committee and Remuneration Committee oversee engagement on matters within their respective governance responsibilities.

Shareholder and investor engagement

Shareholder engagement remains a key priority. The AGM provides shareholders with an important opportunity to engage directly with the Board, ask questions and exercise their voting rights on significant matters. In addition, the Group CEO, CFO and senior management maintain ongoing engagement with shareholders, investors and analysts through regular investor presentations, roadshows and market updates, thereby promoting transparent communication regarding the Group’s strategy, financial performance, governance and long-term value-creation objectives.

## The Board and its committees

### Employee, customer and regulator relations

The Group also maintains regular engagement with employees through leadership communication, employee surveys, training programmes and other engagement initiatives that support an inclusive, ethical and high-performance culture. Relationships with customers, suppliers and business partners are strengthened through ongoing collaboration, service excellence, responsible procurement practices and continuous feedback mechanisms. Constructive engagement with regulators, industry bodies and local communities supports compliance, responsible business conduct and the Group's broader contribution to economic and social development.

Stakeholder insights are incorporated into the Board's deliberations and decision-making processes, enabling the Board to anticipate emerging issues, respond to stakeholder expectations, identify risks and opportunities and strengthen organisational resilience. The Board believes that transparent engagement and responsible corporate citizenship enhance stakeholder trust, protect the Group's reputation and reinforce its social licence to operate.

Guided by the principles of integrity, accountability, fairness, transparency and Ubuntu, the Board remains committed to fostering enduring stakeholder relationships that support sustainable, inclusive and long-term value creation for the Group and all its stakeholders.

 Also refer to principle 16 in the Group's **King IV™ Application Assessment** document and read more about the Group's stakeholder management on page 30 of this **Integrated Report**.

### Reporting

The Board recognises that transparent, balanced and credible reporting is essential to enabling stakeholders to make informed assessments of Super Group's performance, prospects and ability to create value over the short, medium and long term. The Board oversees the integrity and quality of the Group's reporting, supported by its relevant committees, and ensures that disclosures are accurate, timely, relevant and aligned with applicable legal, regulatory and governance requirements.

The Board approves the Group's materiality determination process, which guides the identification and disclosure of matters that are most significant to understanding the Group's strategy, risks and opportunities, performance and broader impact. This process supports integrated thinking by ensuring that reporting reflects the interconnected nature of the factors that influence sustainable value creation.

Through a comprehensive reporting suite, Super Group seeks to provide stakeholders with meaningful insight into its governance, strategic priorities, operational performance, risk management and sustainability commitments. By maintaining high standards of transparency and accountability, the Group aims to strengthen stakeholder trust and confidence in its governance and long-term prospects.

### OUR BOARD COMMITTEES

The Board has established six sub-committees, including the statutory committees required in terms of applicable legislation and regulatory requirements.

Each committee operates under a Board-approved Charter that defines its mandate, authority, composition, responsibilities and reporting obligations.

The committees perform their functions within the framework of the Companies Act, the JSE Listings Requirements, Debt and Specialist Securities Listings Requirements and the principles of King IV™.

Committee charters are reviewed periodically to ensure that they remain appropriate, effective and aligned with evolving legislative, regulatory and governance requirements. The Board receives regular reports from its committees to support effective oversight and informed decision-making.

All Board members are entitled to attend committee meetings as observers, while members of executive management may attend committee meetings by standing invitation or when specifically requested to provide relevant expertise, information or operational insight. This approach supports constructive engagement between the Board and management while preserving the independence and effectiveness of committee deliberations.

*Each Board committee confirmed that it had executed its duties in accordance with its terms of reference and the requirements of the Companies Act, JSE Listings and Debt and Specialist Securities Listings Requirements and King IV™.*

## The Board and its committees

The following section outlines the Board sub-committees, their mandates, memberships, activities, attendance and independence in 2026.

### Group Audit Committee

#### Mandate

The overarching purpose of the Audit Committee is to enhance the integrity and effectiveness of Super Group's financial reporting and internal control systems. The committee promotes transparency, accountability and compliance across the Group.

Primary functions and responsibilities include:

- assessment of the internal and external audit processes;
- financial reporting oversight;
- independent oversight of the assurance functions;
- internal control evaluation; and
- compliance monitoring.

The committee maintains stakeholder confidence in the Group's financial reporting and overall governance and helps prevent financial mismanagement, fraud and other irregularities. It also supports the Board in fulfilling its fiduciary responsibilities.

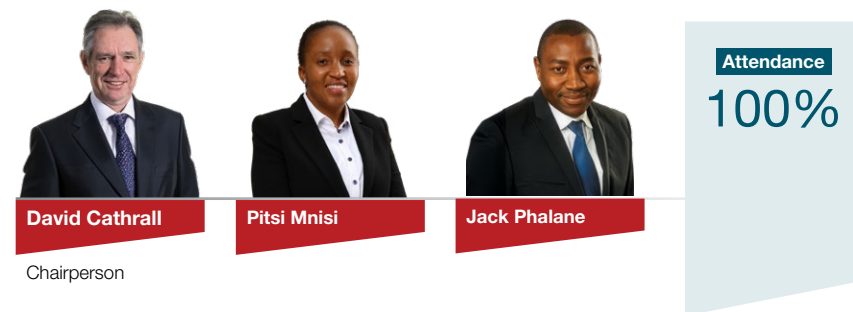
#### Functioning

The committee will typically meet

**4**  
times  
per year

#### Members

(As at date of publishing)



#### Invitees

Peter Mountford (Group CEO), Colin Brown (Group CFO and Debt Officer), Valentine Chitalu (Board Chairperson), David Read (Designated Audit Partner from KPMG Inc.), Luqmaan Jogi (Group Audit Manager from KPMG Inc.), Zack Sieberhagen (Group Financial Controller), Nicola Bryce (Financial Reporting Manager), Frikkie Knoetze (Projects Executive and Risk Manager), Reyaaz Mahmood (Head of Group Audit Services), Johan Venter (Group Tax Manager), John Mackay (Company Secretary).

#### Members availing themselves for re-appointment to the committee at the 2026 AGM

- David Cathrall (Chairperson)
- Pitsi Mnisi
- Jack Phalane

#### Composition

The committee is appointed by the shareholders from among the Non-Executive Directors and consists of at least three members. The Chairperson of the Board is not a member of the committee.

The committee members cover an appropriate mix of skills, including financial management skills, to ensure they can properly assess the risks facing the Group. At least one-third of the members at any time must have academic qualifications or experience in economics, law, corporate governance, finance, accounting, commerce, industry, public affairs or HR management.

#### Value-creating activities during FY 2026

- Evaluating the effectiveness of the internal and external audit processes and their alignment with best practices.
- Reviewing internal and external audit plans, results and recommendations.
- Overseeing the integrity, accuracy and transparency of financial reporting and compliance with relevant regulatory requirements.
- Supporting the Board in fulfilling its fiduciary responsibilities through oversight and guidance on financial strategy, risk management and governance practices.
- Reporting significant audit findings, developments and changes in the audit landscape to the Board.
- Approving the external audit fee and fees for non-audit services.
- Approving the internal audit charter and audit plan.
- Assessing the appropriateness of the key audit matters outlined in the Independent Auditor's Report.

#### Key focus areas in FY 2027

The committee will continue to assess the internal and external audit processes, provide financial reporting oversight and support the Board in fulfilling its fiduciary responsibilities.

For further detail, also refer to the Group Audit Committee report in the Consolidated Annual Financial Statements.

### Group Risk Committee

#### Mandate

The committee's responsibilities include reviewing and assessing the integrity, reliability and effectiveness of Super Group's risk management systems, policies and strategies. It defines the scope, role, responsibilities and authority of the Group's risk management function.



#### Functioning

The committee will typically meet

**2**  
times  
per year

#### Members

(As at date of publishing)



#### Invitees

Frikkie Knoetze (Projects Executive and Risk Manager), Reyaaz Mahmood (Head of Group Audit Services), Alan Chambers (Group Legal Counsel), Greg Kronson (CIO), John Mackay (Company Secretary).

#### Composition

The committee comprises at least four Executive and Non-Executive Directors appointed by the Board, of whom at least two are Non-Executive Directors. The committee members and the Chairperson are appointed for a minimum of two years. The Board appoints a Non-Executive Director as the committee Chairperson. The Chairperson of the Board is eligible to be the committee Chairperson.

The committee members cover an appropriate mix of skills, including financial management skills, to ensure they can properly assess the Group's risks.

#### Value-creating activities during FY 2026

- Monitoring external developments relating to corporate accountability and associated risk reporting, including emerging potential impacts.
- Reviewing financial, business and strategic risk reports presented by management.
- Overseeing the adequacy of business continuity and disaster recovery plans.
- Conducting a systematic and documented risk assessment at least annually.
- Providing an independent and impartial overview of information presented by management to maintain objectivity.
- Assessing and improving the effectiveness of risk management methodologies and internal controls, including identifying and addressing areas for improvement.
- Monitoring cyber and related IT security risks.
- Monitoring heightened operational challenges relating to rail and port infrastructure.

#### Key focus areas in FY 2027

The committee will continue to enhance risk management processes, with a concerted effort to integrate risk management more effectively into strategic planning and decision making. Considering macroeconomic conditions, it will continue to emphasise cyber security threats and logistics disruptions. It will also explore the use of technology and data analytics to better predict potential risks and identify trends.

Read more about the Group's risks on page 77 of this **Integrated Report**.

## The Board and its committees

### Group Deal Committee

#### Mandate

The committee protects the interests of shareholders and other stakeholders by making informed and strategic decisions regarding potential acquisitions and disposals. It sets the Group's investment criteria and evaluates potential acquisitions and disposals within pre-set levels of authority.

Thorough deal evaluation requires astute committee oversight and understanding of:

- due diligence, financial analysis and risk assessment;
- legal and regulatory compliance;
- negotiations;
- integration planning;
- stakeholder communication; and
- conflict of interest management.

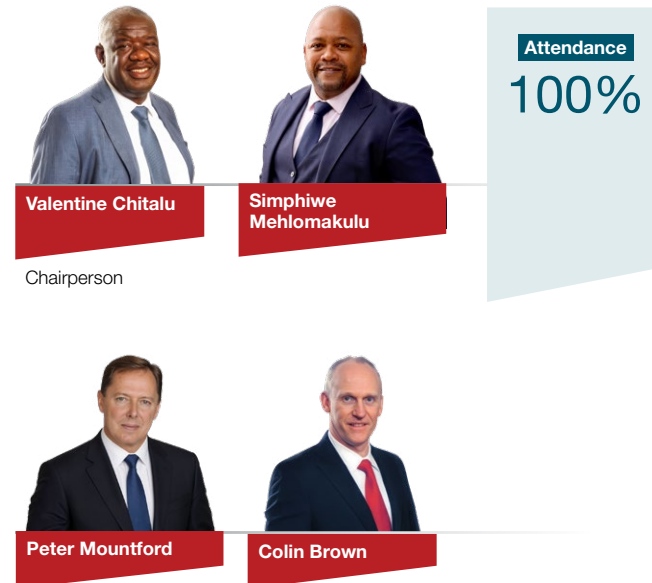
#### Functioning

The committee will meet as required, typically

**1 or 2**  
times  
per year

#### Members

(As at date of publishing)



#### Value-creating activities during FY 2026

- The committee oversaw the acquisition of the DIG Group with a focus on strategic alignment, financial viability, risk management and the potential to enhance long-term shareholder value.

#### Key focus areas in FY 2027

The committee will continue to assess the strategic fit, financial viability and potential risks and rewards of proposed deals.

### Group Remuneration Committee

#### Mandate

The committee ensures that the Group's compensation practices align with overall strategy while considering fairness, transparency and alignment with shareholders' interests. It aims to create a compensation framework that encourages prudent risk-taking, accountability and sustainable growth.

#### Functioning

The committee will typically meet

**2**  
times  
per year

#### Members

(As at date of publishing)



#### Invitees

The Group CEO attends meetings by invitation and is not entitled to vote. He recuses himself from discussions regarding his remuneration.

#### Composition

The committee is appointed by the Board from among the Non-Executive Directors and consists of at least three members. The Board endorses the appointment of the committee Chairperson. The Chairperson of the Board is not eligible to be the committee Chairperson.

#### Value-creating activities during FY 2026

- Aligning the remuneration strategy and policy with the Group's business strategy, desired culture and sustainable business performance, while maintaining an appropriate balance between reward and accountability.
- Reviewing and implementing the 2025 remuneration policy to ensure remuneration remains equitable and supports long-term, sustainable performance in a challenging operating environment.
- Evolving the remuneration policy in response to shareholder concerns raised at the AGM, changes to the Companies Act, evolving governance standards and leading remuneration practices.
- Providing remuneration packages designed to attract, retain and motivate high-performing Executive Directors and management.
- Ensuring remuneration levels are appropriately positioned relative to comparable companies, taking relative performance into account.
- Considering the wider operating context, including pay and employment conditions, to support remuneration decisions that are consistent, fair and perceived as such.
- Communicating remuneration policies, goals and objectives to stakeholders.

#### Key focus areas in FY 2027

The committee will continue to actively engage with shareholders to understand and consider their perspectives on the Group's remuneration practices. Ongoing focus areas will include complying with changing laws and regulations regarding executive compensation and disclosure, benchmarking against industry standards, and understanding market trends.

Also refer to principle 14 in the Group's **King IV™ Application Assessment** document and read more about the Group's remuneration policy and practices in the Remuneration Report from page 83 of this **Integrated Report**.

## The Board and its committees

### Group Social and Ethics Committee

#### Mandate

The committee plays a multi-faceted role in overseeing Super Group's organisational integrity and responsible business practices.

The committee ensures the Group:

- upholds ethical standards;
- promotes social and economic development;
- practices good corporate citizenship;
- maintains regulatory compliance;
- prioritises environmental sustainability;
- ensures health and safety standards;
- effectively addresses labour and employment issues; and
- engages with stakeholders.

The committee aims to positively impact the Group's diverse stakeholders by promoting responsible and inclusive business practices. It fosters a culture where stakeholder interests are prioritised and reflected in decision-making. It ensures accountability and provides insight into the Group's social and environmental initiatives through transparent annual reporting and oversight. This contributes to the long-term well-being of the Group, its clients and the communities it serves.

#### Members

(As at date of publishing)



Pitsi Mnisi



Simphiwe Mehlomakulu



Peter Mountford

Chairperson

#### Invitees

John Mackay (Company Secretary)

#### Members availing themselves for re-appointment to the committee at the 2026 AGM

- Pitsi Mnisi
- Simphiwe Mehlomakulu

#### Functioning

The committee will typically meet

1  
time  
per year

#### Composition

The committee comprises at least three Executive and Non-Executive Directors, of whom at least one must be a Non-Executive Director. The Board appoints an independent Non-Executive Director as Chairperson of the committee, who provides objective and independent oversight of the Group's social, ethical, stakeholder and sustainability responsibilities.

Attendance  
100%

### Value-creating activities during FY 2026

- Assessing the implications of evolving regulatory requirements and emerging governance trends, including enhanced King V™-related disclosure expectations, responsible business and sustainability practices, transparent stakeholder reporting, data privacy and protection, cyber security and digital resilience governance and the responsible adoption, governance and use of AI.
- Considering developments in AI regulation and increasing expectations regarding AI ethics.
- Overseeing the implementation of emerging technologies to support their ethical, secure and transparent use in alignment with the Group's governance framework.
- Supporting improvements to the Group's environmental data management processes, including the measurement, monitoring and verification of key environmental performance indicators.
- Enhancing the consistency, transparency and integrity of environmental performance reporting to support better-informed decision-making and continuous performance improvement.
- Reviewing the implementation and effectiveness of the Group's CSI initiatives to ensure alignment with strategic priorities, community needs and measurable social outcomes.
- Encouraging initiatives that deliver meaningful and sustainable impact through education, skills development, community partnerships and programmes that contribute to long-term socio-economic development.
- Supporting initiatives that strengthen a culture of safety, integrity, inclusion and responsible behaviour across the Group.

- Monitoring employee well-being, health and safety, training and development programmes to ensure that employees are equipped with the knowledge, skills and support required to operate safely, ethically and effectively.
- Overseeing employee awareness programmes covering ethics, regulatory compliance, data privacy, information security, cyber security risks and the responsible use of digital technologies, including AI.
- Monitoring initiatives designed to enhance cyber security awareness and reinforce a strong information security culture across the Group.
- Overseeing employee training on phishing prevention, password and identity management, secure handling of confidential information, cyber threat awareness, incident reporting and compliance with information security policies.
- Encouraging the adoption of recognised cyber security best practices to reduce human-related cyber risks and improve the Group's overall cyber resilience.
- Promoting employee understanding of AI capabilities, risks and ethical considerations.
- Overseeing training and awareness programmes focused on the responsible, secure and transparent use of AI, including the protection of confidential information, compliance with applicable laws and regulations, mitigation of bias, appropriate human oversight and adherence to the Group's governance and ethical standards.
- Monitoring developments in AI governance to support responsible innovation while safeguarding stakeholder interests.

#### Key focus areas in FY 2027

The committee will stay updated on evolving environmental, social and ethical regulations and integrate best industry practices into the Group's policies. It will continue prioritising community engagement and the impact of CSI initiatives. Employee safety and effectiveness will be supported through targeted training programmes, with an emphasis on leveraging technology to enhance learning and protection.

For further detail, also refer to the Group Social and Ethics Committee Report on page 72 of this Integrated Report.

### Group Nominations Committee

#### Mandate

To ensure that the Board has the appropriate composition, skills, diversity and leadership to govern the Company effectively. It oversees succession planning and recommends appointments based on the Group's strategic needs.

#### Members

(As at date of publishing)



Valentine Chitalu



David Cathrall



Pitsi Mnisi

Chairperson



Jack Phalane



Simphiwe Mehlomakulu

#### Invitees

John Mackay  
(Company Secretary)

#### Composition

The committee comprises only Non-Executive Directors, all of whom are deemed independent. The committee is chaired by the Board Chairperson and operates in accordance with its Board-approved Charter.

Attendance  
100%

#### Functioning

The committee will meet as required, typically when Board vacancies arise.

### Value-creating activities during FY 2026

- Regularly reviewing the size, structure and composition of the Board to ensure it has an appropriate balance of skills, experience, independence, diversity and knowledge.
- Identifying, evaluating and recommending candidates for appointment to the Board and its committees through a formal, transparent and merit-based process.
- Overseeing succession planning for the Chairperson, Directors, committee chairs and, in many companies, the CEO and other key executives.
- Monitoring the implementation of the Company's diversity policy and considering diversity objectives when recommending appointments.
- Independence assessments: Reviewing the independence of Non-Executive Directors in accordance with applicable governance codes and listing requirements.
- Considering the outcomes of Board, Committee and Director performance evaluations and recommending changes to enhance Board effectiveness.
- Recommending the composition and chairpersons of board committees.
- Overseeing the induction of new directors and monitoring ongoing director development to ensure the Board remains effective.

#### Key focus areas in FY 2027

The committee will continue to oversee Board composition and succession planning to ensure an appropriate balance of skills, experience, diversity and independence, enabling the board to govern effectively and support the Group's long-term success.



**Pitsi Mnisi**  
Chairperson

Ensuring mindful governance



## Group Social and Ethics Committee Report

### RESPONSIBLE GROWTH IN A CHANGING WORLD

In a rapidly changing environment shaped by geopolitical uncertainty, technological advancement and heightened sustainability expectations, Super Group remained focused on creating long-term value through responsible business practices. The Group continued to strengthen its governance framework, engage with stakeholders and integrate ESG considerations into strategy, risk management and decision-making.

The Social and Ethics Committee oversaw the Group's progress in advancing its sustainability agenda, ensuring that material environmental, social and ethical matters were considered alongside financial performance. Key areas of focus included climate governance, responsible technology adoption, ethical business conduct, employee well-being and community investment. These initiatives strengthen organisational resilience, support long-term performance and enhance the Group's ability to deliver meaningful outcomes for its stakeholders.

### OVERSIGHT IN AN EVOLVING REGULATORY LANDSCAPE

Regulatory developments across all of the jurisdictions in which the Group operates were actively monitored, with particular focus on sustainability reporting, climate-related disclosures, corporate governance developments and responsible business practices.

In preparing for disclosure in FY27, developments relating to King V™ – and their implications for the Group's governance framework – were carefully considered. As part of this process, the committee reviewed the alignment of its mandate and oversight responsibilities against the evolving governance principles and expectations embodied in King V™. In collaboration with the Board and its committees, governance practices and reporting will continue to evolve in line with emerging best practice.

The Social and Ethics Committee oversaw the Group's progress in advancing its sustainability agenda, ensuring that material environmental, social and ethical matters were considered alongside financial performance.

### STRENGTHENING ETHICAL BUSINESS CONDUCT

In conjunction with the Audit and Risk Committee, oversight was maintained over material ethics-related matters, including emerging trends identified through whistle-blowing and other reporting channels. Management's response to reported issues, and the effectiveness of corrective actions and control enhancements implemented to address identified risks, were also reviewed.

Ethical awareness continued to be reinforced through targeted employee communications, training and leadership engagement in order to promote a culture of integrity and compliance with applicable laws, regulations and internal policies. Continued emphasis was also placed on fostering a culture of candour, by encouraging employees to raise concerns without fear of retaliation. This approach aims to reassure stakeholders of the Group's commitment to ethical leadership, transparency and accountability.

### SUPPORTING A LOWER-CARBON FUTURE THROUGH OPERATIONAL INNOVATION

Initiatives focused on improving operational efficiency, reducing environmental impact and strengthening long-term resilience were advanced. Progress was made in enhancing resource efficiency, reducing emissions and supporting the transition towards lower-carbon operations. These initiatives contribute to the Group's ability to manage climate-related risks, enhance operational and cost efficiencies, and support customers in achieving their sustainability objectives. Key areas of focus included improving fuel, energy and water efficiency, reducing waste generation, and strengthening responsible waste management practices.

A **32% decrease** in water consumed

Reduced carbon emissions from electricity by **7%**

A **sustained increase** in the proportion of energy derived from solar, reducing reliance on electricity from the grid

Fleet of **19 650** vehicles all at **Euro 3 specification or higher**

The Group **did not incur any sanctions or face prosecution for non-compliance** with environmental regulation

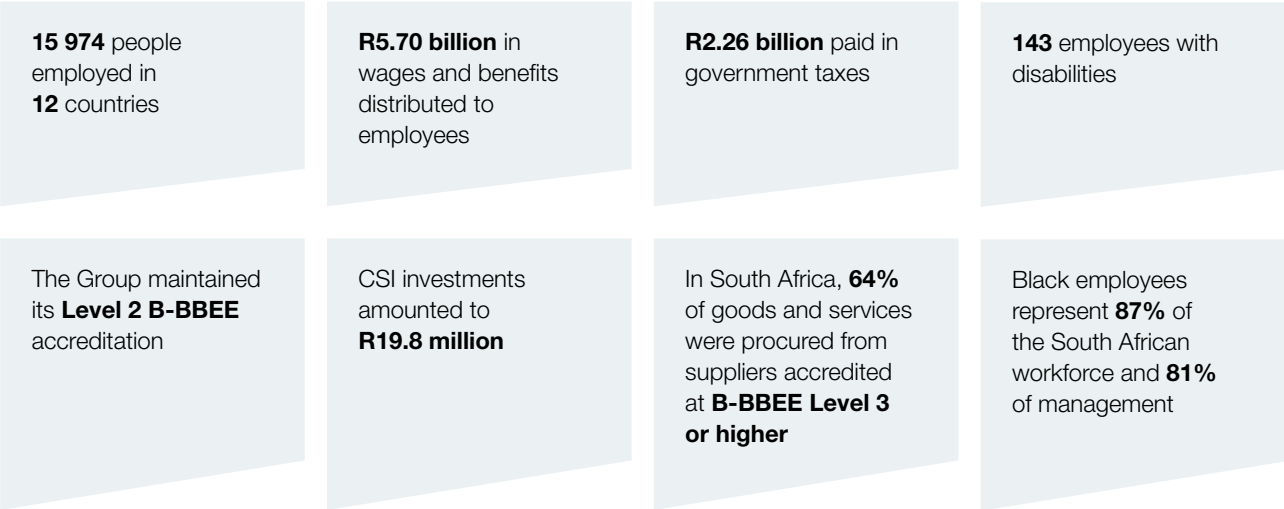


# Group Social and Ethics Committee Report

## CREATING LASTING SOCIAL VALUE THROUGH COMMUNITY INVESTMENT AND ECONOMIC INCLUSION

Over R19.8 million was invested in communities through targeted CSI initiatives focused on education, healthcare, food security, youth empowerment and skills development. Education and skills development remained key priorities, with bursaries, learnerships, workplace training and youth development programmes expanding access to opportunities and promoting economic inclusion. Super Group also responded to immediate community needs through initiatives supporting food security, healthcare and disaster relief, while contributing to the long-term resilience of the communities in which it operates.

The effectiveness of the CSI strategy was monitored to ensure that investments remained aligned with community needs and the Group strategy. Long-term partnerships with non-profit organisations, educational institutions and community-based organisations ensure that the effectiveness of community investments are maximised, with the relevance of these partnerships reviewed on a continuous basis.



## EQUIPPING OUR PEOPLE FOR A CHANGING WORLD

The development and support of our people remain fundamental to long-term success. Initiatives to strengthen employee capabilities, enable career development and foster a culture of continuous learning, safety and operational excellence continued to be progressed.

Structured learning and development initiatives are embedded across all operations and occupational levels through workplace learning, coaching, mentoring and strategic education partnerships. These programmes strengthen critical skills and leadership capability, support the development of a sustainable talent pipeline, and ensure employees are equipped to respond to evolving business requirements.

Digital learning capabilities have been expanded, providing employees with more accessible and flexible learning opportunities while strengthening knowledge sharing and the development of future-ready skills. Cyber security awareness remained an integral component of employee development, reinforcing the critical role employees play in safeguarding information assets and strengthening critical cyber resilience. Recognising the increasing impact

of AI, the Group implemented awareness initiatives to promote its responsible and ethical use. Training covered information security, data privacy, phishing awareness and incident reporting, while also equipping employees to understand the importance of human oversight when using AI-enabled tools. Employees were guided on assessing the limitations and potential biases of AI-generated outputs, and on complying with applicable legislation, policies and governance requirements.

Employee health and safety remain strategic priorities, with the committee monitoring occupational health and safety performance, safety culture initiatives, incident trends and corrective actions. The Group achieved a 36% reduction in workplace accidents through a sustained focus on safety awareness, preventative measures and strengthening a proactive safety culture. Management undertakes thorough reviews of all reported accidents to identify root causes and implement improvements to operating procedures to prevent recurrence. Despite the progress made, four fatalities were recorded during the reporting period. We extend our deepest condolences to the families and colleagues affected by these tragic losses.

## PRIORITIES FOR FY 2027

During FY27, attention will remain on evolving ESG and ethical matters across the Group's operations, with particular consideration given to sustainability reporting requirements, climate-related expectations, corporate governance trends and responsible business practices.

Progress in strengthening sustainability and governance frameworks will be monitored. Priority areas will include sustainability disclosures, climate governance, and reporting developments relating to King V™.

Maintaining a strong ethical culture will remain a priority, with ongoing assessment of the effectiveness of Super Group's ethics framework, including the Code of Conduct, whistle-blowing mechanisms, and ethical awareness initiatives.

Recognising their critical role in building a capable, engaged and future-ready workforce, organisations must equip employees to leverage emerging technologies, including AI, to enable more efficient learning, enhance productivity and transform the way they work. This requires the responsible adoption of technology, underpinned by appropriate oversight and governance.

Super Group's CSI activities will continue to be prioritised, with emphasis on aligning initiatives with community needs and creating meaningful social impact through education, skills development and economic inclusion.

A focus on these priorities will support ethical leadership, sound governance, organisational resilience and sustainable long-term value creation for all stakeholders.

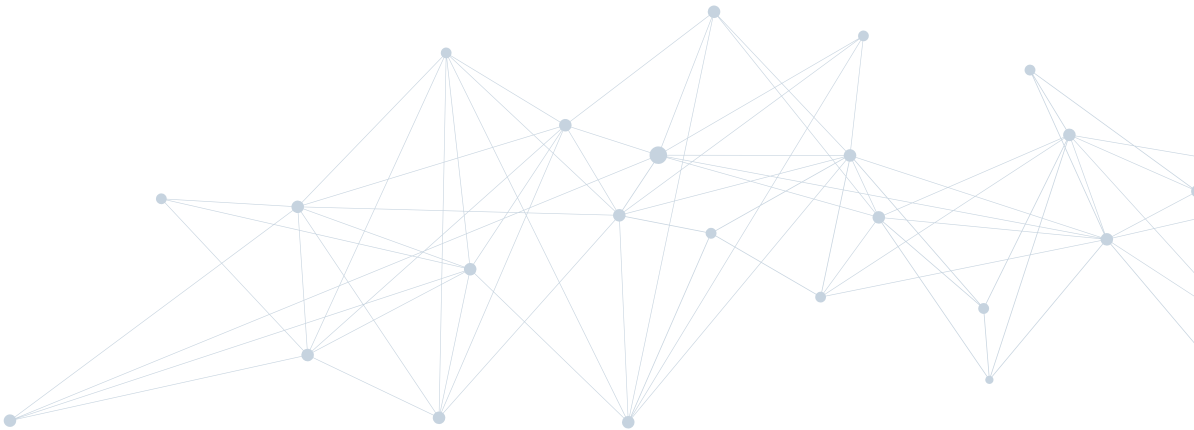
## CONCLUSION

*The committee is satisfied that it fulfilled its statutory responsibilities and governance obligations during the year under review.*

I would like to thank my fellow committee members, the Board, executive management and all Super Group employees for their continued commitment to ethical leadership, responsible business conduct and sustainable value creation.

The progress outlined in this report reflects the collective efforts of our people to strengthen a culture of integrity, accountability and responsible corporate citizenship. Together, we remain focused on building a resilient and inclusive organisation that creates lasting value for stakeholders.

**Pitsi Mnisi**  
Committee Chairperson  
6 October 2026



# Strategic risk and opportunity management

*Risk management is a core component of Super Group's strategy. It enables the business to proactively anticipate, prepare for and respond to uncertainties. This approach supports long-term value creation by turning potential risks into opportunities for growth and resilience.*

## RISK MANAGEMENT FRAMEWORK

Super Group continually evolves and enhances its risk management framework to align with its strategy and promote a culture of risk awareness. Risk management is integrated into decision-making and compliance efforts. This enables the Group to manage uncertainties and leverage opportunities, thereby enhancing its resilience.

### Governance and structures

The Board delegates responsibility for implementing and executing risk management to the Group's Risk and Executive Committees. These committees report to the Board on the effectiveness of risk management.

#### Risk management framework

Enables a structured approach to identifying, assessing, managing and monitoring risks across the Group.

Ensures risk management aligns with strategy, promotes a culture of risk awareness, and supports efficient resource allocation.

#### Executive Committee and divisional management

Responsible for overseeing all risks and implementing relevant governance processes, standards, policies and frameworks to effectively manage risk.

#### The Board and its committees

Responsible for governing risk and ensuring the implementation of formal processes to effectively manage the Group's risks.

The Group Risk Committee sets out the risk policy detailing objectives, scope, approach, and roles and responsibilities.

The Board reviews the strategic and critical risks and approves the Group's risk tolerance.

## RISK MANAGEMENT PROCESSES

### 1. Risk Identification

Each division is responsible for identifying, assessing and recording risks and monitoring procedures aimed at mitigating them. The Group Risk function facilitates risk workshops with each division and ensures the risks identified align with strategy, business models and operating context.

### 2. Risk assessment

The likelihood and potential impact of identified risks is evaluated. Risks are prioritised based on their severity and potential consequences. This allows resources to be focused on the most critical areas.

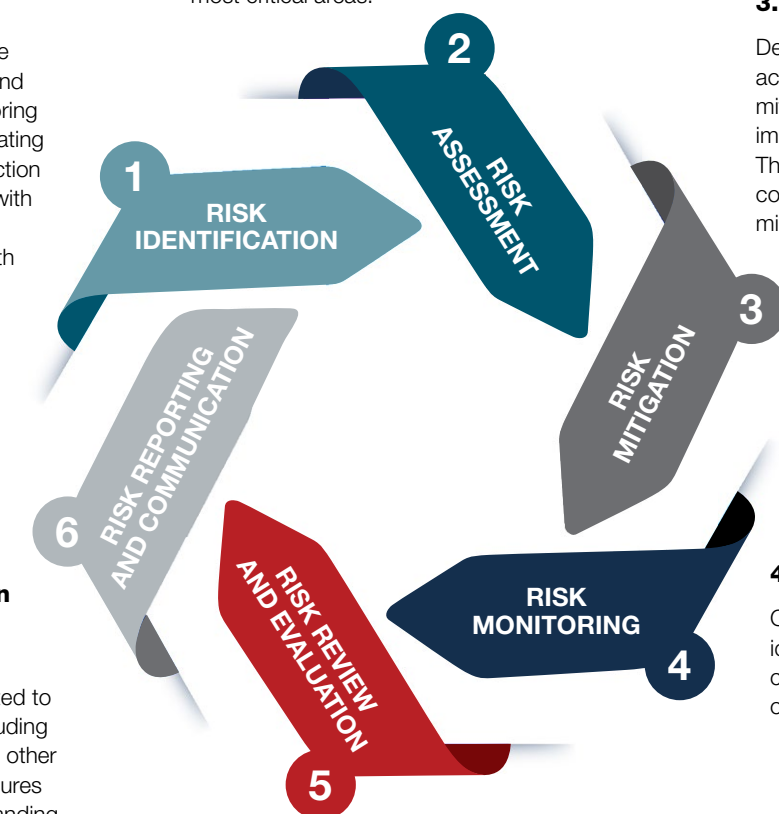
### 3. Risk mitigation

Develop strategies and action plans to reduce or mitigate the likelihood and impact of identified risks. These include implementing controls and procedures to minimise risk exposure.

### 6. Risk reporting and communication

Risks and their potential impacts and mitigation strategies are communicated to relevant stakeholders, including the Board, employees and other key stakeholders. This ensures transparency and understanding of the Group's risks.

Reporting on the status of risks is done regularly through the Group Risk Committee and as part of the integrated reporting process. This includes reporting on risk identification, assessment, mitigation actions, and levels of exposure. In this way, updates are provided to the Board, executive management and other stakeholders.



### 5. Risk review and evaluation

Periodic review and updating of risk assessments and mitigation plans as new information becomes available and the effectiveness of mitigation measures becomes apparent. This includes conducting post-event reviews, lessons learned exercises and best practice benchmarking to identify improvements and enhance future risk management.

### 4. Risk monitoring

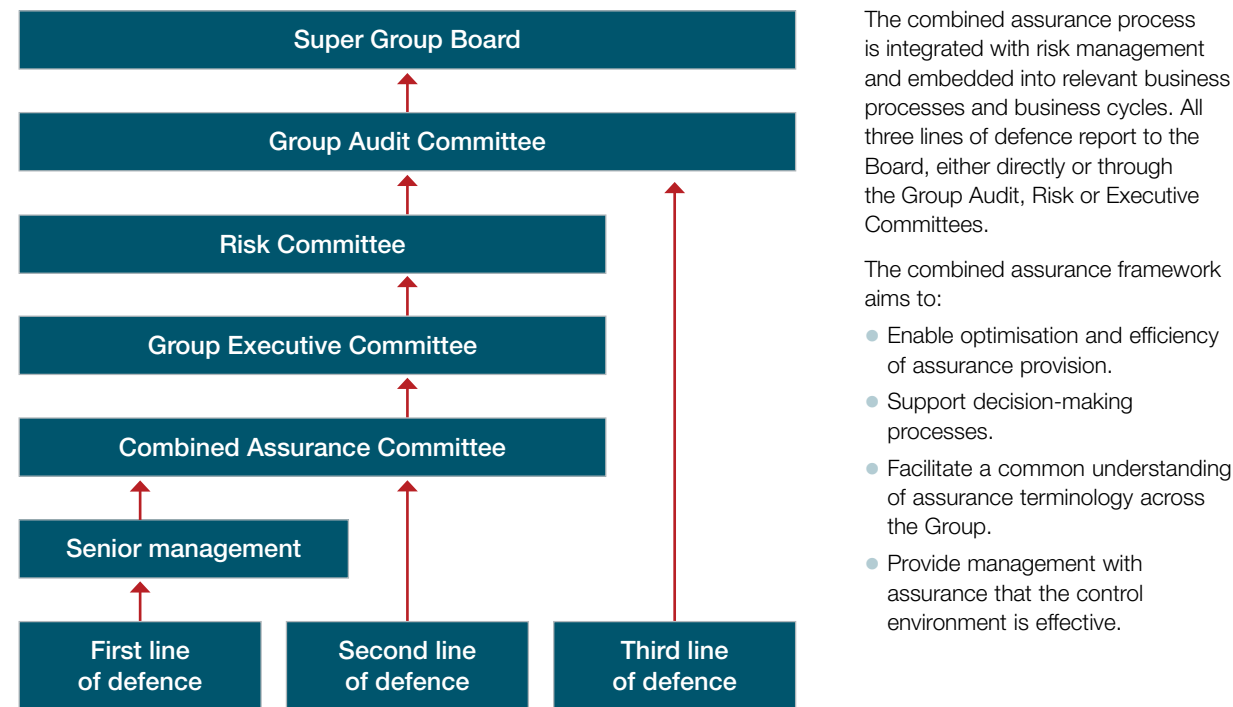
Continuous monitoring of identified risks to assess changes in their likelihood or impact over time.

## Strategic risk and opportunity management

### Combined assurance

The combined assurance framework provides a coordinated and effective Group-wide approach to risk management. The framework ensures that prioritised risk events at Group and operational level are effectively mitigated through adequately designed and effective operating controls.

Super Group applies this approach to optimise the assurance coverage obtained from three lines of defence as set out in the graphic below.



### The Group's three lines of defence model

#### First line of defence

Management

##### Risk ownership

Responsible for identifying and managing risks in line with established risk policies, procedures, appetite, tolerance levels, and operational controls as part of day-to-day work.

#### Second line of defence

Risk management, compliance and legal functions

##### Oversight and monitoring

Provide management assurance and continuous controls monitoring. This line is responsible for ongoing evaluation of the design and effectiveness of controls, offering advice and facilitating risk management activities.

#### Third line of defence

Internal audit and other independent assurance providers

##### Independent assurance and validation

Provide oversight and assurance to the Board and management on the adequacy and effectiveness of implemented controls. Typically, this involves independent assurance providers with a high degree of objectivity, such as external auditors, internal auditors or other assurance service providers.

[Click here to view all icons](#)

### KEY RISKS AND OPPORTUNITIES

#### R1 Business sustainability

**Inability to deliver growth and meet financial targets in a volatile economic and socio-political environment**



#### Year-on-year change



Reduced risk



Static risk



Elevated risk

#### Mitigating actions and opportunities

##### SUPPLY CHAIN

Continually evolve the business model to align services with market demands and optimise cost structures.

Maintain a diversified client portfolio across industries to reduce sector-specific risks.

Implement rigorous cost control measures to maintain profitability during economic fluctuations.

Optimise asset utilisation and foster cross-unit collaboration to reduce costs and capitalise on shared opportunities.



##### FLEET SOLUTIONS

Increase market penetration by targeting corporate clients and expanding visibility in key sectors.

Enhance revenue streams through value-added services such as vehicle funding, maintenance and insurance.

Maintain Level 1 B-BBEE certification to retain competitive advantage in key markets.

Leverage the Group's scale and geographic reach to build resilience against smaller, localised competitors.

Implement rigorous cost control measures to maintain profitability during economic fluctuations.



##### DEALERSHIPS

Maintain strong partnerships with OEMs.

Continually enhance the mix of premium luxury and value/volume brands.

Offer customers choice through diverse multi-brand franchises.

Identify and capitalise on cross-selling opportunities to maximise customer value and strengthen loyalty.

Implement rigorous cost control measures to maintain profitability during economic fluctuations.



#### Related material matters:

MM1

MM3

#### Primary capitals impacted:





 [Click here to view all icons](#)

## Strategic risk and opportunity management

### **Technology and cyber security**

*Inability to deliver innovative client solutions and protect digital assets from cyber-attacks* 

Year-on-year change



#### Mitigating actions and opportunities

The Group continues to invest in technology, cyber security capabilities and governance frameworks that strengthen operational resilience, support business continuity and enable the secure adoption of digital innovation. Technology and cyber security risks are actively monitored through established governance structures and management reporting processes, providing ongoing oversight of risk exposure, control effectiveness and emerging threats. This ensures that technology investments remain aligned with strategic objectives while supporting prudent risk management.

A proactive cyber security approach is maintained through continuous monitoring, vulnerability management, endpoint protection and regular security assessments. Daily operational monitoring and structured monthly risk reporting enable the timely identification, remediation and tracking of vulnerabilities, contributing to an improved security posture and reducing the likelihood of material technology-related incidents.

The Group continues to enhance its cyber resilience and recovery capabilities through incident response planning, disaster recovery preparedness, control testing and resilience-focused exercises. These measures strengthen the organisation's ability to respond effectively to cyber events, support the rapid restoration of critical services and minimise potential business disruption.

Recognising that employee awareness remains one of the most effective lines of defence, the Group maintains ongoing cyber security awareness and education initiatives designed to promote responsible technology use, improve threat recognition and reinforce accountability. These programmes contribute to a security-conscious culture and assist in reducing human-related cyber risk across the organisation.

Data protection and information governance remain key priorities. The Group applies layered controls, including data loss prevention measures, access management controls and information security standards, to safeguard the confidentiality, integrity and availability of information assets. Continuous monitoring and governance reporting provide management and oversight committees with visibility of key cyber security, compliance and technology risk indicators, supporting informed decision-making and timely corrective action.

Through disciplined governance, continuous improvement and targeted security investments, the Group seeks to strengthen cyber resilience, protect information assets, maintain stakeholder confidence and support sustainable value creation in an increasingly digital operating environment.

#### Related material matter:

**MM2**

#### Primary capitals impacted:



 [Click here to view all icons](#)

### **Regulatory compliance**

*Non-compliance with the wide range of legislation that impacts the Group and its clients* 

Year-on-year change



#### Mitigating actions and opportunities

To mitigate regulatory compliance risks and leverage opportunities arising from a changing regulatory landscape, the Group actively maintains close relationships with government agencies and regulatory bodies to remain abreast of upcoming legislative developments, obtain guidance where required, and proactively assess potential impacts on operations. It also regularly consults with legal, regulatory, and subject-matter experts while continuously monitoring evolving laws, regulations, and industry standards to ensure that compliance requirements are effectively identified, interpreted, and embedded into business practices. Through active participation in relevant industry associations, Super Group contributes to policy discussions, gains early visibility of regulatory trends, and adopts emerging best practices to strengthen its compliance approach and competitive positioning.

The Group conducts frequent internal compliance audits to validate adherence across operational areas, identify control gaps and implement corrective actions where necessary. Comprehensive compliance training is provided to employees at all levels to reinforce awareness of regulatory obligations, promote accountability and embed a strong culture of compliance throughout the organisation. Robust due diligence processes are undertaken for third-party vendors, suppliers, and business partners to assess compliance maturity and minimise exposure to external risks, with appropriate compliance clauses incorporated into contractual agreements to establish clear expectations and obligations.

Super Group leverages data analytics and monitoring capabilities to identify trends, anomalies and early indicators of potential compliance risks, enabling timely intervention, improved decision-making and the identification of opportunities to enhance operational resilience and regulatory alignment.

#### Related material matters:

**MM2**

**MM4**

#### Primary capitals impacted:



# Rewarding value creation

## Overview of the remuneration approach

|                                                                         |    |
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| Section B: Directors and Executives' Remuneration Implementation Report | 94 |



## Report of the Remuneration Committee

Super Group's remuneration practices are designed to reward operational performance and are aligned with strategic priorities, financial targets and stakeholder interests. The Group is committed to equitable compensation for all employees, thereby ensuring their active participation in the macroeconomic environment.

### BACKGROUND STATEMENT

**On behalf of the Remuneration Committee (Remco), I am pleased to present Super Group's Remuneration Report for the year ended 30 June 2026. The report has been prepared in accordance with the remuneration disclosure requirements of the amended Companies Act, effective 22 May 2026, and the JSE Listings Requirements.**

The Remuneration Committee ensures that remuneration practices attract and retain market-leading talent, motivate sustained high performance and promote appropriate economic growth. Remco also ensures transparency of disclosure to enable shareholders to assess the effectiveness of the Group's remuneration and governance processes.

**Jack Phalane**  
Committee Chairperson

### FACTORS IMPACTING REMUNERATION DECISIONS

Despite challenging macroeconomic and operating conditions, Super Group delivered an excellent financial performance. Most businesses across the Group performed well in growing market share and weathering infrastructural and supply chain challenges in relation to both South African ports and the Iran war. Turnover and operating margins also improved in Europe and the UK, although automotive manufacturing volumes fell markedly in the UK in particular.

Super Group continues to execute its strategy effectively, maintaining a strong financial performance despite the significant cost impact of the Iran war and persistently high interest rates in key markets. The Group's consistent delivery of top-tier and sustainable performance positions it well to generate future stakeholder value.

The Group's continuing revenue increased by 6.2% to R45.83 billion (2025: R43.17 billion) and headline earnings per share for continuing operations increased by 36.0% to 334.6 cents (2025: 246.1 cents), reflecting a healthy performance in all three operating divisions.

*The Group's financial and market position remains robust, and its cash flow has been satisfactory in an environment adversely impacted by the cost of international conflict.*

Remco conducted Executive Director and management remuneration benchmarks and updated them to better reflect the comparative peer group position as outlined on page 87. The committee also analysed remuneration policies and levels with reference to the Willis Towers Watson (WTW) Annual Remuneration Review. Executive and management responsibilities were benchmarked according to the WTW scales, and the outcomes of this benchmarking and the approved remuneration levels derived are provided on page 85.

Remco approved the annual salary review outcomes for all employees. The remuneration of Group executives and other senior management is optimised within the parameters of equitable pay. This ensured that remuneration levels were logical and aligned with the need to attract and retain critical and strategic talent.

# Report of the Remuneration Committee

## SHAREHOLDER ENGAGEMENT

Despite compelling shareholder support for and endorsement of the 2025 financial and non-financial targets, shareholders were invited to share any remuneration concerns and their reasoning. In response, a major shareholder recommended that the benchmark peer set be expanded by a further two to three peer companies of a similar size and with comparable industry operating conditions.

The Remco has reviewed this feedback and with the delisting of businesses such as Imperial Logistics Ltd and, more recently Barloworld Limited and Wincanton plc, it is increasingly challenging to identify comparable peer businesses. Grindrod Ltd has been added to the peer set, while Wincanton plc has been removed from this grouping due to its takeover in calendar 2024.

The relevant remuneration-related voting at the AGM of 21 November 2025 is summarised below.

| Percentage of 'in favour' votes                   | 2025  | 2024  |
|---------------------------------------------------|-------|-------|
| Remuneration policy (non-binding advisory vote)   | 95.14 | 90.83 |
| Implementation report (non-binding advisory vote) | 78.57 | 89.73 |
| Approval of Non-Executive Directors' fees         | 99.69 | 99.86 |

## ACTIVITIES UNDERTAKEN BY REMCO DURING THE YEAR

### Mandated matters

- Approved the 2026 Remuneration Report.
- Approved salary increases for all employees, effective 1 July 2026.
- Oversaw the WTW remuneration benchmarking process for Executive Directors and management. The Remco was satisfied with the independence of both WTW and PricewaterhouseCoopers (PwC) in relation to the Conditional Share Purchase (CSP) scheme now implemented.
- Reviewed Exco performance to ensure alignment with strategic objectives and important financial and ESG parameters.
- Benchmarked the Executive Directors' remuneration packages to the peer set to ensure that guaranteed pay levels are appropriate and market-related.
- Assessed succession planning at executive and senior management levels. The Group CEO, in consultation with Remco, is responsible for ensuring that adequate succession plans are in place at all critical and strategic levels of the business.

### Focus areas

Recognising the crucial role remuneration plays in driving performance and enhancing stakeholder value, the Remco's focus areas included:

- Reviewing the remuneration policy to ensure that remuneration remains equitable and drives long-term, sustainable performance in a particularly challenging operating environment.
- Benchmarking of guaranteed remuneration packages to ensure competitive positioning to at least 90% of the comparative WTW average guaranteed pay by employee category.
- Implementing the 2026 remuneration policy, as amended.
- Considering where relevant, changes to the Companies Act concerning remuneration and disclosures.

## KEY POLICY ENHANCEMENTS

Remco made the following key policy enhancements in determining incentive structures for the 2026 financial year:

- Based on the WTW benchmarking exercise, it was evident that the Chief Executive Officer and Chief Financial Officer were at total guaranteed package (TGP) levels that are below market average. The CEO's total guaranteed pay was positioned approximately 9.3% below the WTW average guaranteed pay benchmark for 2025 and the CFO's was approximately 10.1% below this benchmark. Nevertheless, the increases in guaranteed pay for the CEO and CFO were both set at 4.0% (South African CPI at June 2026 was 5.0%), for the forthcoming year to 30 June 2027.
- The target premium over RNOA has been standardised across short- and long-term incentives at WACC plus a premium of 20%. Previously the target premium for short-term incentive (STI) was 30%, as opposed to the long-term incentive (LTI) target of 20%. The threshold for the accrual of any STI or LTI incentive relating to RNOA remains the Group's WACC.
- Recognising the importance of aligning STI criteria between the Executive Directors and senior management, the proportion of the STI for Executive Directors that relates to growth in HEPS has been increased to 60% from 45% in the prior year. This aligns with senior management, for whom 60% of the STI relates to growth in profit before taxation.
- Super Group has entrenched ESG in its Group strategy and goals and critical elements thereof have been included in the executive remuneration structures. ESG elements now effectively account for 10.0% of the short- and LTI awards at the targeted level.
- Implemented the revised LTI scheme as outlined on pages 89 and 96.

### LOOKING AHEAD

The Remco will continue to actively engage with shareholders to understand and consider their perspectives on the Group's remuneration practices. Compliance with relevant laws and changing regulations regarding executive compensation and disclosure remain a focus, as are regular benchmarking against industry standards and understanding market trends.

## CONCLUSION

The Remuneration Committee is satisfied that Super Group's remuneration policy is aligned with the corporate strategy and financial growth objectives. The committee reviewed its remuneration policies, which are designed and aligned to attract and retain excellent business skills, motivate sustained high performance and promote appropriate risk management.

*Remco is satisfied that it has fulfilled its mandated responsibilities and that the existing policies have been implemented with diligence and sound judgement.*

The Remuneration Report was reviewed, independently benchmarked and enhanced to improve disclosure and ensure effective communication. The report endeavours to provide salient information on our 2026 remuneration policy and its implementation in a transparent and understandable format.

The support of shareholders in their advisory votes is very important to our Board as well as the executives and management of Super Group, and we appreciate your feedback. The AGM in November 2026 will be held virtually, and we look forward to engaging with you at that time.

On behalf of Remco

**Jack Phalane**  
Committee Chairperson  
6 October 2026



# Section A: Remuneration policy

## ENSURING FAIR PAY AND ACCOUNTABILITY

Super Group is dedicated to cultivating a work environment that upholds the principles of fairness, safety and ethics in order to promote the well-being of all employees. In alignment with these core values, the Group embraces the ethos of equitable and responsible compensation throughout its operations.

The Group complies with industry minimum wage regulations, including, but not limited to, the National Minimum Wages and Industry wage tables. These are determined through collective bargaining or similar consultative processes for National Bargaining Council employment categories within the Road Freight Association and other sectors such as the Motor and Retail industries.

The remuneration of senior, middle and junior management is based on achieving key performance standards. Executives receive increases and incentives based on performance standards and the relevant market conditions. In addition, the remuneration of all executive employees who are subject to Group Remco oversight is subject to local subsidiary Board approval.

All increases and incentives, except for bargaining unit employees, are awarded with due consideration of the Group's financial performance and market conditions. The Group uses various variable remuneration strategies across its workforce in the form of short- and long-term incentives to reward employees and drive performance standards.

The Group adheres to the principle of equal pay for work of equal value.

Reward policies are free from bias or unfair discrimination, and decisions are made irrespective of personal characteristics. The Group remains committed to eliminating unfair differentiation and preventing future practices of discrimination.

### Remuneration policies for Executive Directors, executive managers and employees

#### Remuneration policy for Executive Directors

The Executive Directors appointed to the Board deliver skills and experience that are appropriate to the Group's needs. Their guaranteed remuneration is based on the average of the market, with the discretion to pay a premium of up to 20% to the average to attract and retain Executive Directors.

*Remco aims to align the Directors' total remuneration with shareholders' interests by ensuring that a significant portion of their package is linked to achieving performance targets.*

Executive Directors' salaries comprise a cash portion which is reviewed annually by Remco. Salaries are compared to pay levels of other JSE listed South African companies, as per the list on page 87, to ensure sustainable performance and market competitiveness.

The individual salaries of Executive Directors are reviewed annually, considering their own performance, experience, responsibility and Group performance. The Company contributes to defined contribution plans on behalf of the Executive Directors based on a percentage of cash salary. Death and disability cover provided to Executive Directors reflects best practice among comparable employers in South Africa. Other benefits include car and travel benefits and cover on the Group's medical healthcare scheme. These elements comprise the fixed remuneration component.

A review of the remuneration structures of a comparative group of companies was conducted during the year based on metrics including revenue, number of employees, industry and complexity.

#### Comparative companies/peers

Super Group utilises the WTW Corporate Grading System to structure and guide the level of management compensation, ensuring internal equity and external competitiveness. This methodology considers the following key elements:

- Business size, based on gross revenue, cash generation and net asset value.
- Organisational size and scale, considering operational consequence and employment numbers.
- Business, strategic and organisational complexity.

The surveys provide an external benchmark of the overall market. Macroeconomic factors are also considered when reviewing the market and survey information. The survey information is adjusted to take cognisance of differences between the date of survey and the relevant Super Group implementation date.

In addition, the Remco determines and analyses the remuneration benchmarks for both Group Executives and Non-Executive Directors. The comparator group is re-assessed annually based on South African JSE listed corporates and international benchmarks. Comparable factors such as company size, financial performance, nature of business and operating regions are all considered when determining the peer group.

Direct and very relevant comparisons to unlisted South African businesses (such as the DP World-owned Imperial Logistics Ltd) are unfortunately not practically possible.

#### The updated comparative peer set comprises the following JSE listed companies:

|                                 |                           |
|---------------------------------|---------------------------|
| Bidvest Limited                 | Consumer discretionary    |
| Grindrod Limited                | Industrial transportation |
| KAP Industrial Holdings Limited | Industrials               |
| Motus Holdings Limited          | Automotive logistics      |

This review is one of the elements considered for the current Executive Directors' salaries, incentives and share scheme benchmarking.

#### Remuneration policy for senior management and employees

A remuneration package split between guaranteed and variable pay is deemed appropriate for the various levels of employees. The WTW survey is one of the benchmarks used to assess the market and industry salaries. For highly specialised positions, other specialist surveys, including the PwC and Road Freight Association benchmarks are referenced.

In the case of trade union members, pay increases are based on the agreements concluded by the Road Freight Bargaining Council.

Guaranteed pay (or base pay) includes any benefits that the individual employee may receive. Super Group strives to provide its employees with a benefits offering that is competitive with the local and international market offering for that level of employee at a cost-to-company level.

#### Remuneration package structures

The remuneration package percentage split between guaranteed and variable pay must be appropriate to the level of accountability carried by the individual employee and their line of sight in the business (i.e. their ability to affect the results). The guiding principle is that the greater the level of accountability and the closer the line of sight, the greater the risk portion of an employee's remuneration package.

The risk portion of remuneration, inclusive of short-term incentives, ranges from 50% to 100% of the guaranteed remuneration package at the target-performance level.

### Guaranteed pay (TGP)

Super Group offers market-related salaries at a total annual guaranteed salary level (variable pay excluded).

Super Group strives to be a superior payer at a total annual salary level (guaranteed and variable pay). The underlying philosophy is that when the Group and the individual achieve a high level of performance, the overall reward is superior to that of the average market offering.

The business units are also responsible for ensuring that individual employees are correctly positioned in the market from a guaranteed pay perspective and these businesses conduct regular market surveys on an annual basis. These surveys use accurate, relevant and up-to-date data that considers local market conditions and inflation trends.

#### Salary increases and salary reviews

Three forms of corporate salary increases can be awarded, namely:

1. **Performance-based** salary increases are awarded in recognition of individual employee achievements and performance levels relative to their role in the Group and their delivery against KPIs set in their performance review.
2. **Merit increases** are awarded in recognition of consistent, exceptional performance by individual employees whose delivery and achievements surpass what is normally or reasonably expected of employees in that role. Increases may also be awarded because of individual promotions or job role changes.
3. **Salary adjustments** are awarded to ensure that individual employees are adequately compensated for the job they do and their knowledge or skills relative to the market value of that job and skills set. Adjustments are considered annually to ensure that all employees are optimally incentivised in terms of performance.

All salary increases are subject to the approval of the relevant line managers and must be submitted and actioned following the processes and procedures established by the Group approvals framework.

#### Variable pay

Variable pay (STI) takes the form of bonuses or commissions, with the latter being generally applicable to sales (quota-bearing) employees.

Commission is also a form of "at-risk" or variable pay in that it is not guaranteed to the employee. However, the criteria on which commission is earned are fundamentally different from those applied to bonus earnings. This element is also not relevant at an Executive Director or senior executive level.

Generally, an employee's variable pay reflects a bonus and is split into a business performance bonus element and an individual strategic performance-based portion.

## Section A: Remuneration policy

### The annual targets and bonus achievement splits for Executive Directors

| Guaranteed                                                                                                                                                                                                                                                                                                       | Short-term incentives                                                                                                                                                                                                                                                                                          | Long-term incentives                                      |                            |                         |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|----------------------------|-------------------------|------|---------------------------|------|---------------------------|------|---------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cash-based remuneration<br>Paid monthly                                                                                                                                                                                                                                                                          | Variable bonus<br>Paid annually<br>100% of TGP (at-target)                                                                                                                                                                                                                                                     | CSP<br>Shares awarded annually<br>100% of TGP (at-target) |                            |                         |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Includes: <ul style="list-style-type: none"><li>Basic salary</li><li>Medical healthcare scheme</li><li>Car and travel benefits</li></ul> Three forms of increase: <ul style="list-style-type: none"><li>Performance-based</li><li>Merit</li><li>Adjustment to bring in line with comparative companies</li></ul> | <table><tr><th>Targets</th><th>Target bonus achievement %</th></tr><tr><td>HEPS growth <math>\geq 10\%</math></td><td>60.0</td></tr><tr><td>RNOA <math>\geq</math> WACC plus 20%</td><td>30.0</td></tr><tr><td>Individual strategic KPIs</td><td>10.0</td></tr><tr><td>Targets</td><td>100.0</td></tr></table> | Targets                                                   | Target bonus achievement % | HEPS growth $\geq 10\%$ | 60.0 | RNOA $\geq$ WACC plus 20% | 30.0 | Individual strategic KPIs | 10.0 | Targets | 100.0 | <p><b>Objectives:</b></p> <p>Align Executive Directors with shareholder interests.</p> <p>Retain key strategic and industry-critical executives.</p> <p><b>Target:</b></p> <p>The award is measured over a three-year period and the criteria applied are growth in HEPS <math>\geq</math> GDP plus CPI plus 1% compounded, RNOA <math>\geq</math> WACC plus 20% and individual strategic KPIs.</p> <p><b>Outperformance:</b></p> <p>HEPS growth above GDP plus CPI plus 3% compounded, RNOA greater than WACC plus 44% and individual strategic KPIs.</p> |
| Targets                                                                                                                                                                                                                                                                                                          | Target bonus achievement %                                                                                                                                                                                                                                                                                     |                                                           |                            |                         |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| HEPS growth $\geq 10\%$                                                                                                                                                                                                                                                                                          | 60.0                                                                                                                                                                                                                                                                                                           |                                                           |                            |                         |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| RNOA $\geq$ WACC plus 20%                                                                                                                                                                                                                                                                                        | 30.0                                                                                                                                                                                                                                                                                                           |                                                           |                            |                         |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Individual strategic KPIs                                                                                                                                                                                                                                                                                        | 10.0                                                                                                                                                                                                                                                                                                           |                                                           |                            |                         |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Targets                                                                                                                                                                                                                                                                                                          | 100.0                                                                                                                                                                                                                                                                                                          |                                                           |                            |                         |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

### The annual targets and bonus achievement splits for senior management

| Guaranteed                                                                                                                                                                                                                                                                                                       | Short-term incentives                                                                                                                                                                                                                                                                                                       | Long-term incentives                                             |                            |                                      |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|----------------------------|--------------------------------------|------|---------------------------|------|---------------------------|------|---------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cash-based remuneration<br>Paid monthly                                                                                                                                                                                                                                                                          | Variable bonus<br>Paid annually<br>100% of TGP (at-target)                                                                                                                                                                                                                                                                  | CSP<br>Shares awarded annually<br>50% to 100% of TGP (at-target) |                            |                                      |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Includes: <ul style="list-style-type: none"><li>Basic salary</li><li>Medical healthcare scheme</li><li>Car and travel benefits</li></ul> Three forms of increase: <ul style="list-style-type: none"><li>Performance-based</li><li>Merit</li><li>Adjustment to bring in line with comparative companies</li></ul> | <table><tr><th>Targets</th><th>Target bonus achievement %</th></tr><tr><td>Profit before tax growth <math>\geq 10\%</math></td><td>60.0</td></tr><tr><td>RNOA <math>\geq</math> WACC plus 20%</td><td>30.0</td></tr><tr><td>Individual strategic KPIs</td><td>10.0</td></tr><tr><td>Targets</td><td>100.0</td></tr></table> | Targets                                                          | Target bonus achievement % | Profit before tax growth $\geq 10\%$ | 60.0 | RNOA $\geq$ WACC plus 20% | 30.0 | Individual strategic KPIs | 10.0 | Targets | 100.0 | <b>Objectives:</b><br>Align management with shareholder interests.<br>Retain key industry-critical management.<br><br><b>Target:</b><br>The award is measured over a three-year period and the criteria applied are growth in HEPS $\geq$ GDP plus CPI plus 1% compounded, RNOA $\geq$ WACC plus 20% and individual strategic KPIs.<br><br><b>Outperformance:</b><br>HEPS growth above GDP plus CPI plus 3% compounded, RNOA greater than WACC plus 44% and individual strategic KPIs. |
| Targets                                                                                                                                                                                                                                                                                                          | Target bonus achievement %                                                                                                                                                                                                                                                                                                  |                                                                  |                            |                                      |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Profit before tax growth $\geq 10\%$                                                                                                                                                                                                                                                                             | 60.0                                                                                                                                                                                                                                                                                                                        |                                                                  |                            |                                      |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| RNOA $\geq$ WACC plus 20%                                                                                                                                                                                                                                                                                        | 30.0                                                                                                                                                                                                                                                                                                                        |                                                                  |                            |                                      |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Individual strategic KPIs                                                                                                                                                                                                                                                                                        | 10.0                                                                                                                                                                                                                                                                                                                        |                                                                  |                            |                                      |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Targets                                                                                                                                                                                                                                                                                                          | 100.0                                                                                                                                                                                                                                                                                                                       |                                                                  |                            |                                      |      |                           |      |                           |      |         |       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

Bonuses are not earned should the HEPS or profit before taxation growth be less than 50.0% of the target growth of 10.0% on both measures. A pro-rata bonus is paid for growth achievements on these measures which ranges between the 5.0% threshold and the outperformance level of 15.0%. The accrual between threshold and the outperformance level is linear, with the target growth being 10.0%. In the case of performance levels exceeding the defined outperformance growth of 15% being achieved, the maximum total STI level of 150% of TGP has been retained for both the Chief Executive and Chief Financial Executive levels.

In the case of the RNOA bonus element, the bonus threshold is at WACC, and this bonus element reaches the outperformance level at a 44% premium to WACC. The accrual between threshold of WACC and the target 20% premium level is linear. Similarly, the accrual over the target to the out-performance RNOA level of WACC plus a premium of 44%, is linear. Where the performance level exceeds the defined outperformance level of WACC plus a 44% premium, the maximum total STI level for Executive Directors prevails at 150% of TGP.

Certain employees receive a bonus equivalent to approximately one month's salary provided the Group has met its operational and performance targets.

## Long-term incentives

Historically, the Group's LTI programme included the Share Appreciation Rights Scheme (SARS) and Deferred Share Purchase (DSP) Scheme. The SARS and DSP schemes aimed to retain highly skilled employees critical to the longer-term strategy and success of the Group. The DSP essentially deferred an element of incentive remuneration to assist in the long-term retention of critical management.

The Remco and Board discontinued the SARS and DSP scheme grants with effect from December 2023. Details of the historic SARS and DSP awards forfeited or still to vest are shown on  pages 98 and 99 respectively.

*The historic SARS and DSP schemes have been replaced by the CSP scheme which was implemented during the year ended 30 June 2026.*

### CSP scheme

The CSP scheme participation is limited to executives, senior management and key employees who have a direct and significant impact on the strategy and financial performance of the Group. The LTI awards issued subsequent to 30 June 2026 are aligned to market benchmarks expressed as a percentage of TGP (at-target), to ensure the quantum of awards is competitive after considering the affordability thereof to the Group.

The target value of CSP awards ranges from 25% to 100% of each participant's TGP, depending on the participant's role and level of responsibility. The number of conditional shares granted is determined using the volume weighted average price (VWAP) of the Company's shares immediately preceding the grant date, adjusted for the expected dividend yield. In order to align the expected value of the award with the target award value, the number of shares granted is calibrated using a Monte Carlo simulation model that estimates the expected proportion of shares likely to vest, based on 10 000 simulated future performance outcomes, using historical performance data for the applicable performance measures. This approach is intended to provide participants with an expected award value equivalent to the approved target award, while maintaining meaningful upside for exceptional performance and downside risk where performance falls below expectations.

The CSP is subject to prospective performance conditions measured over a period of three financial years. In conformity with shareholder preferences, the measures to evaluate long-term performance are strongly financially oriented.

The value of CSP awards vary between 25% and 100% of TGP (at-target). The performance levels recommended by King IV™ (threshold, target and stretch performance) apply to all measures. Vesting levels commence at 20% for threshold performance and increase to 100% at stretch performance. The vesting is linear between these two parameters.

Objective performance targets set for the following metrics are as shown below:

|                                          | Threshold                                                                                 | Target         | Stretch        |
|------------------------------------------|-------------------------------------------------------------------------------------------|----------------|----------------|
| HEPS Growth (40%)                        | GDP + CPI                                                                                 | GDP + CPI + 1% | GDP + CPI + 3% |
| RNOA (30%)                               | WACC                                                                                      | WACC x 1.2     | WACC x 1.44    |
| Strategic execution and innovation (20%) | Qualitative assessment of the Group's success in delivering its core strategic objectives |                |                |
| ESG measures (10%)                       | Measured against defined ESG indicators                                                   |                |                |

The CSP Scheme does not include dividends paid to shareholders during the three-year vesting period, and is a non-dilutive scheme, meaning that Super Group will expense cash on vesting to procure the shares in the market for direct delivery to the participants.

Details of the CSP awards made in September 2025 are shown on  page 96.

Section A: Remuneration policy

REMUNERATION MIX AND PAY FOR PERFORMANCE ANALYSIS

The remuneration mix is reviewed annually as an integral element of comparator benchmarking and to ensure the Group remains competitive in terms of market benchmarks.

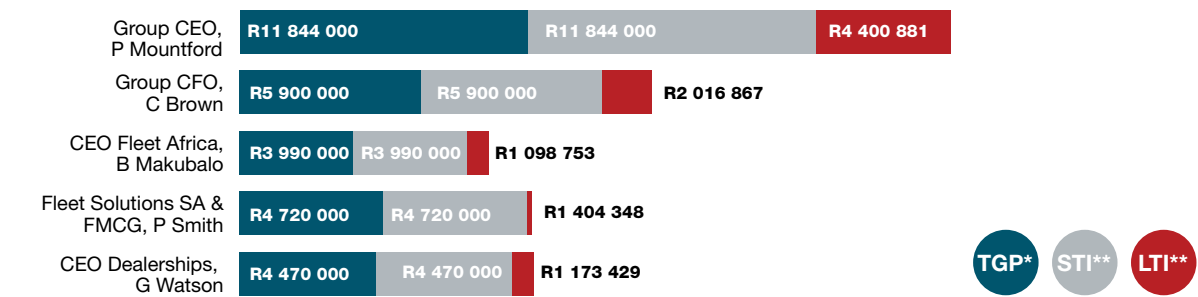
The graphs below set out the potential remuneration mix for Executive Directors and senior Executives with incentives indicated at below-threshold, at-target and the maximum levels of stretch or outperformance.

Remuneration mix and potential pay levels applicable for the year ended 30 June 2026

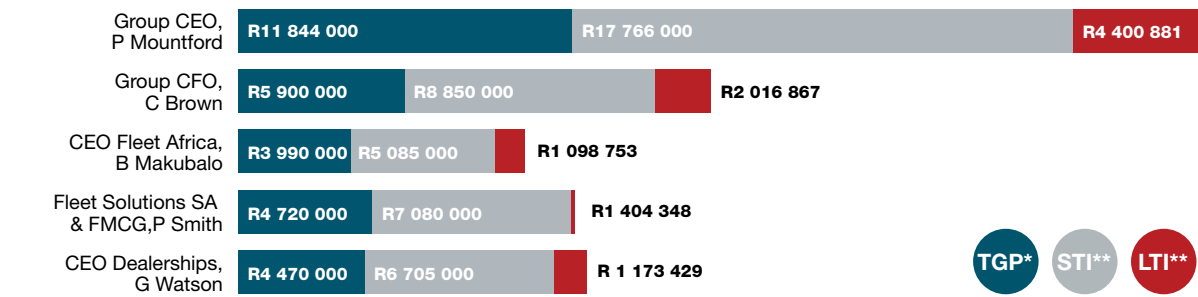
Below threshold



At-target performance



At maximum stretch or outperformance



\* All values are before the deduction of income taxation.  
\*\* STIs and LTIs are calculated as a percentage of TGP.

COMPETITIVE AND FAIR REMUNERATION

Super Group continues to focus on the motivation and retention of excellent management and a highly skilled organisational workforce. The commitment to both competitive and fair pay is outlined against the framework outlined below.

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Market competitive         | Evaluating and ensuring that employee remuneration is reviewed annually, benchmarked to the external market and commensurate with skills, contribution, effort and experience.                                                                                                                                                                                                                                                                |
| Free of discrimination     | Remuneration is standardised to ensure that parameters are not impacted by gender, age, racial classification or religious belief.<br><br>The Remco operates to market remuneration benchmarks unfettered by any factors beyond grade, functionality, performance and responsibility.                                                                                                                                                         |
| Reasonable living standard | The Remco and Board ensure that pay parameters are compared to “living wage” levels in all operational markets and that employees are remunerated well above these parameters.<br><br>Super Group strives wherever possible to also provide recreational and canteen facilities. The Group encourages medical aid and insurance solutions and is a proud supporter of several transport and employee wellness and on-road safety initiatives. |
| Transparent remuneration   | The Group strives to ensure employee remuneration is understandable and transparent.<br><br>The Group benchmarks and assesses remuneration levels across all operations on a regional basis. The Group compares the internal Gini coefficient for the Chief Executive Officer to those derived from our best understanding of the peer grouping outlined on <a href="#">page 87</a> .                                                         |

WAGE GAP DISCLOSURE

The wage gap analysis is provided in accordance with the disclosure requirements of the Companies Amendment Act 16 of 2024, which officially came into effect on the 22 May 2026.

EMPLOYEES COVERED IN THE ANALYSIS

The data set is based on permanent staff employed by Super Group and does not include any fixed-term contractors or interns given the variable contract durations that apply in respect of these roles.

REMUNERATION INCLUDED IN THE ANALYSIS

The wage gap ratios have been prepared on a total remuneration paid basis for the period ending 30 June 2026 and includes TGP, STI and LTI incentives realised.



## Section A: Remuneration policy

### ANALYSIS

The Total Actual Remuneration (TGP + actual STI + actual LTI realisations determined using the single figure of remuneration principle), which reflects the remuneration earned during the reporting period and varies year-on-year, is analysed and presented in the following statistics:

- Average remuneration of employees.
- Median remuneration of employees.
- Remuneration gap reflecting the ratio of Top 5% versus Bottom 5% of employees.
- Highest and lowest paid employees, and ratio of highest (CEO) versus average remuneration.

|                         |                                                  | Permanent staff<br>Actual Pay |
|-------------------------|--------------------------------------------------|-------------------------------|
| Average                 | Average remuneration of employees (Rand)         | 457 762                       |
| Median                  | Median remuneration of employees (Rand)          | 361 540                       |
| Top 5% vs bottom 5%     | Ratio of top 5% vs bottom 5% of employees        | 16.5                          |
| Highest paid            | Highest paid employee (Rand)                     | 17 394 881                    |
| Lowest paid             | Lowest paid employee (Rand)                      | 63 538                        |
| Highest paid vs average | Ratio of CEO vs average of employees (excl. CEO) | 38.1                          |

The remuneration metrics presented in the above table reflect the Group’s geographically diverse operations across several jurisdictions with differing labour markets, cost-of-living levels, remuneration practices and exchange rates. Accordingly, the reported average, median and pay-ratio metrics should be interpreted in the context of the Group’s international operating footprint and are not intended to represent pay differentials within a single country or business unit. The reported remuneration metrics are based on total remuneration earned during the financial year, including both guaranteed and performance-based remuneration. Consequently, the metrics reflect differences in organisational role, market remuneration and the variable remuneration earned by employees during the financial year. For employees remunerated in currencies other than South African Rand, remuneration has been translated into South African Rand using the average exchange rates applicable for the financial year.

To enhance comparability, employees who joined or left the Group during the financial year have been excluded from the calculations. Such employees would generally not have participated in the full annual remuneration cycle and may therefore not have received annual incentive awards or other remuneration components relating to a full financial year. Their inclusion could reduce the comparability of the reported average, median and pay-ratio metrics.

For the same reason, temporary employees, part-time employees, fixed-term contractors, interns and other non-permanent employees have been excluded from the calculations, as their remuneration arrangements and periods of service are not directly comparable with those of permanent full-time employees.

The Remuneration Committee approved the methodology used to calculate these metrics, having concluded that it provides the most meaningful and comparable representation of remuneration across the Group.

*The Remco is confident that remuneration levels within Super Group are fair, free of discrimination, transparent and compare favourably with the market in South Africa and in the other countries where the Group operates.*

### MALUS AND CLAW BACK

Malus applies to awards that have not yet vested, and where required, these will be cancelled. Claw back applies once an event occurs that triggers the repayment of the award. The claw back applies for two years after the discretionary incentive payment is made, or in the case of share schemes, two years after the awards have vested.

If performance conditions are not satisfied, both STI and LTI allocations are forfeited. Remco has the discretion to claw back the pre-tax proceeds of any individual strategic payment received by employees in the case of a trigger event.

A trigger event includes the discovery of the following, among others:

- A material misstatement of performance that resulted in a variable reward made, which the Board is satisfied that the employee contributed to and for which the employee is responsible.
- The assessment of any KPI upon which the award was made was based on erroneous, inaccurate or misleading information.
- Performance related to financial and non-financial targets was misrepresented and led to the over-payment of incentives.

### DIRECTORS' TRADING IN COMPANY SECURITIES

All Directors are required to obtain clearance prior to trading in Company securities. Such clearance must be obtained from the Chairperson or, in his absence, from a designated Director. The Chairperson consults the Group CEO and Group Company Secretary before he trades in the Company's securities.

Directors are required to inform their portfolio/investment managers not to trade in the Company's securities unless they have specific written instructions from that Director to do so. Directors also may not trade in their shares during closed periods.

Directors are further prohibited from dealing in the Company's shares at any time when they have unpublished price-sensitive information in relation to those securities, or otherwise where clearance to trade is not given.

### DIRECTORS' MINIMUM SHAREHOLDING

A minimum shareholding equivalent to the aggregate of the executive's post taxation TGP over the last three financial years was introduced for Executive Directors of Super Group Ltd in 2024. The policy has been retained and details of the number of shares held by the Executive Directors are provided on page 97.

### DIRECTORS' SERVICE CONTRACTS

Peter Mountford, the Group CEO, has a written letter of appointment which endures indefinitely and is subject to termination on three months' notice.

Colin Brown, the Group CFO and Debt Officer, has a written letter of appointment which endures indefinitely and is also subject to termination on three months' notice.

Both executives have change of control clauses included in their letters of appointment.

The contractual relationship between the Group and its Executive Directors is controlled through Remco, which comprises Non-Executive Directors only. These contracts are formulated in a manner consistent with the provisions of the Basic Conditions of Employment Act.

There is a shorter notice period for executives dismissed following the results of disciplinary proceedings.

There are no contracted balloon payments payable to executives upon termination.

### INTEREST OF DIRECTORS IN CONTRACTS

The Directors have certified that they were not materially invested in or held a material interest in any transaction of material significance, and which materially affected the business of the Group, the Company or any of its subsidiaries. Accordingly, there are no conflicts of interest and no material changes between 30 June 2026 and the date of this report.





# Section B: Directors’ and Executives’ Remuneration Implementation Report

This section reflects on the implementation of the remuneration policy and provides details of the remuneration paid to executives and Non-Executive Directors for the year ended 30 June 2026.

## COMPLIANCE WITH THE REMUNERATION POLICY

Remco monitored the implementation of the remuneration policy throughout the year and believes that the Group materially complied with the policy as set out in the 2026 Integrated Report.

## EXECUTIVE DIRECTORS’ REMUNERATION, STI ALLOCATIONS

The achievement of STI targets for Executive Directors for the year to June 2026 were as follows:

| Bonus target criteria             | Group CEO         |                   |                  |                  | Group CFO         |                  |                  |
|-----------------------------------|-------------------|-------------------|------------------|------------------|-------------------|------------------|------------------|
|                                   | Actual achieved % | Bonus weighting % | Bonus achieved % | Bonus achieved R | Bonus weighting % | Bonus achieved % | Bonus achieved R |
| HEPS growth ≥10.0%                | 34.9              | 60/90 x 1.5       | 100.0            | 11 844 000       | 60/90 x 1.5       | 100.0            | 5 900 000        |
| RNOA ≥ WACC + 20% premium = 10.4% | 9.2               | 30/90 x 0.29      | 9.8              | 1 160 712        | 30/90 x 0.29      | 9.8              | 578 200          |
| Individual strategic KPIs         | 100.0             | 10.0              | 10.0             | 1 184 400        | 10.0              | 10.0             | 590 000          |
| Total bonus award                 |                   |                   | 119.8            | 14 189 112       |                   | 119.8            | 7 068 200        |

The Group CEO’s individual strategic KPIs include the implementation of strategic initiatives, optimisation of under-performing business units, B-BBEE rating of South African businesses, new business generation, renewal rates on existing customers as well as environmental and social initiatives.

| KPI                                                                            | Weight | Group CEO              |        | 2025 Actual % achieved |
|--------------------------------------------------------------------------------|--------|------------------------|--------|------------------------|
|                                                                                |        | 2026 Actual % achieved | Weight |                        |
| B-BBEE: Retention of the Level 2 plus value-add on revised Scorecard           | 25.0   | 2.5                    | 25.0   | 2.5                    |
| New business generated >5% of turnover. Actual achieved 10.7% (2025: 11.9%)    | 25.0   | 2.5                    | 25.0   | 2.5                    |
| Contract renewal rate >85%. Actual rate achieved 99.1% (2025: 98.7%)           | 25.0   | 2.5                    | 25.0   | 2.5                    |
| Strategic execution, including achieving ESG, training, CSI and gender targets | 25.0   | 2.5                    | 25.0   | 2.5                    |
| Total                                                                          | 100.0  | 10.0                   | 100.0  | 10.0                   |

The Group CFO’s individual strategic KPIs include quality of financial reporting, management of bond and other interest rates, corporate governance and tax compliance, audit performance and management of bank and corporate sponsorship relationships.

| KPI                                                                                                              | Weight | Group CFO              |        | 2025 Actual % achieved |
|------------------------------------------------------------------------------------------------------------------|--------|------------------------|--------|------------------------|
|                                                                                                                  |        | 2026 Actual % achieved | Weight |                        |
| Quality of financial reporting and audit process and review outcomes                                             | 40.0   | 4.0                    | 40.0   | 4.0                    |
| Management of Bond and other interest rates                                                                      | 40.0   | 4.0                    | 40.0   | 4.0                    |
| Corporate Governance standards and reporting. Taxation compliance and Group submissions across all jurisdictions | 20.0   | 2.0                    | 20.0   | 2.0                    |
| Total                                                                                                            | 100.0  | 10.0                   | 100.0  | 10.0                   |



## Annual remuneration (excluding equity awards) of Directors and senior Executives for the year ended 30 June 2026:

|                            | Basic salary R | Retirement contributions R | Other material benefits <sup>1</sup> R | Total excl. performance bonus R | Performance bonus <sup>2</sup> R | Total taxable R |
|----------------------------|----------------|----------------------------|----------------------------------------|---------------------------------|----------------------------------|-----------------|
| <b>Executive Directors</b> |                |                            |                                        |                                 |                                  |                 |
| P Mountford                | 10 841 131     | 376 666                    | 626 203                                | 11 844 000                      | 14 189 112                       | 26 033 112      |
| C Brown                    | 5 292 348      | 376 666                    | 230 986                                | 5 900 000                       | 7 068 200                        | 12 968 200      |
| Total                      | 16 133 479     | 753 332                    | 857 189                                | 17 744 000                      | 21 257 312                       | 39 001 312      |
| <b>Senior Executives</b>   |                |                            |                                        |                                 |                                  |                 |
| B Makubalo                 | 3 073 987      | 422 550                    | 493 463                                | 3 990 000                       | 3 990 000                        | 7 980 000       |
| P Smith                    | 3 820 404      | 357 600                    | 541 996                                | 4 720 000                       | 5 164 000                        | 9 884 000       |
| G Watson                   | 3 684 923      | 540 000                    | 245 077                                | 4 470 000                       | 5 100 000                        | 9 570 000       |
| Total                      | 10 579 314     | 1 320 150                  | 1 280 536                              | 13 180 000                      | 14 254 000                       | 27 434 000      |
| Total                      | 26 712 793     | 2 073 482                  | 2 137 725                              | 30 924 000                      | 35 511 312                       | 66 435 312      |

1. Other material benefits include entitlement to fuel, cover on the Group’s medical healthcare and disability scheme, funeral benefits and travel allowances. These benefits are granted on similar terms to other senior Executives.

2. Performance bonuses reflect the amounts awarded for the 30 June 2026 financial and operational performance, and which will be paid in the 30 June 2027 financial year.

## Annual remuneration (excluding equity awards) of Directors and senior Executives for the year ended 30 June 2025:

|                            | Basic salary R | Subsidiary Directors’ fees R | Retirement contributions R | Other material benefits <sup>1</sup> R | Total excl. performance bonus R | Performance bonus <sup>2</sup> R | Total taxable R |
|----------------------------|----------------|------------------------------|----------------------------|----------------------------------------|---------------------------------|----------------------------------|-----------------|
| <b>Executive Directors</b> |                |                              |                            |                                        |                                 |                                  |                 |
| P Mountford                | 9 115 037      | 1 320 842                    | 349 999                    | 645 599                                | 11 431 477                      | 15 606 750                       | 27 038 227      |
| C Brown                    | 5 120 433      | –                            | 349 999                    | 250 112                                | 5 720 544                       | 4 888 250                        | 10 608 794      |
| Total                      | 14 235 470     | 1 320 842                    | 699 998                    | 895 711                                | 17 152 021                      | 20 495 000                       | 37 647 021      |
| <b>Senior Executives</b>   |                |                              |                            |                                        |                                 |                                  |                 |
| B Makubalo                 | 2 952 218      | –                            | 405 750                    | 472 032                                | 3 830 000                       | 3 830 000                        | 7 660 000       |
| P Smith                    | 3 617 540      | –                            | 343 800                    | 574 660                                | 4 536 000                       | 4 536 000                        | 9 072 000       |
| G Watson                   | 3 529 311      | –                            | 519 600                    | 251 089                                | 4 300 000                       | 2 150 000                        | 6 450 000       |
| Total                      | 10 099 069     | –                            | 1 269 150                  | 1 297 781                              | 12 666 000                      | 10 516 000                       | 23 182 000      |
| Total                      | 24 334 539     | 1 320 842                    | 1 969 148                  | 2 193 492                              | 29 818 021                      | 31 011 000                       | 60 829 021      |

1. Other material benefits include entitlement to fuel, cover on the Group’s medical healthcare and disability scheme, funeral benefits and travel allowances. These benefits are granted on similar terms to other senior Executives.

2. Performance bonuses reflect the amounts awarded for the 30 June 2025 financial and operational performance, and includes a transaction bonus amounting to 0.25% of the gross amount received in relation to the sale of SG Fleet was awarded to the Executive Directors.



Section B: Directors’ and Executives’ Remuneration Implementation Report

LONG-TERM INCENTIVES AWARDED DURING 2026

CSP awards were granted to Executive Directors, senior management and key employees on 17 September 2025 in accordance with the remuneration policy described in Section A. The number of conditional shares awarded was determined using the VWAP of the Company’s shares of R13.33 on the trading day immediately preceding the grant date, in accordance with the rules of the CSP, adjusted for an expected dividend yield of 3%.

The CSP allocations to Executive Directors and senior Executives are as follows:

|                     | Allocation date | Balance at 01/07/2025 | Granted during FY26 | Exercised | Forfeited | Balance at 30/06/2026 | Target award value (estimated at grant date) | Share-based expenses 2026 (CSP) R |
|---------------------|-----------------|-----------------------|---------------------|-----------|-----------|-----------------------|----------------------------------------------|-----------------------------------|
| Executive Directors |                 |                       |                     |           |           |                       |                                              |                                   |
| P Mountford         | 17/09/2025      | –                     | 1 848 700           | –         | –         | 1 848 700             | 11 844 000                                   | 2 961 000                         |
| C Brown             | 17/09/2025      | –                     | 920 900             | –         | –         | 920 900               | 5 900 000                                    | 1 475 000                         |
| Senior Executives   |                 |                       |                     |           |           |                       |                                              |                                   |
| B Makubalo          | 17/09/2025      | –                     | 622 800             | –         | –         | 622 800               | 3 990 000                                    | 997 500                           |
| P Smith             | 17/09/2025      | –                     | 736 800             | –         | –         | 736 800               | 4 720 000                                    | 1 180 000                         |
| G Watson            | 17/09/2025      | –                     | 697 700             | –         | –         | 697 700               | 4 470 000                                    | 1 117 500                         |
| Total               |                 | –                     | 4 826 900           | –         | –         | 4 826 900             | 30 924 000                                   | 7 731 000                         |

1. The CSP is subject to prospective performance conditions measured over a period of three financial years. In conformity with shareholder preferences, the measures to evaluate long-term performance are strongly financially oriented as detailed on page 94 of this report.

2. The CSP awards do not include dividends paid to shareholders during the three-year vesting period and the scheme is non-dilutive in nature. These awards currently have nil value as they are subject performance conditions to be assessed at a future date.



NON-EXECUTIVE DIRECTORS’ FEES

Non-Executive Directors receive fixed fees for their service that reflect responsibilities relating to their membership of the Board and, where applicable, Board committees. Non-Executive Directors do not receive short-term or long-term incentives. Out-of-pocket expenses incurred by Non-Executive Directors in the execution of their responsibilities are reimbursed on request and typically include travel and accommodation costs.

The fees of Non-Executive Directors are reviewed annually considering market trends, and proposed changes are subject to approval by shareholders at the AGM.

The fees paid to Non-Executive Directors were approved by Remco, the Board and shareholders at the AGM on 28 November 2025.

An inflationary increase of 4.0% (rounded to the nearest R500) is proposed in respect of Directors’ fees for the period 1 July 2026 to 30 June 2027 and 4.0% for the Chairman’s fees for the same period.

|               | Meeting attendance R | Fixed Directors’ fees including allowances R | Year ended 30 June 2026 (excl. VAT) R | Year ended 30 June 2025 (excl. VAT) R |
|---------------|----------------------|----------------------------------------------|---------------------------------------|---------------------------------------|
| V Chitalu     | 417 272              | 994 474                                      | 1 411 746                             | 1 295 139                             |
| D Cathrall    | 598 808              | 535 484                                      | 1 134 292                             | 1 105 893                             |
| S Mehlomakulu | 170 268              | 535 484                                      | 705 752                               | 650 351                               |
| P Mnisi       | 291 611              | 535 484                                      | 827 095                               | 789 055                               |
| J Phalane     | 305 278              | 535 484                                      | 840 762                               | 802 534                               |
| Total         | 1 783 237            | 3 136 410                                    | 4 919 647                             | 4 642 972                             |

INTERESTS OF DIRECTORS IN THE SHARE CAPITAL OF SUPER GROUP

The aggregate beneficial holdings of the Directors of the Company and their immediate families in the issued ordinary shares of the Company are as follows:

Number of shares held

|             | 30 June 2026 |         |           | 30 June 2025 |           |           |
|-------------|--------------|---------|-----------|--------------|-----------|-----------|
| Beneficial  | Direct       | DSP     | Total     | Direct       | DSP       | Total     |
| P Mountford | 1 538 641    | 378 554 | 1 917 195 | 1 421 588    | 695 607   | 2 117 195 |
| C Brown     | 818 756      | 170 257 | 989 013   | 729 778      | 315 671   | 1 045 449 |
| Total       | 2 357 397    | 548 811 | 2 906 208 | 2 151 366    | 1 011 278 | 3 162 644 |

APPROVAL

The Remuneration Report was approved by the Board of Directors of Super Group and is signed on their behalf.



Section B: Directors’ and Executives’ Remuneration Implementation Report

APPENDIX A

Executive Directors and senior Executives’ SARS

The scheme is discontinued from December 2023.

Analysis of Directors and senior Executives’ share option entitlements as at 30 June 2026:

|                     | Allocation date | Strike price R | Balance at 01/07/2025 | Exercised | Balance at 30/06/2026 | Adjusted grant price <sup>1</sup> | Adjusted balance <sup>1</sup> | Share-based expenses 2026 (SARS) R |
|---------------------|-----------------|----------------|-----------------------|-----------|-----------------------|-----------------------------------|-------------------------------|------------------------------------|
| Executive Directors |                 |                |                       |           |                       |                                   |                               |                                    |
| P Mountford         | 14/09/2023      | 32.68          | 350 000               | –         | 350 000               | 14.57                             | 784 840                       | 852 021                            |
| C Brown             | 14/09/2023      | 32.68          | 170 000               | –         | 170 000               | 14.57                             | 381 208                       | 413 839                            |
| Senior Executives   |                 |                |                       |           |                       |                                   |                               |                                    |
| B Makubalo          | 14/09/2023      | 32.68          | 170 000               | –         | 170 000               | 14.57                             | 381 208                       | 413 839                            |
| P Smith             | 14/09/2023      | 32.68          | 170 000               | –         | 170 000               | 14.57                             | 381 208                       | 413 839                            |
| G Watson            | 14/09/2023      | 32.68          | 170 000               | –         | 170 000               | 14.57                             | 381 208                       | 413 839                            |
| Total               |                 |                | 1 030 000             | –         | 1 030 000             |                                   | 2 309 672                     | 2 507 377                          |

1. Subsequent to 30 June 2026, the Remuneration Committee adjusted the grant price and outstanding balance of the SARs granted on 14 September 2023 to take account of the sale of SG Fleet and the payment of the related special dividend, both of which occurred in the previous financial year. The adjustments were applied consistently to all affected participants and made in accordance with the JSE Listings Requirements and the rules of the Share Appreciation Rights Scheme.



APPENDIX B

Deferred share plan

The scheme is discontinued from December 2023.

Analysis of Directors and senior Executives’ DSP awards as at 30 June 2026:

|                     | Allocation date | Purchase price R | Balance at 01/07/2025 | Shares award | Shares vested | Shares not vested 30/06/2026 | Share-based payment expenses (DSP) 2026 R |
|---------------------|-----------------|------------------|-----------------------|--------------|---------------|------------------------------|-------------------------------------------|
| Executive Directors |                 |                  |                       |              |               |                              |                                           |
| P Mountford         | 29/09/2020      | 19.98            | 41 000                | –            | (41 000)      | –                            |                                           |
|                     | 31/08/2021      | 31.05            | 110 000               | –            | (55 000)      | 55 000                       |                                           |
|                     | 09/09/2022      | 28.27            | 237 105               | –            | (118 552)     | 118 553                      |                                           |
|                     | 30/08/2023      | 35.12            | 307 502               | –            | (102 501)     | 205 001                      |                                           |
| Total               |                 |                  | 695 607               | –            | (317 053)     | 378 554                      | 3 877 580                                 |
| C Brown             | 29/09/2020      | 19.98            | 20 000                | –            | (20 000)      | –                            |                                           |
|                     | 31/08/2021      | 31.05            | 48 000                | –            | (24 000)      | 24 000                       |                                           |
|                     | 09/09/2022      | 28.27            | 113 139               | –            | (56 570)      | 56 569                       |                                           |
|                     | 30/08/2023      | 35.12            | 134 532               | –            | (44 844)      | 89 688                       |                                           |
| Total               |                 |                  | 315 671               | –            | (145 414)     | 170 257                      | 1 738 651                                 |
| Senior Executives   |                 |                  |                       |              |               |                              |                                           |
| B Makubalo          | 29/09/2020      | 19.98            | 8 000                 | –            | (8 000)       | –                            |                                           |
|                     | 31/08/2021      | 31.05            | 40 000                | –            | (20 000)      | 20 000                       |                                           |
|                     | 09/09/2022      | 28.27            | 53 067                | –            | (26 534)      | 26 533                       |                                           |
|                     | 30/08/2023      | 35.12            | 73 245                | –            | (24 415)      | 48 830                       |                                           |
| Total               |                 |                  | 174 312               | –            | (78 949)      | 95 363                       | 958 897                                   |
| P Smith             | 29/09/2020      | 19.98            | 8 000                 | –            | (8 000)       | –                            |                                           |
|                     | 31/08/2021      | 31.05            | 48 000                | –            | (24 000)      | 24 000                       |                                           |
|                     | 09/09/2022      | 28.27            | 79 602                | –            | (39 801)      | 39 801                       |                                           |
|                     | 30/08/2023      | 35.12            | 86 698                | –            | (28 900)      | 57 798                       |                                           |
| Total               |                 |                  | 222 300               | –            | (100 701)     | 121 599                      | 1 208 498                                 |
| G Watson            | 29/09/2020      | 19.98            | 8 000                 | –            | (8 000)       | –                            |                                           |
|                     | 31/08/2021      | 31.05            | 40 000                | –            | (20 000)      | 20 000                       |                                           |
|                     | 09/09/2022      | 28.27            | 60 710                | –            | (30 355)      | 30 355                       |                                           |
|                     | 30/08/2023      | 35.12            | 77 730                | –            | (25 910)      | 51 820                       |                                           |
| Total               |                 |                  | 186 440               | –            | (84 265)      | 102 175                      | 1 026 902                                 |
| Total               |                 |                  | 1 594 330             | –            | (726 382)     | 867 948                      | 8 810 528                                 |

# Appendices

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## Independent Auditor's Report on the Summarised Consolidated Financial Statements

TO THE SHAREHOLDERS OF SUPER GROUP LIMITED

### OPINION

The Summarised Consolidated Financial Statements, which comprise the summarised consolidated statement of financial position as at 30 June 2026, the summarised consolidated statement of comprehensive income, summarised consolidated statement of changes in equity and summarised consolidated cash flows for the year then ended, operating segments, business combinations and related notes, are derived from the audited financial statements of Super Group Limited ("the Group") for the year ended 30 June 2026.

In our opinion, the accompanying Summarised Consolidated Financial Statements are consistent, in all material respects, with the audited financial statements, in accordance with the basis of preparation and accounting policies note to the Summarised Consolidated Financial Statements.

The Summarised Consolidated Financial Statements do not contain all the disclosures required by IFRS® Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards). Reading the Summarised Consolidated Financial Statements and our report thereon, therefore, is not a substitute for reading the Audited Consolidated Financial Statements and our report thereon.

We expressed an unmodified audit opinion on the Audited Consolidated Financial Statements in our report dated 7 September 2026. That report also includes the communication of key audit matters. Key audit matters are those matters that in our professional judgement, were of most significance in our audit of the financial statements for the current year.

### DIRECTORS' RESPONSIBILITY FOR THE SUMMARISED CONSOLIDATED FINANCIAL STATEMENTS

Directors are responsible for the preparation of the Summarised Consolidated Financial Statements in accordance with the basis of preparation set out in the basis of preparation and accounting policies note of the Summarised Consolidated Financial Statements.

### AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on whether the Summarised Consolidated Financial Statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810 (Revised), "Engagements to Report on Summary Financial Statements."

### KPMG Inc.

**Per David Read**  
Chartered Accountant (SA)  
Registered Auditor  
Director

7 September 2026

85 Empire Road  
Parktown  
2193

# Basis of preparation and accounting policies

for the year ended 30 June 2026

The Summarised Consolidated Financial Statements for the year ended 30 June 2026 have been prepared in accordance with the framework concepts and the measurement and recognition requirements of IFRS® Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards), the Financial Pronouncements as issued by the Financial Reporting Standards Council and the SAICA Financial Reporting Guides as issued by the Accounting Practices Committee, the JSE Listings Requirements, IAS 34: Interim Financial Reporting and the Companies Act of South Africa.

These Summarised Consolidated Financial Statements do not include all the information required for full annual financial statements and should be read in conjunction with the Consolidated Financial Statements for the year ended 30 June 2026. The financial statements for the year ended 30 June 2026 from which the Summarised Consolidated Financial Statements have been extracted, have been prepared in accordance with IFRS Accounting Standards as issued by the International Standards Board (IFRS Accounting Standards) and are consistent with those applied in the previous Consolidated Financial Statements for the year ended 30 June 2025. The definitions of capital items, PPA, EBITDA, and related adjustments are included in the accounting policies in the June 2025 Annual Financial Statements.

The Consolidated Financial Statements for the year ended 30 June 2026, which have been audited by KPMG Inc. (the Independent Auditor), and their accompanying unmodified audit report, which includes their key audit matters, are available from the issuers registered office. The Independent Auditor's report on  page 101, does not necessarily report on all information contained in the Summarised Financial Results for the year ended 30 June 2026.

Standards effective for reporting periods starting on or after 1 July 2026:

- Classification and measurement of financial instruments (Amendments to IFRS 7 and IFRS 9).
- Settlement by electronic payments (Amendments to IFRS 9).

Effective for the financial year commencing 1 July 2027:

- Presentation and disclosure in financial statements (IFRS 18).
- Subsidiaries without Public Accountability: Disclosures (IFRS 19).
- The Effects of Changes in Foreign Exchange rates (IAS 21).

Standards effective at the option of the entity (effective date has been deferred indefinitely):

- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28).

Except for IFRS 18, the Board's initial view on these standards not yet effective is that the impact is not expected to be material.

IFRS 18 introduces mandatory subtotals, including operating profit or loss, and requires entities to disclose management-defined performance measures (MPMs) in a single note in the financial statements, together with reconciliations to IFRS-defined measures. In addition, operating profit is used as the starting point when presenting operating cash flows under the indirect method in the statement of cash flows.

The Group is still in the process of assessing the impact of IFRS 18, particularly on the structure and presentation of the statement of profit or loss, the statement of cash flows, and the natures and extent of disclosures relating to MPMs.

The Summarised Consolidated Financial Statements are presented in Rand, which is the Company's functional currency and the Group's presentation currency, rounded to the nearest thousand. These results have been compiled under the supervision of the Chief Financial Officer, Colin Brown, CA(SA), BCompt (Hons), MBL and were approved by the Board of Directors on 7 September 2026.

# Summarised Consolidated Statement of Comprehensive Income

|                                                                                               | Year ended<br>30 June 2026<br>Audited<br>R'000 | Year ended<br>30 June 2025<br>Audited*<br>R'000 |
|-----------------------------------------------------------------------------------------------|------------------------------------------------|-------------------------------------------------|
| <b>Revenue</b> (Refer to note 8 in salient features)                                          | <b>45 826 278</b>                              | 43 170 800                                      |
| Operating expenditure – excluding capital items and impairment of receivables                 | <b>(41 522 066)</b>                            | (39 448 487)                                    |
| Operating expenditure – net impairment of receivables                                         | <b>(144 282)</b>                               | (120 545)                                       |
| <b>EBITDA</b>                                                                                 | <b>4 159 930</b>                               | 3 601 768                                       |
| Depreciation and amortisation                                                                 | <b>(1 786 014)</b>                             | (1 726 155)                                     |
| <b>Operating profit before capital items</b>                                                  | <b>2 373 916</b>                               | 1 875 613                                       |
| Net capital items                                                                             | <b>(1 101)</b>                                 | 56 382                                          |
| <b>Operating profit after capital items</b>                                                   | <b>2 372 815</b>                               | 1 931 995                                       |
| Finance costs                                                                                 | <b>(996 242)</b>                               | (1 155 349)                                     |
| Investment income                                                                             | <b>392 092</b>                                 | 548 465                                         |
| <b>Profit before income tax</b>                                                               | <b>1 768 665</b>                               | 1 325 111                                       |
| Income tax expense                                                                            | <b>(489 923)</b>                               | (354 449)                                       |
| Profit for the year from continuing operations                                                | <b>1 278 742</b>                               | 970 662                                         |
| (Loss)/profit for the year from discontinued operations (Refer to note 9 in salient features) | <b>(753 327)</b>                               | 3 414 042                                       |
| <b>Profit for the year</b>                                                                    | <b>525 415</b>                                 | 4 384 704                                       |
| <b>Profit/(loss) for the year attributable to:</b>                                            |                                                |                                                 |
| Non-controlling interests (NCI)                                                               | <b>139 114</b>                                 | 350 855                                         |
| – Continuing operations                                                                       | <b>142 713</b>                                 | 100 488                                         |
| – Discontinued operations                                                                     | <b>(3 599)</b>                                 | 250 367                                         |
| Equity holders of Super Group                                                                 | <b>386 301</b>                                 | 4 033 849                                       |
| – Continuing operations                                                                       | <b>1 136 029</b>                               | 870 174                                         |
| – Discontinued operations                                                                     | <b>(749 728)</b>                               | 3 163 675                                       |
|                                                                                               | <b>525 415</b>                                 | 4 384 704                                       |
| <b>Other comprehensive income/(loss) (OCI)</b>                                                |                                                |                                                 |
| <b>Items which will be reclassified to profit or loss:</b>                                    | <b>(149 388)</b>                               | (793 565)                                       |
| Translation adjustment                                                                        | <b>(149 388)</b>                               | (793 565)                                       |
| <b>Items which will not be reclassified to profit or loss:</b>                                | <b>–</b>                                       | 188 189                                         |
| Revaluation of land and buildings                                                             | <b>–</b>                                       | 246 480                                         |
| Taxation effect of revaluation of land and buildings                                          | <b>–</b>                                       | (58 291)                                        |
| Other comprehensive loss for the year from continuing operations                              | <b>(149 388)</b>                               | (605 376)                                       |
| Other comprehensive loss for the year from discontinued operations                            | <b>(246 721)</b>                               | (387 793)                                       |
| <b>Other comprehensive loss for the year (net of tax)</b>                                     | <b>(396 109)</b>                               | (993 169)                                       |
| <b>Total comprehensive income for the year</b>                                                | <b>129 306</b>                                 | 3 391 535                                       |
| <b>Total comprehensive income/(loss) for the year attributable to:</b>                        |                                                |                                                 |
| Non-controlling interests                                                                     | <b>121 942</b>                                 | 181 876                                         |
| – Continuing operations                                                                       | <b>138 917</b>                                 | 148 685                                         |
| – Discontinued operations                                                                     | <b>(16 975)</b>                                | 33 191                                          |
| Equity holders of Super Group                                                                 | <b>7 364</b>                                   | 3 209 659                                       |
| – Continuing operations                                                                       | <b>990 437</b>                                 | 216 601                                         |
| – Discontinued operations                                                                     | <b>(983 073)</b>                               | 2 993 058                                       |
|                                                                                               | <b>129 306</b>                                 | 3 391 535                                       |

\* Restated for the impact of discontinued operations.

## Summarised Consolidated Statement of Comprehensive Income

|                                                                                      | Year ended<br>30 June 2026<br>Audited<br>R'000 | Year ended<br>30 June 2025<br>Audited*<br>R'000 |
|--------------------------------------------------------------------------------------|------------------------------------------------|-------------------------------------------------|
| ADDITIONAL COMPREHENSIVE INCOME INFORMATION                                          |                                                |                                                 |
| <b>Reconciliation of headline earnings (continuing operations)</b>                   |                                                |                                                 |
| <b>Profit attributable to equity holders of Super Group</b>                          | <b>1 136 029</b>                               | 870 174                                         |
| Capital items after tax and NCI (Refer to note 7 in salient features)                | <b>(4 880)</b>                                 | (36 541)                                        |
| <b>Headline earnings for the year</b>                                                | <b>1 131 149</b>                               | 833 633                                         |
| <b>Earnings per share (cents)</b>                                                    |                                                |                                                 |
| Basic                                                                                | <b>336.0</b>                                   | 256.9                                           |
| Diluted                                                                              | <b>336.0</b>                                   | 256.8                                           |
| <b>Headline earnings per share (cents)</b>                                           |                                                |                                                 |
| Basic                                                                                | <b>334.6</b>                                   | 246.1                                           |
| Diluted                                                                              | <b>334.6</b>                                   | 246.0                                           |
| <b>Reconciliation of headline earnings (total including discontinued operations)</b> |                                                |                                                 |
| <b>Profit attributable to equity holders of Super Group</b>                          | <b>386 301</b>                                 | 4 033 849                                       |
| Capital items after tax and NCI                                                      | <b>650 334</b>                                 | (2 521 873)                                     |
| <b>Headline earnings for the year</b>                                                | <b>1 036 635</b>                               | 1 511 976                                       |
| <b>Earnings per share (cents)</b>                                                    |                                                |                                                 |
| Basic                                                                                | <b>114.3</b>                                   | 1 190.8                                         |
| Diluted                                                                              | <b>114.3</b>                                   | 1 190.5                                         |
| <b>Headline earnings per share (cents)</b>                                           |                                                |                                                 |
| Basic                                                                                | <b>306.6</b>                                   | 446.3                                           |
| Diluted                                                                              | <b>306.6</b>                                   | 446.2                                           |

\* Restated for the impact of discontinued operations.

## Summarised Consolidated Statement of Financial Position

|                                                                                                 | 30 June 2026<br>Audited<br>R'000 | 30 June 2025<br>Audited<br>R'000 |
|-------------------------------------------------------------------------------------------------|----------------------------------|----------------------------------|
| <b>ASSETS</b>                                                                                   |                                  |                                  |
| <b>Non-current assets</b>                                                                       | <b>20 511 014</b>                | 19 439 389                       |
| Property, plant and equipment                                                                   | <b>12 416 968</b>                | 11 669 700                       |
| ROU assets                                                                                      | <b>1 373 028</b>                 | 1 487 503                        |
| Investment properties                                                                           | <b>200 098</b>                   | 192 133                          |
| Lease portfolio assets                                                                          | <b>3 069 393</b>                 | 1 638 834                        |
| Intangible assets                                                                               | <b>391 574</b>                   | 491 658                          |
| Goodwill                                                                                        | <b>2 793 552</b>                 | 3 483 757                        |
| Investments and other non-current assets                                                        | <b>165 473</b>                   | 381 201                          |
| Deferred tax assets                                                                             | <b>100 928</b>                   | 94 603                           |
| <b>Current assets</b>                                                                           | <b>19 668 586</b>                | 19 088 906                       |
| Lease portfolio assets                                                                          | <b>26 730</b>                    | 20 673                           |
| Inventories                                                                                     | <b>5 273 112</b>                 | 4 961 796                        |
| Trade receivables                                                                               | <b>5 114 273</b>                 | 4 572 302                        |
| Sundry receivables                                                                              | <b>2 634 055</b>                 | 2 287 399                        |
| Assets held-for-sale (Refer to note 9 in salient features)                                      | <b>1 167 377</b>                 | 1 966 853                        |
| Cash and cash equivalents                                                                       | <b>5 453 039</b>                 | 5 279 883                        |
| <b>Total assets</b>                                                                             | <b>40 179 600</b>                | 38 528 295                       |
| <b>EQUITY AND LIABILITIES</b>                                                                   |                                  |                                  |
| <b>Capital and reserves</b>                                                                     |                                  |                                  |
| Capital and reserves attributable to equity holders of Super Group                              | <b>12 857 106</b>                | 12 891 952                       |
| Non-controlling interests                                                                       | <b>726 058</b>                   | 501 433                          |
| <b>Total equity</b>                                                                             | <b>13 583 164</b>                | 13 393 385                       |
| <b>Non-current liabilities</b>                                                                  | <b>10 158 414</b>                | 8 500 067                        |
| Fund reserves                                                                                   | <b>90 838</b>                    | 42 037                           |
| Non-controlling interest put options and other liabilities                                      | <b>499 905</b>                   | 212 224                          |
| Lease portfolio borrowings                                                                      | <b>702 946</b>                   | 309 073                          |
| ROU lease liabilities                                                                           | <b>1 383 821</b>                 | 1 463 068                        |
| Interest-bearing borrowings                                                                     | <b>6 214 603</b>                 | 5 413 492                        |
| Provisions                                                                                      | <b>118 338</b>                   | 169 468                          |
| Deferred tax liabilities                                                                        | <b>1 147 963</b>                 | 890 705                          |
| <b>Current liabilities</b>                                                                      | <b>16 438 022</b>                | 16 634 843                       |
| Non-controlling interest put options and other liabilities                                      | <b>236 140</b>                   | 331 141                          |
| Lease portfolio borrowings                                                                      | <b>493 782</b>                   | 298 860                          |
| ROU lease liabilities                                                                           | <b>335 291</b>                   | 426 650                          |
| Interest-bearing borrowings                                                                     | <b>1 761 699</b>                 | 2 012 986                        |
| Trade and other payables                                                                        | <b>12 096 509</b>                | 10 909 744                       |
| Shareholders for dividends                                                                      | <b>521</b>                       | 1 633                            |
| Liabilities directly associated with assets held-for-sale (Refer to note 9 in salient features) | <b>969 789</b>                   | 2 103 317                        |
| Income tax payable                                                                              | <b>55 765</b>                    | 49 788                           |
| Provisions                                                                                      | <b>488 526</b>                   | 500 724                          |
| <b>Total equity and liabilities</b>                                                             | <b>40 179 600</b>                | 38 528 295                       |

# Summarised Consolidated Statement of Cash Flows

|                                                                              | Year ended<br>30 June 2026<br>Audited<br>R'000 | Year ended<br>30 June 2025<br>Audited<br>R'000 |
|------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------|
| <b>Cash flows from operating activities</b>                                  |                                                |                                                |
| Operating cash flow                                                          | 4 313 022                                      | 7 608 636                                      |
| Working capital outflow                                                      | (826 998)                                      | (4 245 637)                                    |
| Lease portfolio assets working capital outflow                               | (730 746)                                      | (4 735 896)                                    |
| Other working capital (outflow)/inflow                                       | (96 252)                                       | 490 259                                        |
| Cash generated from operations                                               | 3 486 024                                      | 3 362 999                                      |
| Finance costs paid                                                           | (989 671)                                      | (2 615 751)                                    |
| Interest received                                                            | 360 441                                        | 1 421 170                                      |
| Income tax paid                                                              | (414 818)                                      | (204 223)                                      |
| <b>Net cash generated from operating activities</b>                          | <b>2 441 976</b>                               | <b>1 964 195</b>                               |
| <b>Cash flows from investing activities</b>                                  |                                                |                                                |
| Additions to property, plant and equipment                                   | (2 810 186)                                    | (2 638 490)                                    |
| Additions to intangible assets                                               | (14 734)                                       | (118 617)                                      |
| Proceeds on disposal of property, plant and equipment                        | 782 039                                        | 754 193                                        |
| Long-term receivable loan granted                                            | (47 552)                                       | (315 453)                                      |
| Long-term receivable loan repaid                                             | 294 358                                        | 46 182                                         |
| (Acquisition)/disposal of businesses (net of cash acquired and disposed)     | (451 258)                                      | 3 882 801                                      |
| Other investing activities                                                   | (15 529)                                       | 11 384                                         |
| <b>Net cash (outflow)/inflow from investing activities</b>                   | <b>(2 262 862)</b>                             | <b>1 622 000</b>                               |
| <b>Cash flows from financing activities</b>                                  |                                                |                                                |
| Cash outflow on shares repurchased                                           | (13 469)                                       | –                                              |
| Additional investments in existing subsidiaries                              | (189 126)                                      | (13 142)                                       |
| Dividends paid                                                               | –                                              | (5 744 339)                                    |
| Dividends paid to non-controlling interests                                  | (100 983)                                      | (494 375)                                      |
| Interest-bearing borrowings raised                                           | 4 314 192                                      | 3 982 700                                      |
| ROU lease liabilities repaid                                                 | (443 369)                                      | (660 257)                                      |
| Lease portfolio borrowings raised                                            | 545 575                                        | 8 509 207                                      |
| Interest-bearing borrowings repaid                                           | (3 797 110)                                    | (6 863 990)                                    |
| Lease portfolio borrowings repaid                                            | (193 286)                                      | (5 795 787)                                    |
| <b>Net cash inflow/(outflow) from financing activities</b>                   | <b>122 424</b>                                 | <b>(7 079 983)</b>                             |
| <b>Net increase/(decrease) in cash and cash equivalents</b>                  | <b>301 538</b>                                 | <b>(3 493 788)</b>                             |
| Cash and cash equivalents at beginning of the year                           | 5 347 460                                      | 8 816 094                                      |
| Effect of foreign exchange on cash and cash equivalents                      | (128 519)                                      | 25 154                                         |
| <b>Cash and cash equivalents at end of the year</b>                          | <b>5 520 479</b>                               | <b>5 347 460</b>                               |
| Disposal group held-for-sale                                                 | (67 440)                                       | (67 577)                                       |
| <b>Cash and cash equivalents at end of the year of continuing operations</b> | <b>5 453 039</b>                               | <b>5 279 883</b>                               |

# Summarised Consolidated Statement of Changes in Equity

|                                                                            | Stated capital<br>R'000 | Other reserves<br>R'000 | Retained earnings<br>R'000 | Share buyback reserve<br>R'000 | Total<br>R'000 | Non-controlling interests<br>R'000 | Total equity<br>R'000 |
|----------------------------------------------------------------------------|-------------------------|-------------------------|----------------------------|--------------------------------|----------------|------------------------------------|-----------------------|
| <b>Balance at 30 June 2024 – Audited</b>                                   | 2 785 718               | 1 995 375               | 9 611 591                  | 137 018                        | 14 529 702     | 3 778 763                          | 18 308 465            |
| <b>Other comprehensive income</b>                                          | –                       | (1 211 241)             | 387 051                    | –                              | (824 190)      | (168 979)                          | (993 169)             |
| Translation adjustment                                                     | –                       | (861 544)               | –                          | –                              | (861 544)      | (38 301)                           | (899 845)             |
| Effective portion of hedge                                                 | –                       | (215 478)               | –                          | –                              | (215 478)      | (186 683)                          | (402 161)             |
| Tax effect of effective portion of hedge                                   | –                       | 64 643                  | –                          | –                              | 64 643         | 56 005                             | 120 648               |
| Revaluation of land and buildings                                          | –                       | 246 480                 | –                          | –                              | 246 480        | –                                  | 246 480               |
| Taxation effect of revaluation of land and buildings                       | –                       | (58 291)                | –                          | –                              | (58 291)       | –                                  | (58 291)              |
| Reclassification of cash flow hedge reserve to profit or loss              | –                       | 99 676                  | (99 676)                   | –                              | –              | –                                  | –                     |
| Reclassification of foreign currency translation reserve to profit or loss | –                       | (486 727)               | 486 727                    | –                              | –              | –                                  | –                     |
| <b>Profit for the year</b>                                                 | –                       | –                       | 4 033 849                  | –                              | 4 033 849      | 350 855                            | 4 384 704             |
| <b>Total comprehensives income for the year</b>                            | –                       | (1 211 241)             | 4 420 900                  | –                              | 3 209 659      | 181 876                            | 3 391 535             |
| <b>Transactions with shareholders recognised directly in equity</b>        | –                       | (787)                   | 787                        | –                              | –              | –                                  | –                     |
| Realisation of revaluation reserve through depreciation                    | –                       | –                       | –                          | 1 631                          | 1 631          | –                                  | 1 631                 |
| Other movement in treasury shares                                          | –                       | –                       | –                          | –                              | 101 124        | –                                  | 157 615               |
| Share-based payment reserve movement                                       | –                       | –                       | 101 124                    | –                              | (53 788)       | 56 491                             | (76 316)              |
| Share options exercised – South Africa and SG Fleet                        | –                       | –                       | (53 788)                   | –                              | (58 466)       | (22 528)                           | (58 466)              |
| NCI put options movement                                                   | –                       | –                       | (58 466)                   | –                              | (5 745 972)    | (494 375)                          | (6 240 347)           |
| Dividends paid                                                             | –                       | –                       | 1 800                      | –                              | 1 800          | –                                  | 1 800                 |
| Deferred tax recorded directly in equity on movement in options            | –                       | –                       | –                          | –                              | –              | (3 001 473)                        | (3 001 473)           |
| Disposal of SG Fleet                                                       | –                       | –                       | 895 799                    | –                              | 895 799        | –                                  | 895 799               |
| Transactions with equity partners – Bluefin                                | –                       | –                       | 10 463                     | –                              | 10 463         | –                                  | 13 142                |
| Transactions with equity partners – inTime                                 | –                       | –                       | –                          | –                              | –              | 2 679                              | –                     |

Summarised Consolidated  
Statement of Changes in Equity

|                                                                     | Stated<br>capital<br>R'000 | Other<br>reserves<br>R'000 | Retained<br>earnings<br>R'000 | Share<br>buyback<br>reserve<br>R'000 | Total<br>R'000    | Non-controlling<br>interests<br>R'000 | Total<br>equity<br>R'000 |
|---------------------------------------------------------------------|----------------------------|----------------------------|-------------------------------|--------------------------------------|-------------------|---------------------------------------|--------------------------|
| <b>Balance at 30 June 2025 – Audited</b>                            | <b>2 785 718</b>           | <b>783 347</b>             | <b>9 184 238</b>              | <b>138 649</b>                       | <b>12 891 952</b> | <b>501 433</b>                        | <b>13 393 385</b>        |
| <b>Other comprehensive income</b>                                   |                            |                            |                               |                                      |                   |                                       |                          |
| Translation adjustment                                              | -                          | (443 807)                  | 64 870                        | -                                    | (378 937)         | (17 172)                              | (396 109)                |
| Reclassification of translation reserves to profit or loss          | -                          | (378 937)                  | -                             | -                                    | (378 937)         | (17 172)                              | (396 109)                |
| <b>Profit for the year</b>                                          | -                          | -                          | 386 301                       | -                                    | 386 301           | 139 114                               | 525 415                  |
| <b>Total comprehensive income for the year</b>                      | -                          | (443 807)                  | 451 171                       | -                                    | 7 364             | 121 942                               | 129 306                  |
| <b>Transactions with shareholders recognised directly in equity</b> |                            |                            |                               |                                      |                   |                                       |                          |
| Realisation of revaluation reserve through depreciation             | (13 447)                   | (25 344)                   | 25 344                        | -                                    | (13 447)          | -                                     | -                        |
| Shares repurchased and cancelled                                    | (22)                       | -                          | -                             | -                                    | (22)              | -                                     | (22)                     |
| Shares repurchased expense                                          | -                          | -                          | -                             | 786                                  | 786               | -                                     | 786                      |
| Movement in treasury shares                                         | -                          | -                          | 38 871                        | -                                    | 38 871            | 18                                    | 38 889                   |
| Share-based payment reserve movement                                | -                          | -                          | 36 524                        | -                                    | 36 524            | -                                     | 36 524                   |
| NCl put options movement                                            | -                          | -                          | 1 526                         | -                                    | 1 526             | -                                     | 1 526                    |
| Deferred tax recorded directly in equity on movement in options     | -                          | -                          | -                             | -                                    | -                 | (101 504)                             | (101 504)                |
| Dividends paid                                                      | -                          | -                          | -                             | -                                    | -                 | 13 817                                | 13 817                   |
| Acquisition – ECE <sup>1</sup>                                      | -                          | -                          | -                             | -                                    | -                 | 249 429                               | 249 429                  |
| Acquisition – DIG <sup>1</sup>                                      | -                          | -                          | -                             | -                                    | -                 | 8 946                                 | 8 946                    |
| Acquisition – Gestservi <sup>1</sup>                                | -                          | -                          | -                             | -                                    | -                 | (17 241)                              | (22 748)                 |
| Transactions with equity partners – Pamplona <sup>1</sup>           | -                          | -                          | (5 507)                       | -                                    | (5 507)           | (65 437)                              | (166 378)                |
| Transactions with equity partners – Lieben <sup>1</sup>             | -                          | -                          | (100 941)                     | -                                    | (100 941)         | 19 696                                | 19 696                   |
| Disposal of inTime <sup>1</sup>                                     | -                          | -                          | -                             | -                                    | -                 | (5 041)                               | (5 041)                  |
| Disposal of Phola <sup>1</sup>                                      | -                          | -                          | -                             | -                                    | -                 | -                                     | -                        |
| <b>Balance at 30 June 2026 – Audited</b>                            | <b>2 772 249</b>           | <b>314 196</b>             | <b>9 631 226</b>              | <b>139 435</b>                       | <b>12 857 106</b> | <b>726 058</b>                        | <b>13 583 164</b>        |

1. Refer to Business combinations.



# Operating segments

|                                                 | Super Group                                       |                                                    | Supply Chain**                                    |                                                    | Fleet Solutions                                   |                                                   | Dealerships SA                                    |                                                   | Dealerships UK                                    |                                                   | Services and intercompany eliminations            |                                                    |
|-------------------------------------------------|---------------------------------------------------|----------------------------------------------------|---------------------------------------------------|----------------------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------------------|----------------------------------------------------|
|                                                 | Year ended<br>30 June<br>2026<br>Audited<br>R'000 | Year ended<br>30 June<br>2025<br>Audited*<br>R'000 | Year ended<br>30 June<br>2026<br>Audited<br>R'000 | Year ended<br>30 June<br>2025<br>Audited*<br>R'000 | Year ended<br>30 June<br>2026<br>Audited<br>R'000 | Year ended<br>30 June<br>2025<br>Audited<br>R'000 | Year ended<br>30 June<br>2026<br>Audited<br>R'000 | Year ended<br>30 June<br>2025<br>Audited<br>R'000 | Year ended<br>30 June<br>2026<br>Audited<br>R'000 | Year ended<br>30 June<br>2025<br>Audited<br>R'000 | Year ended<br>30 June<br>2026<br>Audited<br>R'000 | Year ended<br>30 June<br>2025<br>Audited*<br>R'000 |
| Revenue                                         | 45 826 278                                        | 43 170 800                                         | 20 470 188                                        | 19 297 155                                         | 1 613 688                                         | 1 240 257                                         | 11 961 930                                        | 10 649 103                                        | 11 776 586                                        | 11 974 394                                        | 3 886                                             | 9 891                                              |
| South Africa                                    | 31 052 227                                        | 28 456 511                                         | 17 545 770                                        | 16 629 067                                         | 1 544 015                                         | 1 177 414                                         | 11 961 930                                        | 10 649 103                                        | –                                                 | –                                                 | 512                                               | 927                                                |
| United Kingdom                                  | 11 776 586                                        | 11 974 394                                         | –                                                 | –                                                  | –                                                 | –                                                 | –                                                 | –                                                 | 11 776 586                                        | 11 974 394                                        | –                                                 | –                                                  |
| Europe                                          | 2 632 335                                         | 2 210 822                                          | 2 632 335                                         | 2 210 822                                          | –                                                 | –                                                 | –                                                 | –                                                 | –                                                 | –                                                 | –                                                 | –                                                  |
| Africa and other                                | 365 130                                           | 529 073                                            | 292 083                                           | 457 266                                            | 69 673                                            | 62 843                                            | –                                                 | –                                                 | –                                                 | –                                                 | 3 374                                             | 8 964                                              |
| Operating expenditure – excluding capital items | (41 666 348)                                      | (39 569 032)                                       | (17 882 402)                                      | (17 004 108)                                       | (876 929)                                         | (702 120)                                         | (11 470 734)                                      | (10 166 949)                                      | (11 454 090)                                      | (11 707 400)                                      | 17 807                                            | 11 545                                             |
| Cost of sales                                   | (33 180 171)                                      | (31 883 050)                                       | (11 761 509)                                      | (11 560 063)                                       | (594 624)                                         | (445 701)                                         | (10 203 978)                                      | (9 064 053)                                       | (10 620 060)                                      | (10 813 233)                                      | –                                                 | –                                                  |
| Employee benefit costs                          | (4 995 346)                                       | (4 703 469)                                        | (3 137 520)                                       | (2 873 655)                                        | (104 323)                                         | (73 650)                                          | (760 211)                                         | (689 723)                                         | (761 421)                                         | (815 705)                                         | (231 871)                                         | (250 736)                                          |
| Other operating expenditure                     | (3 490 831)                                       | (2 982 513)                                        | (2 983 373)                                       | (2 570 390)                                        | (177 982)                                         | (182 769)                                         | (506 545)                                         | (413 173)                                         | (72 609)                                          | (78 462)                                          | 249 678                                           | 262 281                                            |
| EBITDA                                          | 4 159 930                                         | 3 601 768                                          | 2 587 786                                         | 2 293 047                                          | 736 759                                           | 538 137                                           | 491 196                                           | 482 154                                           | 322 496                                           | 266 994                                           | 21 693                                            | 21 436                                             |
| Depreciation and amortisation                   | (1 786 014)                                       | (1 726 155)                                        | (1 270 083)                                       | (1 202 395)                                        | (295 325)                                         | (252 077)                                         | (70 376)                                          | (83 451)                                          | (106 454)                                         | (143 157)                                         | (43 776)                                          | (45 075)                                           |
| Operating profit before capital items           | 2 373 916                                         | 1 875 613                                          | 1 317 703                                         | 1 090 652                                          | 441 434                                           | 286 060                                           | 420 820                                           | 398 703                                           | 216 042                                           | 123 837                                           | (22 083)                                          | (23 639)                                           |
| Operating expenditure – capital items           | (1 101)                                           | 56 382                                             | (9 726)                                           | 61 857                                             | –                                                 | –                                                 | (2 513)                                           | (14 345)                                          | 10 751                                            | (722)                                             | 387                                               | 9 592                                              |
| Operating profit after capital items            | 2 372 815                                         | 1 931 995                                          | 1 307 977                                         | 1 152 509                                          | 441 434                                           | 286 060                                           | 418 307                                           | 384 358                                           | 226 793                                           | 123 115                                           | (21 696)                                          | (14 047)                                           |
| Net finance (costs)/income                      | (604 150)                                         | (606 884)                                          | (302 976)                                         | (292 231)                                          | (13 466)                                          | 16 004                                            | (122 679)                                         | (122 526)                                         | (105 613)                                         | (120 646)                                         | (59 416)                                          | (87 485)                                           |
| Profit/(loss) before tax                        | 1 768 665                                         | 1 325 111                                          | 1 005 001                                         | 860 278                                            | 427 968                                           | 302 064                                           | 295 628                                           | 261 832                                           | 121 180                                           | 2 469                                             | (81 112)                                          | (101 532)                                          |
| Net capex                                       | 1 997 433                                         | 1 785 985                                          | 1 405 667                                         | 1 416 649                                          | 4 991                                             | 1 587                                             | 133 540                                           | 64 818                                            | 92 985                                            | 101 768                                           | 360 250                                           | 201 163                                            |
| South Africa                                    | 1 901 590                                         | 1 635 137                                          |                                                   |                                                    |                                                   |                                                   |                                                   |                                                   |                                                   |                                                   |                                                   |                                                    |
| United Kingdom                                  | 92 985                                            | 102 222                                            |                                                   |                                                    |                                                   |                                                   |                                                   |                                                   |                                                   |                                                   |                                                   |                                                    |
| Europe                                          | 5 042                                             | 4 223                                              |                                                   |                                                    |                                                   |                                                   |                                                   |                                                   |                                                   |                                                   |                                                   |                                                    |
| Africa and other                                | (2 184)                                           | 44 403                                             |                                                   |                                                    |                                                   |                                                   |                                                   |                                                   |                                                   |                                                   |                                                   |                                                    |

\* Restated for the impact of discontinued operations.

\*\* Supply Chain restated to include Supply Chain Africa and Ader.

# Operating segments

|                                                            | Super Group                      |                                  | Supply Chain*                    |                                  | Fleet Solutions                  |                                  | Dealerships SA                   |                                  | Dealerships UK                   |                                  | Services and intercompany eliminations |                                  |
|------------------------------------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------------|----------------------------------|
|                                                            | As at 30 June 2026 Audited R'000 | As at 30 June 2025 Audited R'000 | As at 30 June 2026 Audited R'000 | As at 30 June 2025 Audited R'000 | As at 30 June 2026 Audited R'000 | As at 30 June 2025 Audited R'000 | As at 30 June 2026 Audited R'000 | As at 30 June 2025 Audited R'000 | As at 30 June 2026 Audited R'000 | As at 30 June 2025 Audited R'000 | As at 30 June 2026 Audited R'000       | As at 30 June 2025 Audited R'000 |
| <b>ASSETS</b>                                              |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| <b>Non-current assets</b>                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| Property, plant and equipment                              | 12 416 968                       | 11 669 700                       | 7 588 533                        | 7 243 760                        | 31 965                           | 2 003                            | 1 663 210                        | 1 552 320                        | 1 571 386                        | 1 649 888                        | 1 561 874                              | 1 221 729                        |
| ROU assets                                                 | 1 373 028                        | 1 487 503                        | 837 108                          | 880 207                          | 1 141                            | –                                | 166 190                          | 137 582                          | 355 264                          | 450 509                          | 13 325                                 | 19 205                           |
| Investment properties                                      | 200 098                          | 192 133                          | 19 098                           | 15 133                           | –                                | –                                | –                                | –                                | –                                | –                                | 181 000                                | 177 000                          |
| Lease portfolio assets                                     | 3 069 393                        | 1 638 834                        | –                                | –                                | 3 069 393                        | 1 638 834                        | –                                | –                                | –                                | –                                | –                                      | –                                |
| Intangible assets                                          | 391 574                          | 491 658                          | 322 653                          | 452 757                          | 41 122                           | –                                | –                                | –                                | 14 630                           | 15 207                           | 13 169                                 | 23 694                           |
| Goodwill                                                   | 2 793 552                        | 3 483 757                        | 1 310 656                        | 1 886 312                        | 98 290                           | 87 822                           | 356 964                          | 359 464                          | 1 027 642                        | 1 150 159                        | –                                      | –                                |
| Investments and other non-current assets                   | 165 473                          | 381 201                          | 72 562                           | 253 836                          | –                                | –                                | –                                | –                                | –                                | –                                | 92 911                                 | 127 365                          |
| <b>Current assets</b>                                      |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| Lease portfolio assets                                     | 26 730                           | 20 673                           | –                                | –                                | 26 730                           | 20 673                           | –                                | –                                | –                                | –                                | –                                      | –                                |
| Inventories                                                | 5 273 112                        | 4 961 796                        | 421 564                          | 417 327                          | 32 167                           | 24 536                           | 2 199 605                        | 1 819 416                        | 2 619 776                        | 2 700 517                        | –                                      | –                                |
| Trade receivables                                          | 5 114 273                        | 4 572 302                        | 4 013 608                        | 3 775 447                        | 390 996                          | 196 752                          | 247 988                          | 145 925                          | 443 093                          | 425 168                          | 18 588                                 | 29 010                           |
| Sundry receivables                                         | 2 634 055                        | 2 287 399                        | 2 316 696                        | 2 045 422                        | 34 756                           | 9 973                            | 33 012                           | 16 442                           | 74 400                           | 99 491                           | 175 191                                | 116 071                          |
| Intercompany trade receivables                             | –                                | –                                | 6 468                            | 7 328                            | 5 679                            | 11 958                           | 1 492                            | 856                              | –                                | –                                | (13 639)                               | (20 142)                         |
| <b>SEGMENT ASSETS¹</b>                                     | <b>33 458 256</b>                | 31 186 956                       | <b>16 908 946</b>                | 16 977 529                       | <b>3 732 239</b>                 | 1 992 551                        | <b>4 668 461</b>                 | 4 032 005                        | <b>6 106 191</b>                 | 6 490 939                        | <b>2 042 419</b>                       | 1 693 932                        |
| South Africa                                               | 25 033 921                       | 21 106 447                       |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| United Kingdom                                             | 6 106 191                        | 7 675 359                        |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| Europe                                                     | 1 057 810                        | 1 122 082                        |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| Africa and other                                           | 1 260 334                        | 1 283 068                        |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| <b>LIABILITIES</b>                                         |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| <b>Non-current liabilities</b>                             |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| Fund reserves                                              | 90 838                           | 42 037                           | –                                | –                                | 90 838                           | 42 037                           | –                                | –                                | –                                | –                                | –                                      | –                                |
| Non-controlling interest put options and other liabilities | 499 905                          | 212 224                          | 499 905                          | 212 224                          | –                                | –                                | –                                | –                                | –                                | –                                | –                                      | –                                |
| Lease portfolio borrowings                                 | 702 946                          | 309 073                          | –                                | –                                | 702 946                          | 309 073                          | –                                | –                                | –                                | –                                | –                                      | –                                |
| ROU lease liabilities                                      | 1 383 821                        | 1 463 068                        | 756 416                          | 734 293                          | –                                | –                                | 210 270                          | 196 892                          | 407 255                          | 515 427                          | 9 880                                  | 16 456                           |
| Interest-bearing borrowings                                | 6 214 603                        | 5 413 492                        | 2 483 042                        | 1 993 743                        | –                                | –                                | –                                | 9 750                            | –                                | –                                | 3 731 561                              | 3 409 999                        |
| Provisions                                                 | 118 338                          | 169 468                          | 48 711                           | 94 456                           | –                                | –                                | –                                | –                                | 69 627                           | 75 012                           | –                                      | –                                |
| <b>Current liabilities</b>                                 |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| Non-controlling interest put options and other liabilities | 236 140                          | 331 141                          | 236 140                          | 331 141                          | –                                | –                                | –                                | –                                | –                                | –                                | –                                      | –                                |
| Lease portfolio borrowings                                 | 493 782                          | 298 860                          | –                                | –                                | 493 782                          | 298 860                          | –                                | –                                | –                                | –                                | –                                      | –                                |
| ROU lease liabilities                                      | 335 291                          | 426 650                          | 199 735                          | 284 573                          | 1 207                            | –                                | 51 398                           | 43 346                           | 76 375                           | 93 216                           | 6 576                                  | 5 515                            |
| Interest-bearing borrowings                                | 1 761 699                        | 2 012 986                        | 1 155 000                        | 1 168 565                        | –                                | –                                | –                                | –                                | –                                | –                                | 606 699                                | 844 421                          |
| Trade and other payables and provisions                    | 12 585 035                       | 11 410 468                       | 5 277 474                        | 4 591 933                        | 137 095                          | 238 887                          | 3 290 429                        | 2 742 375                        | 3 599 325                        | 3 277 512                        | 280 712                                | 559 761                          |
| Intercompany trade payables                                | –                                | –                                | 89 674                           | 71 622                           | 754                              | 711                              | 5 143                            | 4 743                            | –                                | –                                | (95 571)                               | (77 076)                         |
| <b>SEGMENT LIABILITIES²</b>                                | <b>24 422 398</b>                | 22 089 467                       | <b>10 746 097</b>                | 9 482 550                        | <b>1 426 622</b>                 | 889 568                          | <b>3 557 240</b>                 | 2 997 106                        | <b>4 152 582</b>                 | 3 961 167                        | <b>4 539 857</b>                       | 4 759 076                        |
| South Africa                                               | 19 212 350                       | 16 303 398                       |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| United Kingdom                                             | 4 152 582                        | 4 505 711                        |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| Europe                                                     | 851 378                          | 640 885                          |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| Africa and other                                           | 206 088                          | 639 473                          |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                  |                                        |                                  |
| <b>Net operating assets</b>                                | <b>18 593 923</b>                | 17 070 066                       | <b>10 730 931</b>                | 10 426 267                       | <b>3 497 613</b>                 | 1 699 795                        | <b>898 188</b>                   | 1 151 194                        | <b>2 137 361</b>                 | 2 567 278                        | <b>1 329 830</b>                       | 1 225 532                        |

1. Segment assets exclude deferred tax assets, cash and cash equivalents, and assets held-for-sale.

2. Segment liabilities exclude deferred tax liabilities, income tax payable, shareholders for dividends and liabilities directly associated with assets held-for-sale.

\* Supply Chain restated to include Supply Chain Africa and Ader.

# Business combinations

## ACQUISITION OF BUSINESSES (NET OF CASH ACQUIRED)

| Subsidiaries acquired                 | Nature of business | Operating segment | Date acquired    | Interest acquired % | Net effective interest % | Purchase price R'000 |
|---------------------------------------|--------------------|-------------------|------------------|---------------------|--------------------------|----------------------|
| Eastern Cape Express (Pty) Ltd (ECE)  | Logistics          | Supply Chain      | 1 September 2025 | 60%                 | 60%                      | 40 732               |
| DIG Group (DIG)                       | Fleet Management   | Fleet Solutions   | 1 March 2026     | 70%                 | 70%                      | 592 470*             |
| ZV Logistica Gestservi SL (Gestservi) | Logistics          | Supply Chain      | 30 June 2026     | 75%                 | 70%                      | 32 884               |
| Purchase price                        |                    |                   |                  |                     |                          | 666 086              |

\* Cash payment of R448.0 million plus R144.5 million for the net present value of the deferred contingent purchase consideration.

|                                                                              | ECE R'000 | DIG R'000 | Gestservi R'000 | Total R'000 |
|------------------------------------------------------------------------------|-----------|-----------|-----------------|-------------|
| Net cost on acquisition of businesses                                        |           |           |                 |             |
| Fair value of assets acquired and liabilities assumed at date of acquisition |           |           |                 |             |
| Assets                                                                       |           |           |                 |             |
| Property, plant and equipment                                                | 13 392    | 27 423    | 6 629           | 47 444      |
| ROU assets                                                                   | –         | 1 898     | –               | 1 898       |
| Intangible assets                                                            | 19 184    | 50 169    | 22 868          | 92 221      |
| Lease portfolio assets                                                       | –         | 1 001 572 | –               | 1 001 572   |
| Goodwill                                                                     | 20 007    | 10 468    | 6 053           | 36 528      |
| Trade receivables                                                            | 9 497     | 47 428    | 23 266          | 80 191      |
| Sundry receivables                                                           | –         | 83 138    | 1 386           | 84 524      |
| Cash and cash equivalents                                                    | 13 783    | 70 618    | 10 955          | 95 356      |
|                                                                              | 75 863    | 1 292 714 | 71 157          | 1 439 734   |
| Liabilities                                                                  |           |           |                 |             |
| Interest-bearing borrowings                                                  | (9 771)   | –         | (3 090)         | (12 861)    |
| Deferred tax liabilities                                                     | (5 180)   | (137 936) | (5 712)         | (148 828)   |
| ROU lease liabilities                                                        | –         | (1 982)   | –               | (1 982)     |
| Lease portfolio borrowings                                                   | –         | (243 314) | –               | (243 314)   |
| Trade and other payables                                                     | (6 234)   | (35 446)  | (17 360)        | (59 040)    |
| Income tax payable                                                           | (129)     | (32 137)  | (3 165)         | (35 431)    |
|                                                                              | (21 314)  | (450 815) | (29 327)        | (501 456)   |

|                                                        |          |           |          |           |
|--------------------------------------------------------|----------|-----------|----------|-----------|
| Fair value of net assets acquired                      | 54 549   | 841 899   | 41 830   | 938 278   |
| Less: Non-controlling interest                         | (13 817) | (249 429) | (8 946)  | (272 192) |
| Purchase price                                         | 40 732   | 592 470   | 32 884   | 666 086   |
| Cash acquired                                          | (13 783) | (70 618)  | (10 955) | (95 356)  |
| Deferred contingent purchase consideration liabilities | (5 045)  | (144 470) | –        | (149 515) |
| Cash outflow                                           | 21 904   | 377 382   | 21 929   | 421 215   |

The Group purchased ECE for R40.7 million, complementing the Group's supply chain offering. The Group performed a PPA exercise whereby intangible assets acquired were separately valued. The valuation, using the projected financial information, led to recognition of a trade name of R1.1 million and customer relations of R18.1 million.

DIG was purchased for R592.5 million, in order to bolster the Fleet Solutions division. The Group performed a PPA exercise whereby intangible assets acquired were separately valued. The valuation, using the projected financial information, led to recognition customer related intangibles of R50.2 million.

Gestservi was acquired by Ader for R32.9 million, to strengthen Ader's footprint in southern Spain. The Group performed a PPA exercise whereby intangible assets acquired were separately valued. The valuation, using the projected financial information, led to recognition of a trade name of R5.8 million and customer relations of R17.1 million.

The NCIs have been calculated using the present ownership instruments' proportionate share in the recognised amounts of the acquiree's identifiable net assets.

Goodwill has been recognised on the acquisition of ECE, DIG and Gestservi amounting to R20.0 million, R10.5 million and R6.1 million respectively.

The goodwill is attributable mainly to the skills and technical talent of the workforce and synergies expected to be achieved from integrating the acquired businesses into the Group's various operations. None of the goodwill is expected to be deductible for tax purposes.

Acquisition-related costs of R36.2 million (R2.4 million in respect of these acquisitions) have been included in profit or loss in the consolidated statement of comprehensive income.

The values identified in relation to the acquisition are provisional as at 30 June 2026, and subject to change for a period of 12 months from the effective acquisition date. At the date of this report, there were no required adjustments identified.

| Impact of the acquisitions on the results of the Group              | ECE R'000 | DIG R'000 | Gestservi R'000 | Total R'000 |
|---------------------------------------------------------------------|-----------|-----------|-----------------|-------------|
| From the dates of acquisition, the acquired businesses contributed: |           |           |                 |             |
| Revenue                                                             | 52 866    | 272 181   | –               | 325 047     |
| Profit after tax and amortisation of PPA intangibles <sup>1</sup>   | 8 204     | 74 210    | –               | 82 414      |
| Attributable profit to equity holders of Super Group <sup>1</sup>   | 4 923     | 51 947    | –               | 56 870      |

1. Excluding acquisition-related costs.

| Impact of the acquisitions on the results of the Group – had they occurred on 1 July 2025 | ECE R'000 | DIG R'000 | Gestservi R'000 | Total R'000 |
|-------------------------------------------------------------------------------------------|-----------|-----------|-----------------|-------------|
| From 1 July 2025 the businesses would have contributed:                                   |           |           |                 |             |
| Revenue                                                                                   | 63 440    | 797 394   | 104 990         | 965 824     |
| Profit after tax and amortisation of PPA intangibles <sup>1</sup>                         | 9 847     | 210 421   | 6 667           | 226 935     |
| Attributable profit to equity holders of Super Group <sup>1</sup>                         | 5 908     | 147 295   | 5 000           | 158 203     |

1. Excluding acquisition-related costs.

| Net costs on increase in existing shareholding in subsidiaries | Lieben R'000 | Pamplona R'000 | Total R'000 |
|----------------------------------------------------------------|--------------|----------------|-------------|
| Decrease in non-controlling interest                           | (65 437)     | (17 241)       | (82 678)    |
| Effect of transactions between equity partners on equity       | (100 941)    | (5 507)        | (106 448)   |
| Cash outflow                                                   | (166 378)    | (22 748)       | (189 126)   |

During the year Lieben Logistics (Pty) Ltd bought back 15% of its shares from the NCI. The closing shareholding in Lieben Logistics is 95%.

Ader acquired a further 10% shareholding in Pamplona from the NCI, resulting in a increase in shareholding from 75% to 85%.

## DISPOSAL OF BUSINESSES (NET OF CASH DISPOSED)

The inTime group was classified as discontinued in the prior financial year and the sale was concluded in July 2025.

Phola Coaches and SG Bus Rental businesses were sold on 21 April 2026 to Chase Cubed Proprietary Limited, Schiller Equipment CC, Crosscorp SA Proprietary Limited and SGP Investments Proprietary Limited.

|                                                          | inTime R'000 | Phola R'000 | Total R'000 |
|----------------------------------------------------------|--------------|-------------|-------------|
| Fair value of assets and liabilities at date of disposal |              |             |             |
| Assets                                                   |              |             |             |
| Property, plant and equipment                            | 295 945      | 37 155      | 333 100     |
| ROU assets                                               | 402 092      | –           | 402 092     |
| Intangible assets                                        | 167 060      | –           | 167 060     |
| Inventories                                              | 1 022        | 365         | 1 387       |
| Trade receivables                                        | 127 613      | 4 277       | 131 890     |
| Sundry receivables                                       | 73 164       | 178         | 73 342      |
| Investments and other non-current assets                 | 94 114       | 17 500      | 111 614     |
| Cash and cash equivalents                                | 81 489       | (6 851)     | 74 638      |
|                                                          | 1 242 499    | 52 624      | 1 295 123   |
| Liabilities                                              |              |             |             |
| ROU lease liabilities                                    | (630 328)    | –           | (630 328)   |
| Interest-bearing borrowings                              | (187 150)    | –           | (187 150)   |
| Provisions                                               | (25 160)     | (738)       | (25 898)    |
| Deferred tax liabilities                                 | (43 891)     | –           | (43 891)    |
| Income tax payable                                       | (81)         | 276         | 195         |
| Trade and other payables                                 | (317 159)    | (7 202)     | (324 361)   |
|                                                          | (1 203 769)  | (7 664)     | (1 211 433) |
| Net value of subsidiaries disposed                       | 38 730       | 44 960      | 83 690      |
| Less: Non-controlling interest                           | 19 696       | (5 041)     | 14 655      |
| Loss on sale                                             | (28 831)     | (24 919)    | (53 750)    |
| Proceeds                                                 | 29 595       | 15 000      | 44 595      |
| Less: Cash on disposal                                   | (81 489)     | 6 851       | (74 638)    |
| Cash (outflow)/inflow                                    | (51 894)     | 21 851      | (30 043)    |

# Salient features

|                                                                                                                                                                                                                                                                                                                                                                                                                              | 30 June 2026<br>Audited<br>R'000 | 30 June 2025<br>Audited<br>R'000 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------------------|
| <b>1. Share statistics</b>                                                                                                                                                                                                                                                                                                                                                                                                   |                                  |                                  |
| Total issued less treasury shares ('000)                                                                                                                                                                                                                                                                                                                                                                                     | 337 763                          | 338 784                          |
| Weighted number of shares ('000)                                                                                                                                                                                                                                                                                                                                                                                             | 338 081                          | 338 748                          |
| Diluted weighted number of shares ('000)                                                                                                                                                                                                                                                                                                                                                                                     | 338 081                          | 338 830                          |
| Net asset value per share (cents) <sup>1</sup>                                                                                                                                                                                                                                                                                                                                                                               | 3 806.5                          | 3 805.4                          |
| Net tangible asset value per share (cents) <sup>2</sup>                                                                                                                                                                                                                                                                                                                                                                      | 2 863.5                          | 2 631.9                          |
| <small>1. Net asset value per share is calculated as the capital and reserves attributable to equity shareholders of Super Group divided by the total issued less treasury shares.<br/>2. Net tangible asset value per share is calculated as the capital and reserves attributable to equity shareholders of Super Group excluding goodwill and intangible assets divided by the total issued less treasury shares.</small> |                                  |                                  |
| <b>2. Capital commitments</b>                                                                                                                                                                                                                                                                                                                                                                                                |                                  |                                  |
| <b>Property, plant and equipment</b>                                                                                                                                                                                                                                                                                                                                                                                         |                                  |                                  |
| Contracted                                                                                                                                                                                                                                                                                                                                                                                                                   | 687 963                          | 655 587                          |
| Authorised by Directors but not yet contracted                                                                                                                                                                                                                                                                                                                                                                               | 1 232 791                        | 1 555 965                        |
| <b>Total authorised by Directors</b>                                                                                                                                                                                                                                                                                                                                                                                         | <b>1 920 754</b>                 | <b>2 211 552</b>                 |
| Capital commitments will be funded from normal operating cash flows and the utilisation of existing borrowing facilities.                                                                                                                                                                                                                                                                                                    |                                  |                                  |

- 3. Related party transactions**

The Group encourages its employees and key management to purchase goods and services from Group companies. These transactions are generally conducted on terms no more favourable than those entered into with third parties, although in some cases nominal discounts are granted. Transactions with key management personnel are conducted on similar terms. No abnormal or non-commercial credit terms are allowed, and no impairments were recognised in relation to any transactions with key management personnel during the year nor have they resulted in any non-performing debts at the end of the year. Similar policies are applied to key management personnel at subsidiary level who are not defined as key management personnel at Group level.
- 4. Subsequent events**

The Directors are not aware of any matters or circumstances arising subsequent to the reporting date up to the date of this report, which will require disclosure in these results.
- 5. Significant events**

**Assets held-for-sale**

The disposal of SG Fleet was finalised in the previous financial year, and the sale of inTime was concluded in July 2025.

The UK Hyundai and Suzuki dealerships have been closed, and the UK KIA dealerships remain classified as assets held-for-sale.

The closure of TradeMaw, a South African commodity trading business, was concluded during the financial year.

The Group sold its 75% shareholding and loan claims in its passenger bus services business, comprising Phola Coaches Proprietary Limited and SG Bus Rentals Proprietary Limited, to Chase Cubed Proprietary Limited, Schiller Equipment CC, Crosscorp SA Proprietary Limited and SGP Investments Proprietary Limited, on 21 April 2026 for R15.0 million.

During the first half of the year, the Group resolved to dispose of its 78.82% interest in AMCO, and the assets and liabilities comprising AMCO were classified as a disposal group held-for-sale at 31 December 2025. In June 2026, the Group received an offer for its interest in the business and is currently finalising the share sale agreement. At 30 June 2026, the disposal group was measured at fair value less costs to sell, determined by reference to the expected disposal proceeds.

**Share capital**

During the year, the Group repurchased and cancelled 1 020 773 ordinary shares of no par value at a total cost of R13.5 million.

## Changes in borrowings

During the year, the Group's borrowings changed as a result of new funding arrangements, refinancing activities and scheduled repayments. Lease portfolio borrowings increased primarily due to the inclusion of the DIG Group's borrowings on consolidation and additional funding raised for replacement fleet in Fleet Africa. The Group issued new corporate bond notes with an aggregate nominal value of R750 million and settled corporate bond notes amounting to R800 million. New term loan facilities were raised in relation to pallets deployed in GLS and refrigeration equipment installed at warehouses. New mortgage facilities were also raised in respect of properties purchased during the year. The Group continued to make scheduled principal repayments in accordance with the terms of its borrowing arrangements.

## Exchange rate movements

The Group operates in foreign countries which use currencies other than the presentation currency. The main currencies used in the Group's foreign operations are US Dollar, Euro, and the Pound Sterling. The fluctuation of the Rand against these currencies has had an effect on the Group's financial statements and has resulted in a foreign currency translation adjustment of R396.1 million decreasing total equity. The table below reflects the movement in the exchange rates from the prior year:

|                                                         | 30 June<br>2026 | 30 June<br>2025 | %<br>Change |
|---------------------------------------------------------|-----------------|-----------------|-------------|
| <b>Average currency rate to the South African Rand:</b> |                 |                 |             |
| US Dollar                                               | 16.89           | 18.18           | (7.1%)      |
| Euro                                                    | 19.72           | 19.76           | (0.2%)      |
| Pound Sterling                                          | 22.68           | 23.53           | (3.6%)      |
| <b>Closing currency rate to the South African Rand:</b> |                 |                 |             |
| US Dollar                                               | 16.39           | 17.70           | (7.4%)      |
| Euro                                                    | 18.73           | 20.88           | (10.3%)     |
| Pound Sterling                                          | 21.74           | 24.33           | (10.7%)     |

## 6. Fair value

| Hierarchy                                                                  |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                            | Level 2<br>R'000 | Level 3<br>R'000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                            |                  | Valuation technique                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Property, plant and equipment – Land, buildings and leasehold improvements | 4 918 976        | External valuations are performed on the Group's investment properties annually and owner occupied properties at least every three years. The valuation model considers the present value of net cash flows to be generated from these properties, taking into account expected rental growth rate, void year, occupancy rate, lease incentive costs such as rent-free years and other costs not paid by tenants and the rate per square metre allocated between showroom, workshop, display parking and parking. The expected net cash flows are discounted using risk-adjusted discount rates. Among other factors, the discount rate estimation considers the quality of a building and its location (prime vs secondary), tenant credit quality and lease terms. |
| Investment properties                                                      | 200 098          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| FEC liabilities                                                            | 1 795            | The fair values are based on broker quotes. Similar contracts are traded in an active market and reflect the actual transactions in similar instruments.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| FEC assets                                                                 | 18               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Interest rate swap receivables                                             | 107 720          | The fair values are based on observable market rates. Similar contracts are traded in an active market and reflect the actual transactions in similar instruments. The valuation technique maximises the use of observable market data where it is available and relies as little as possible on entity specific estimates.                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| RSC and Clean Tech put option                                              | 33 189           | This put option is calculated as the fair value determined by using the average audited profit after tax for the two years preceding the put option exercise date at a price earnings multiple of 6.4. The present value has been determined using a pre-tax discount rate of 8.9%. The put option can be exercised from 1 February 2029.                                                                                                                                                                                                                                                                                                                                                                                                                            |
| RSU put options                                                            | 72 665           | These put options are calculated as the fair market value of the put shares determined at the commencement of the put year, and present valued using a pre-tax discount rate of 10.75%. The put options can be exercised from 1 September 2026 and 1 September 2028.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| ECE put option                                                             | 25 016           | This put option is calculated as the fair market value of the put shares determined at the commencement of the put year, and present valued using a pre-tax discount rate of 8.9%. The put option can be exercised from 1 September 2030.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## Salient features

### 6. Fair value

| Hierarchy                                      |                  |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------|------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                | Level 2<br>R'000 | Level 3<br>R'000 | Valuation technique                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| DIG put option                                 |                  | 221 205          | This put option is calculated as the fair value determined by using the forecasted profit after tax for the year ended 30 June 2031 multiplied by 3.2. The present value has been determined using a pre-tax discount rate of 8.9%. The put option can be exercised from 1 March 2031.                                                                                                                                                                                                                                                  |
| ECE deferred contingent purchase consideration |                  | 5 045            | An obligation existed at acquisition date resulting from the possibility of the acquiree's average profit after tax for the two-year period ending 30 June 2027 exceeding R11.9 million. The deferred contingent purchase consideration is calculated by applying 60% to every R4.99 excess over the R11.9 million average profit after tax. The present value of this obligation is determined using a pre-tax discount rate of 8.9%. The date of exercise is 90 days after the average profit after tax is agreed.                    |
| DIG deferred contingent purchase consideration |                  | 144 470          | An obligation existed at acquisition date resulting from the possibility of the acquiree's aggregate profit after tax for the three-year period ending 30 June 2027 exceeding R600.0 million. The deferred contingent purchase consideration is calculated by applying 70% to every R3.2 million excess over the R600.0 million aggregate profit after tax. The present value of this obligation is determined using a pre-tax discount rate of 10.75%. The date of exercise is 90 days after the aggregate profit after tax is agreed. |

The carrying value of all other financial instruments approximates the fair value of the financial instruments as at 30 June 2026.

#### Movement in level 3 financial instruments measured at fair value

The following table shows a reconciliation from the opening to closing balances of level 3 financial instruments carried at fair value:

|                                                                                   | Year ended<br>30 June 2026<br>Audited<br>R'000 | Year ended<br>30 June 2025<br>Audited<br>R'000 |
|-----------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------|
| <b>Property, plant and equipment – Land, buildings and leasehold improvements</b> |                                                |                                                |
| Balance at beginning of year                                                      | <b>4 663 681</b>                               | 4 137 602                                      |
| Net additions                                                                     | <b>506 329</b>                                 | 420 527                                        |
| Disposal of businesses                                                            | –                                              | (40 535)                                       |
| Revaluation                                                                       | –                                              | 246 480                                        |
| Impairment                                                                        | <b>(56)</b>                                    | (63 360)                                       |
| Transfer to assets held-for-sale                                                  | <b>(5 312)</b>                                 | (43 897)                                       |
| Other                                                                             | <b>(245 666)</b>                               | 6 864                                          |
| <b>Balance at end of year</b>                                                     | <b>4 918 976</b>                               | 4 663 681                                      |
| <b>Investment properties</b>                                                      |                                                |                                                |
| Balance at beginning of year                                                      | <b>192 133</b>                                 | 173 657                                        |
| Transfer from property, plant and equipment                                       | <b>6 445</b>                                   | –                                              |
| Fair value adjustment recognised in profit or loss                                | <b>(1 972)</b>                                 | 17 843                                         |
| Other                                                                             | <b>3 492</b>                                   | 633                                            |
| <b>Balance at end of year</b>                                                     | <b>200 098</b>                                 | 192 133                                        |
| <b>Put option liabilities</b>                                                     |                                                |                                                |
| Balance at beginning of year                                                      | <b>212 224</b>                                 | 288 117                                        |
| Movement of NCI liabilities in statement of changes in equity                     | <b>(54 763)</b>                                | (75 893)                                       |
| Fair value adjustment                                                             | <b>(49 815)</b>                                | (80 247)                                       |
| Foreign currency translation                                                      | <b>(4 948)</b>                                 | 4 354                                          |
| Acquisition of businesses                                                         | <b>236 121</b>                                 | –                                              |
| Transfer to assets held-for-sale                                                  | <b>(41 507)</b>                                | –                                              |
| <b>Balance at end of year</b>                                                     | <b>352 075</b>                                 | 212 224                                        |
| <b>Deferred contingent purchase consideration liabilities</b>                     |                                                |                                                |
| Balance at beginning of year                                                      | –                                              | –                                              |
| Acquisition of businesses                                                         | <b>149 515</b>                                 | –                                              |
| <b>Balance at end of year</b>                                                     | <b>149 515</b>                                 | –                                              |

### Sensitivity analysis:

#### Land and buildings

The estimated fair value would increase/(decrease) if:

- Occupancy rate was higher/(lower), the rent-free years were (increased), the yield was lower/(higher) and rental growth was higher/(lower).

#### Put option liabilities and deferred contingent purchase consideration

The significant assumptions included in the fair value measurement of the liabilities relates to the projected earnings that are not observable in the market. The following table shows how the fair value of the liabilities would change if the earnings assumption were increased by 100bps:

|                               | Fair value<br>R'000 | Increase in<br>liability<br>R'000 |
|-------------------------------|---------------------|-----------------------------------|
| RSC and Clean Tech put option | <b>34 925</b>       | <b>1 736</b>                      |
| RSU put options               | <b>79 931</b>       | <b>7 266</b>                      |
| EC Express put option         | <b>27 518</b>       | <b>2 502</b>                      |
| DIG put option                | <b>231 967</b>      | <b>10 762</b>                     |

|                                                                        | Year ended<br>30 June 2026<br>Audited<br>R'000 | Year ended<br>30 June 2025<br>Audited*<br>R'000 |
|------------------------------------------------------------------------|------------------------------------------------|-------------------------------------------------|
| <b>7. Capital items</b>                                                |                                                |                                                 |
| <b>Capital losses/(profit) before tax and non-controlling interest</b> | <b>1 101</b>                                   | (56 382)                                        |
| Impairment of property, plant and equipment                            | <b>138</b>                                     | 7 395                                           |
| Impairment of intangible assets                                        | <b>21 027</b>                                  | –                                               |
| Impairment of ROU assets                                               | <b>4 216</b>                                   | –                                               |
| Impairment of goodwill                                                 | <b>2 500</b>                                   | 7 500                                           |
| Profit on disposal of property, plant and equipment                    | <b>(28 752)</b>                                | (53 434)                                        |
| Fair value adjustment to investment properties                         | <b>1 972</b>                                   | (17 843)                                        |
| <b>Tax expense/(income) effect of capital items</b>                    | <b>130</b>                                     | 15 753                                          |
| Impairment of property, plant and equipment                            | <b>(37)</b>                                    | (1 997)                                         |
| Impairment of intangible assets                                        | <b>(5 677)</b>                                 | –                                               |
| Impairment of ROU assets                                               | <b>(1 138)</b>                                 | –                                               |
| Profit on disposal of property, plant and equipment                    | <b>7 514</b>                                   | 14 453                                          |
| Fair value adjustment to investment properties                         | <b>(532)</b>                                   | 3 297                                           |
| <b>Non-controlling interest effect of capital items</b>                | <b>(6 111)</b>                                 | 4 088                                           |
| Impairment of intangible assets                                        | <b>(7 521)</b>                                 | –                                               |
| Profit on disposal of property, plant and equipment                    | <b>1 410</b>                                   | 4 088                                           |
| <b>Capital profit after tax and NCI</b>                                | <b>(4 880)</b>                                 | (36 541)                                        |

\* Restated for the impact of discontinued operations.

Salient features

8.

Revenue

Continuing operations  
Supply Chain<sup>1</sup>

Short haul transportation – Principal  
Short haul transportation – Agent  
Long haul transportation  
Sale of goods  
Warehouse services and other  
Courier services

Dealerships<sup>2</sup>

Sale of vehicles and parts – Principal  
Sale of vehicles – Agent  
Servicing of vehicles

Fleet Solutions<sup>3</sup>

Vehicle risk income  
Mobility services income  
Additional products and services  
Finance commission  
Rental and other income

Services

Other

Discontinued operations<sup>4</sup>

Supply Chain Africa (TradeMaw and Phola)

Consumer Short haul transportation – Principal  
Sale of goods

inTime and AMCO

Time critical delivery services  
Other

Dealerships UK (Suzuki, Hyundai, Kia)

Sale of vehicles and parts – Principal  
Servicing of vehicles

SG Fleet

Vehicle risk income  
Mobility services income  
Additional products and services  
Finance commission  
Rental and other income

Year ended  
30 June 2026  
Audited  
R'000

Year ended  
30 June 2025  
Audited\*  
R'000

|            |            |
|------------|------------|
| 20 470 188 | 19 297 155 |
| 11 056 648 | 10 017 736 |
| 1 828 524  | 1 550 328  |
| 1 624 877  | 1 918 253  |
| 3 992 695  | 3 711 996  |
| 1 581 022  | 1 767 217  |
| 386 422    | 331 625    |
| 23 738 516 | 22 623 497 |
| 22 324 392 | 21 320 727 |
| 229 891    | 213 239    |
| 1 184 233  | 1 089 531  |
| 1 613 688  | 1 240 257  |
| 382 884    | 263 513    |
| 300 784    | 314 424    |
| 94 838     | 112 679    |
| 38 079     | 32 165     |
| 797 103    | 517 476    |
| 3 886      | 9 891      |
| 3 886      | 9 891      |
| 45 826 278 | 43 170 800 |
| 41 926     | 81 587     |
| 28 162     | 40 940     |
| 13 764     | 40 647     |
| 1 378 669  | 3 340 842  |
| 1 374 830  | 2 834 668  |
| 3 839      | 506 174    |
| 2 685 357  | 3 994 234  |
| 2 542 842  | 3 684 074  |
| 142 515    | 310 160    |
| –          | 11 591 705 |
| –          | 4 556 659  |
| –          | 1 875 671  |
| –          | 1 142 965  |
| –          | 494 071    |
| –          | 3 522 339  |
| 4 105 952  | 19 008 368 |
| 49 932 230 | 62 179 168 |

\* Restated for the impact of discontinued operations.

1. Comprises Supply Chain Africa and Ader.

2. Comprises Dealerships SA and Dealerships UK.

3. Comprises Fleet Africa and DIG.

4. Refer to note 9 for details of the discontinued operations.

9.

DISCONTINUED OPERATIONS

Assets and liabilities of disposal group held-for-sale

The disposal of SG Fleet was finalised in the previous financial year, and the sale of inTime was concluded in July 2025.

The UK Hyundai and Suzuki dealerships have been closed, and the UK KIA dealerships remain classified as assets held-for-sale. The closure of TradeMaw, a South African commodity trading business, was concluded during the financial year.

The Group received an offer for its interest in AMCO and is currently finalising the share sale agreement.

At 30 June 2026, the disposal group was stated at fair value less costs to sell and comprised the following assets and liabilities.

|                                                                  | AMCO<br>R'000  | Dealerships<br>UK<br>R'000 | 30 June<br>2026<br>R'000 |
|------------------------------------------------------------------|----------------|----------------------------|--------------------------|
| <b>Assets</b>                                                    |                |                            |                          |
| Property, plant and equipment                                    | 32 731         | 35 438                     | 68 169                   |
| ROU assets                                                       | 135 766        | –                          | 135 766                  |
| Intangible assets                                                | 51 775         | 29                         | 51 804                   |
| Inventories                                                      | –              | 381 632                    | 381 632                  |
| Trade receivables                                                | 299 214        | 64 576                     | 363 790                  |
| Sundry receivables                                               | 77 260         | 20 246                     | 97 506                   |
| Income tax receivable                                            | 1 239          | 31                         | 1 270                    |
| Cash and cash equivalents                                        | 19 620         | 47 820                     | 67 440                   |
| <b>Assets held-for-sale</b>                                      | <b>617 605</b> | <b>549 772</b>             | <b>1 167 377</b>         |
| <b>Liabilities</b>                                               |                |                            |                          |
| ROU lease liabilities                                            | 157 455        | –                          | 157 455                  |
| Interest-bearing borrowings                                      | 16 024         | 375                        | 16 399                   |
| Deferred tax liabilities                                         | 13 927         | 196                        | 14 123                   |
| Trade and other payables                                         | 323 198        | 419 883                    | 743 081                  |
| Provisions                                                       | 38 724         | 7                          | 38 731                   |
| <b>Liabilities directly associated with assets held-for-sale</b> | <b>549 328</b> | <b>420 461</b>             | <b>969 789</b>           |
| <b>Net assets classified as held-for-sale</b>                    | <b>68 277</b>  | <b>129 311</b>             | <b>197 588</b>           |

|                                                                               | Year ended<br>30 June 2026<br>Audited<br>R'000 | Year ended<br>30 June 2025<br>Audited<br>R'000 |
|-------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------|
| <b>Revenue</b> (Refer to note 8 in salient features)                          | <b>4 105 952</b>                               | 19 008 364                                     |
| Operating expenditure – excluding capital items and impairment of receivables | <b>(4 068 546)</b>                             | (15 168 418)                                   |
| Operating expenditure – net impairment of receivables                         | <b>(5 004)</b>                                 | (14 541)                                       |
| <b>EBITDA</b>                                                                 | <b>32 402</b>                                  | 3 825 405                                      |
| Depreciation and amortisation                                                 | <b>(80 069)</b>                                | (2 657 053)                                    |
| <b>Operating (loss)/profit before capital items</b>                           | <b>(47 667)</b>                                | 1 168 352                                      |
| Net capital items                                                             | <b>(655 844)</b>                               | 3 107 578                                      |
| <b>Operating (loss)/profit after capital items</b>                            | <b>(703 511)</b>                               | 4 275 930                                      |
| Finance costs                                                                 | <b>(39 508)</b>                                | (1 489 633)                                    |
| Investment income                                                             | <b>(7 024)</b>                                 | 929 833                                        |
| <b>(Loss)/profit before income tax</b>                                        | <b>(750 043)</b>                               | 3 716 130                                      |
| Income tax expense                                                            | <b>(3 284)</b>                                 | (302 088)                                      |
| <b>(Loss)/profit for the year from discontinued operations</b>                | <b>(753 327)</b>                               | 3 414 042                                      |
| <b>(Loss)/profit for the year attributable to:</b>                            |                                                |                                                |
| Non-controlling interests (NCI)                                               | <b>(3 599)</b>                                 | 250 367                                        |
| Equity holders of Super Group                                                 | <b>(749 728)</b>                               | 3 163 675                                      |
|                                                                               | <b>(753 327)</b>                               | 3 414 042                                      |

Salient features

|                                                                     | Year ended<br>30 June 2026<br>Audited<br>R'000 | Year ended<br>30 June 2025<br>Audited<br>R'000 |
|---------------------------------------------------------------------|------------------------------------------------|------------------------------------------------|
| <b>Reconciliation of headline earnings</b>                          |                                                |                                                |
| Profit/(loss) attributable to equity holders of Super Group         | (749 728)                                      | 3 163 675                                      |
| Capital items after tax and NCI                                     | 566 137                                        | 1 264 817                                      |
| <b>Headline earnings for the year</b>                               | <b>(183 591)</b>                               | 4 428 492                                      |
| <b>Earnings per share (cents)</b>                                   |                                                |                                                |
| Basic                                                               | (221.8)                                        | 933.9                                          |
| Diluted                                                             | (221.8)                                        | 933.7                                          |
| <b>Headline earnings per share (cents)</b>                          |                                                |                                                |
| Basic                                                               | (54.3)                                         | 1 307.3                                        |
| Diluted                                                             | (54.3)                                         | 1 307.0                                        |
| <b>Cash flows generated/(utilised) from discontinued operations</b> |                                                |                                                |
| Net cash (outflow)/inflow from operating activities                 | (124 937)                                      | 103 267                                        |
| Net cash outflow from investing activities                          | (53 337)                                       | (12 563)                                       |
| Net cash outflow from financing activities                          | (44 253)                                       | (88 716)                                       |
| Net cash flows (utilised in)/generated from discontinued operations | (222 527)                                      | 1 988                                          |

ESG data table

|                                                  | Unit of<br>measurement | June<br>2026 | June<br>2025 | June<br>2024 | June<br>2023 | June<br>2022 |
|--------------------------------------------------|------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>GOVERNANCE DATA</b>                           |                        |              |              |              |              |              |
| Board members                                    | number                 | 7            | 7            | 7            | 7            | 7            |
| Executive Directors                              | number                 | 2            | 2            | 2            | 2            | 2            |
| Percentage of Executive Directors                | %                      | 28.6         | 28.6         | 28.6         | 28.6         | 28.6         |
| Non-Executive Directors                          | number                 | 5            | 5            | 5            | 5            | 5            |
| Percentage of Non-Executive Directors            | %                      | 71.4         | 71.4         | 71.4         | 71.4         | 71.4         |
| Independent Non-Executive Directors              | number                 | 5            | 5            | 5            | 5            | 4            |
| Board and committee meeting attendance           | %                      | 100          | 100          | 100          | 100          | 98           |
| <b>Tenure</b>                                    |                        |              |              |              |              |              |
| Average length of Executive Director service     | years                  | 16.5         | 15.5         | 14.5         | 13.5         | 12.5         |
| Average length of Non-Executive Director service | years                  | 8.2          | 7.2          | 6.2          | 5.1          | 6.8          |
| <b>Age and demographics</b>                      |                        |              |              |              |              |              |
| Average age of Directors                         | years                  | 58           | 57           | 56           | 55           | 58           |
| White male                                       | number                 | 3            | 3            | 3            | 3            | 4            |
| Black male                                       | number                 | 3            | 3            | 3            | 3            | 2            |
| Black female                                     | number                 | 1            | 1            | 1            | 1            | 1            |
| <b>Auditors</b>                                  |                        |              |              |              |              |              |
| Auditor remuneration: non-audit fee              | %                      | 7.3          | 2.0          | 9.0          | 4.7          | 7.1          |
| Length of current auditor's services             | years                  | 3            | 2            | 1            | 1            | 36           |
| Independence of Board Chairperson                | Yes/No                 | Yes          | Yes          | Yes          | Yes          | No           |
| Lead Independent Director                        | Yes/No                 | Yes          | Yes          | No           | No           | Yes          |
| <b>SOCIAL DATA</b>                               |                        |              |              |              |              |              |
| Permanent employees                              | number                 | 15 974       | 18 842       | 21 070       | 20 007       | 14 934       |
| Revenue per employee                             | R                      | 2 869        | 2 362        | 3 080        | 3 093        | 3 172        |
| Male employees                                   | number                 | 13 279       | 15 030       | 17 115       | 16 203       | 11 809       |
| Female employees                                 | number                 | 2 695        | 3 812        | 3 955        | 3 804        | 3 125        |
| Female employees as % of total workforce         | %                      | 17           | 20           | 19           | 19           | 21           |
| <b>Employees per division</b>                    |                        |              |              |              |              |              |
| Supply Chain                                     | number                 | 13 220       | 15 760       | 16 778       | 15 759       | 10 815       |
| Fleet Solutions                                  | number                 | 249          | 130          | 1 483        | 1 385        | 1 196        |
| Dealerships                                      | number                 | 2 505        | 2 702        | 2 567        | 2 623        | 2 795        |
| <b>Employee equity demographics</b>              |                        |              |              |              |              |              |
| <b>South Africa</b>                              |                        |              |              |              |              |              |
| Black (ACI*) employees                           | %                      | 87           | 90           | 89           | 89           | 89           |
| Female employees                                 | %                      | 17           | 17           | 19           | 19           | 21           |
| Employees with disabilities                      | number                 | 143          | 150          | 105          | 89           | 89           |
| Disabled learners                                | number                 | 77           | 69           | 75           | 65           | 54           |
| Black (ACI*) employees as a % of all management  | %                      | 81           | 83           | 80           | 81           | 78           |
| <b>Top management</b>                            |                        |              |              |              |              |              |
| Black (ACI*) employees                           | %                      | 26           | 31           | 31           | 31           | 37           |

ESG data table

|                                                                                                | Unit of measurement | June 2026      | June 2025      | June 2024      | June 2023      | June 2022      |
|------------------------------------------------------------------------------------------------|---------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Senior management</b>                                                                       |                     |                |                |                |                |                |
| Black (ACI*) employees                                                                         | %                   | 64             | 63             | 52             | 26             | 33             |
| <b>Middle management</b>                                                                       |                     |                |                |                |                |                |
| Black (ACI*) employees                                                                         | %                   | 77             | 71             | 72             | 68             | 67             |
| <b>Junior management</b>                                                                       |                     |                |                |                |                |                |
| Black (ACI*) employees                                                                         | %                   | 90             | 92             | 89             | 90             | 87             |
| <b>Employees by race</b>                                                                       |                     |                |                |                |                |                |
| Black (ACI*)                                                                                   | number              | 11 460         | 14 330         | 14 398         | 13 671         | 8 755          |
| White                                                                                          | number              | 1 708          | 1 647          | 1 799          | 1 689          | 1 576          |
| Percentage of employees covered by collective bargaining agreements                            | %                   | 58             | 46             | 43             | 43             | 41             |
| B-BBEE level (South African operations)                                                        | number              | 2              | 2              | 2              | 2              | 2              |
| Percentage of goods and services from suppliers who are accredited B-BBEE Level 3 contributors | %                   | 63.96          | 58.7           | 59.8           | 62.6           | 60.0           |
| <b>Health and safety</b>                                                                       |                     |                |                |                |                |                |
| Accidents                                                                                      | number              | 317            | 497            | 506            | 526            | 549            |
| Fatalities                                                                                     | number              | 4              | 1              | 1              | 1              | 1              |
| <b>CSI expenditure</b>                                                                         | R'000               | 19 834         | 14 440         | 26 490         | 26 368         | 21 146         |
| <b>ENVIRONMENTAL DATA</b>                                                                      |                     |                |                |                |                |                |
| Fuel consumption (diesel and petrol)                                                           | litres              | 111 858 094    | 108 262 823    | 139 524 033    | 156 669 120    | 142 265 665    |
| Fuel (excluding travel) – LPG                                                                  | tonnes              | 20.0           | 18.3           | 14.4           | 12.3           | 28.2           |
| Fuel (excluding travel) – LPG                                                                  | litres              | 10 114         | 10 461         | 20 978         | 32 498         | 45 377         |
| Fuel (excluding travel) – Natural gas                                                          | kWh                 | 3 942 812      | 5 043 708      | 4 189 248      | 4 567 972      | 3 864 697      |
| Fuel (excluding travel) – Gas oil                                                              | litres              | 2 427          | 2 547          | 2 728          | 8 830          | 4 142          |
| Air travel distances                                                                           | kms                 | 2 262 477      | 2 685 491      | 5 865 656      | 4 001 395      | 2 560 208      |
| Hotels                                                                                         | nights              | 487            | 429            | 676            | 1 121          | 1 534          |
| <b>INFRASTRUCTURE</b>                                                                          |                     |                |                |                |                |                |
| Warehouses                                                                                     | m²                  | 351 813        | 375 171        | 490 611        | 321 912        | 302 532        |
| Fleet                                                                                          | number              | 19 650         | 19 707         | 296 970        | 287 098        | 287 021        |
| <b>ELECTRICITY</b>                                                                             |                     |                |                |                |                |                |
| Electricity grid                                                                               | kWh                 | 48 556 382     | 49 775 376     | 63 139 233     | 64 852 603     | 73 831 677     |
| Electricity solar                                                                              | kWh                 | 6 249 020      | 6 223 235      | 4 236 362      | 2 803 876      | 2 517 129      |
| <b>WATER AND WASTE MANAGEMENT</b>                                                              |                     |                |                |                |                |                |
| Water withdrawal                                                                               | m³                  | 275 714        | 405 884        | 497 252        | 539 002        | 529 086        |
| Waste generated                                                                                | tonnes              | 5 648          | 5 773          | 5 774          | 5 813          | 2 243          |
| <b>CARBON EMISSIONS (CO<sub>2</sub>e)</b>                                                      |                     |                |                |                |                |                |
| Road travel                                                                                    | tonnes              | 347 562        | 325 289        | 350 706        | 392 128        | 380 929        |
| Electricity                                                                                    | tonnes              | 38 795         | 41 630         | 82 507         | 85 325         | 71 075         |
| Other                                                                                          | tonnes              | 11 349         | 9 643          | 13 028         | 11 369         | 2 950          |
| <b>Total</b>                                                                                   |                     | <b>397 706</b> | <b>376 562</b> | <b>446 241</b> | <b>488 822</b> | <b>454 954</b> |

\* African, Coloured and Indian.

Shareholder analysis

| Shareholder spread      | No of shareholdings | %             | No of shares       | %             |
|-------------------------|---------------------|---------------|--------------------|---------------|
| 1–1 000 shares          | 3 350               | 68.35         | 555 335            | 0.16          |
| 1 001–10 000 shares     | 972                 | 19.83         | 3 363 042          | 0.99          |
| 10 001–100 000 shares   | 372                 | 7.59          | 12 870 991         | 3.80          |
| 100 001–1000 000 shares | 163                 | 3.33          | 54 670 685         | 16.13         |
| Over 1 000 001 shares   | 44                  | 0.90          | 267 519 174        | 78.92         |
| <b>Totals</b>           | <b>4 901</b>        | <b>100.00</b> | <b>338 979 227</b> | <b>100.00</b> |

| Distribution of shareholders | No of shareholdings | %             | No of shares       | %             |
|------------------------------|---------------------|---------------|--------------------|---------------|
| Banks/Brokers                | 63                  | 1.29          | 41 700 044         | 12.30         |
| Close Corporations           | 29                  | 0.59          | 161 023            | 0.05          |
| Endowment Funds              | 19                  | 0.39          | 1 046 793          | 0.31          |
| Individuals                  | 4 160               | 84.88         | 11 812 308         | 3.48          |
| Insurance Companies          | 35                  | 0.72          | 15 081 174         | 4.45          |
| Medical Schemes              | 7                   | 0.14          | 1 166 861          | 0.34          |
| Mutual Funds                 | 160                 | 3.26          | 146 077 794        | 43.09         |
| Other Corporations           | 30                  | 0.61          | 54 459             | 0.02          |
| Own Holdings                 | 1                   | 0.02          | 1 216 423          | 0.36          |
| Private Companies            | 106                 | 2.16          | 3 560 180          | 1.05          |
| Public Companies             | 1                   | 0.02          | 5 750              | 0.00          |
| Retirement Funds             | 140                 | 2.86          | 109 541 527        | 32.32         |
| Sovereign Wealth Fund        | 1                   | 0.02          | 4 510 241          | 1.33          |
| Trusts                       | 149                 | 3.04          | 3 044 650          | 0.90          |
| <b>Totals</b>                | <b>4 901</b>        | <b>100.00</b> | <b>338 979 227</b> | <b>100.00</b> |

| Public/non-public shareholders                | No of shareholdings | %             | No of shares       | %             |
|-----------------------------------------------|---------------------|---------------|--------------------|---------------|
| <b>Non-public shareholders</b>                | <b>7</b>            | <b>0.14</b>   | <b>4 172 430</b>   | <b>1.23</b>   |
| Directors of the company                      | 4                   | 0.08          | 2 906 208          | 0.86          |
| Prescribed Officers of the company            | 2                   | 0.04          | 49 799             | 0.01          |
| Controlling shareholder holding more than 35% | 0                   | 0.00          | 0                  | 0.00          |
| Treasury shares                               | 1                   | 0.02          | 1 216 423          | 0.36          |
| <b>Public shareholders</b>                    | <b>4 894</b>        | <b>99.86</b>  | <b>334 806 797</b> | <b>98.77</b>  |
| <b>Totals</b>                                 | <b>4 901</b>        | <b>100.00</b> | <b>338 979 227</b> | <b>100.00</b> |

| Beneficial shareholders holding 3% or more | No of shares       | %            |
|--------------------------------------------|--------------------|--------------|
| Government Employees Pension Fund          | 90 119 806         | 26.59        |
| Allan Gray                                 | 41 882 074         | 12.36        |
| PSG Financial Services                     | 34 102 752         | 10.06        |
| Aylett & Co                                | 17 414 420         | 5.14         |
| Vanguard                                   | 13 716 395         | 4.05         |
| <b>Totals</b>                              | <b>197 235 447</b> | <b>58.20</b> |

| Institutional shareholders holding 3% or more | No of shares       | %            |
|-----------------------------------------------|--------------------|--------------|
| Public Investment Corporation                 | 86 715 241         | 25.58        |
| Allan Gray                                    | 58 657 293         | 17.30        |
| PSG Asset Management                          | 34 107 202         | 10.06        |
| Aylett & Co                                   | 26 584 752         | 7.84         |
| Vanguard                                      | 13 716 395         | 4.05         |
| Visio Fund Management                         | 13 166 656         | 3.88         |
| <b>Totals</b>                                 | <b>232 947 539</b> | <b>68.71</b> |

# Bondholder analysis

## TOP BONDHOLDERS

| Issued bonds:                             | Value              |        |                  |                  |       |
|-------------------------------------------|--------------------|--------|------------------|------------------|-------|
| SPG012                                    | 275 000 000        |        |                  |                  |       |
| SPG013                                    | 810 000 000        |        |                  |                  |       |
| SPG014                                    | 250 000 000        |        |                  |                  |       |
| SPG015                                    | 250 000 000        |        |                  |                  |       |
| SPG016                                    | 325 000 000        |        |                  |                  |       |
| SPG017                                    | 200 000 000        |        |                  |                  |       |
| SPG018                                    | 200 000 000        |        |                  |                  |       |
| SPG019                                    | 636 990 000        |        |                  |                  |       |
|                                           |                    |        |                  |                  |       |
| Bondholder spread                         | No of bondholdings | %      | No of bonds held | %                |       |
| 1–1 000 000 bonds                         | 52                 | 29.71  | 28 840 000       | 0.98             |       |
| 1 000 001–10 000 000 bonds                | 89                 | 50.86  | 420 370 000      | 14.26            |       |
| 10 000 001–100 000 001 bonds              | 25                 | 14.29  | 937 280 000      | 31.80            |       |
| 100 000 001 bonds and over                | 9                  | 5.14   | 1 560 500 000    | 52.96            |       |
| Totals                                    | 175                | 100.00 | 2 946 990 000    | 100.00           |       |
|                                           |                    |        |                  |                  |       |
| Distribution of bondholders               | No of bondholdings | %      | No of bonds held | %                |       |
| Development Funds                         | 2                  | 1.14   | 100 000          | 0.00             |       |
| Government                                | 8                  | 4.57   | 20 625 000       | 0.70             |       |
| Hedge Funds                               | 3                  | 1.71   | 41 000 000       | 1.39             |       |
| Insurance Companies                       | 48                 | 27.44  | 461 470 000      | 15.66            |       |
| Investment Banks                          | 11                 | 6.29   | 1 344 000 000    | 45.61            |       |
| Investment Company                        | 1                  | 0.57   | 125 000          | 0.00             |       |
| Medical Schemes                           | 2                  | 1.14   | 1 550 000        | 0.05             |       |
| Mutual Funds                              | 50                 | 28.57  | 551 896 500      | 18.73            |       |
| Retirement Funds                          | 50                 | 28.57  | 526 223 500      | 17.86            |       |
| Totals                                    | 175                | 100.00 | 2 946 990 000    | 100.00           |       |
|                                           |                    |        |                  |                  |       |
| Public/non-public bondholders             | No of bondholdings | %      | No of bonds held | %                |       |
| Non-public bondholders                    | 0                  | 0.00   | 0                | 0.00             |       |
| Public bondholders                        | 175                | 100.00 | 2 946 990 000    | 100.00           |       |
| Totals                                    | 175                | 100.00 | 2 946 990 000    | 100.00           |       |
|                                           |                    |        |                  |                  |       |
| Beneficial bondholders holding 3% or more |                    |        |                  | No of bonds held | %     |
| Nedbank Group                             |                    |        |                  | 836 000 000      | 28.37 |
| Absa Bank                                 |                    |        |                  | 523 000 000      | 17.75 |
| Government Employees Pension Fund         |                    |        |                  | 335 800 000      | 11.39 |
| Momentum Metropolitan Holdings            |                    |        |                  | 198 000 000      | 6.72  |
| Prescient                                 |                    |        |                  | 189 500 000      | 6.43  |
| Fairtree Capital                          |                    |        |                  | 158 000 000      | 5.36  |
| Sanlam                                    |                    |        |                  | 149 050 000      | 5.06  |
| Mineworkers Provident Fund                |                    |        |                  | 74 300 000       | 2.52  |
| Totals                                    |                    |        |                  | 2 463 650 000    | 83.60 |

0 denotes previously held exited positions

# Shareholder calendar

|                                                                                                                                                                      | Dates            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Notice of AGM distributed to shareholders, Annual Financial Statements published and available on website, 2026 Integrated Report published and available on website | 15 October 2026  |
| Annual General Meeting                                                                                                                                               | 25 November 2026 |
| Interim results for the six months ending 31 December 2026                                                                                                           | February 2027    |
| Final results for the year ending 30 June 2027                                                                                                                       | September 2027   |

| Annual General Meeting                                                                         | Dates                       |
|------------------------------------------------------------------------------------------------|-----------------------------|
|                                                                                                | Friday, 2 October 2026      |
| Record date to receive the Notice of the AGM (Notice Record Date)                              | Thursday, 15 October 2026   |
| Notice of AGM distributed to shareholders                                                      | Tuesday, 17 November 2026   |
| Last day to trade to be eligible to participate in and vote at the AGM                         | Friday, 20 November 2026    |
| Record date to participate in and vote at the AGM (Voting Record Date)                         | Monday, 23 November 2026    |
| For administrative purposes, Forms of Proxy to be lodged by 09:00                              | Monday, 23 November 2026    |
| For administrative purposes, the completed Electronic Participation Form to be lodged by 09:00 | Wednesday, 25 November 2026 |
| AGM to be held at 09:00                                                                        | Wednesday, 25 November 2026 |
| Results of the AGM released on the Stock Exchange News Service (SENS)                          |                             |

# Glossary

| Abbreviation or Term | Definition                                                                                                                                                                                                             |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ader                 | Servicios Empresariales Ader S.A                                                                                                                                                                                       |
| AGM                  | Annual General Meeting                                                                                                                                                                                                 |
| AI                   | Artificial Intelligence                                                                                                                                                                                                |
| Amco                 | CBW Group Holdings Limited (trading as Amco)                                                                                                                                                                           |
| Basic EPS            | Earnings for the year attributable to equity holders of Super Group divided by the weighted average number of ordinary shares in issue during the year                                                                 |
| B-BBEE               | Broad-Based Black Economic Empowerment                                                                                                                                                                                 |
| BEE                  | Black Economic Empowerment                                                                                                                                                                                             |
| BPS                  | Basis Points                                                                                                                                                                                                           |
| Capital Items        | Capital items are income and expenses included in profit and loss which are excluded in arriving at headline earnings in accordance with the South African Institute of Chartered Accountants' (SAICA) Circular 1/2023 |
| Cargo Works          | Cargo Works Proprietary Limited                                                                                                                                                                                        |
| CBR                  | Central Bank Rate                                                                                                                                                                                                      |
| CEO                  | Chief Executive Officer                                                                                                                                                                                                |
| CFC                  | Controlled Foreign Company                                                                                                                                                                                             |
| CFO                  | Chief Financial Officer                                                                                                                                                                                                |
| CIO                  | Chief Information Officer                                                                                                                                                                                              |
| CIPC                 | Companies and Intellectual Property Commission                                                                                                                                                                         |
| Companies Act        | Companies Act No. 71 of 2008, as amended                                                                                                                                                                               |
| CPI                  | Consumer Price Index                                                                                                                                                                                                   |
| CSI                  | Corporate social investment                                                                                                                                                                                            |
| DIG                  | DIG group of companies acquired                                                                                                                                                                                        |
| DMTN                 | Domestic medium term notes                                                                                                                                                                                             |
| DSP                  | Deferred shares plan                                                                                                                                                                                                   |
| EBITDA               | Earnings before interest, taxation, depreciation and amortisation of PPA intangibles                                                                                                                                   |
| EPS                  | Earnings per share                                                                                                                                                                                                     |
| ESG                  | Environmental, social and governance                                                                                                                                                                                   |
| ETR                  | Effective tax rate                                                                                                                                                                                                     |
| EUR/€                | Euro                                                                                                                                                                                                                   |
| Euribor              | Euro Interbank Offered Rate                                                                                                                                                                                            |
| Exco                 | Executive Committee                                                                                                                                                                                                    |
| FEC                  | Foreign Exchange Contract                                                                                                                                                                                              |
| GDP                  | Gross Domestic Product                                                                                                                                                                                                 |
| GLS                  | GLS Supply Chain Equipment (Pty) Ltd                                                                                                                                                                                   |
| GRC                  | Group Risk Committee                                                                                                                                                                                                   |
| HEPS                 | Headline earnings divided by the weighted average number of ordinary shares in issue during the year                                                                                                                   |
| HR                   | Human resources                                                                                                                                                                                                        |
| IAS                  | International Auditing Standards                                                                                                                                                                                       |
| IFRS                 | International Financial Reporting Standards                                                                                                                                                                            |
| Interest cover       | Interest cover is calculated as EBITDA divided by net interest                                                                                                                                                         |
| inTime               | inTime Holdings GmbH and its subsidiaries                                                                                                                                                                              |
| IRBA                 | Independent Regulatory Board of Auditors                                                                                                                                                                               |
| IT                   | Information Technology                                                                                                                                                                                                 |
| JIBAR                | Johannesburg Interbank Agreed Rate                                                                                                                                                                                     |
| JSE                  | JSE Limited                                                                                                                                                                                                            |
| King IV™             | The King Code of Corporate Governance Principles and the King IV Report on Governance™ for South Africa, 2016                                                                                                          |
| KPI                  | Key performance indicators                                                                                                                                                                                             |
| LIBOR                | The London Inter-Bank Offered Rate                                                                                                                                                                                     |
| Lieben Logistics     | Lieben Logistics Proprietary Limited                                                                                                                                                                                   |

| Abbreviation or Term  | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| NAAMSA                | National Association of Automobile Manufacturers of South Africa or The Automotive Business Council                                                                                                                                                                                                                                                                                                                                                 |
| NCI                   | Non-controlling interests                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Net Debt              | Net debt is calculated as interest-bearing borrowings including lease portfolio borrowings, excluding ROU lease liabilities and securitisation warehouse debt less cash and cash equivalents                                                                                                                                                                                                                                                        |
| Net interest          | Net interest is calculated as finance costs after deducting interest received, excluding ROU liability finance costs.                                                                                                                                                                                                                                                                                                                               |
| Net operating assets  | Net operating assets is total assets excluding ROU assets, cash and cash equivalents, deferred tax assets, equity-accounted investees, interest-bearing receivables less total liabilities excluding bank overdrafts, interest-bearing borrowings, lease portfolio borrowings, ROU lease liabilities, deferred tax liabilities and income tax payable. Net operating assets includes lease portfolio receivables and securitisation warehouse debt. |
| OCI                   | Other comprehensive income                                                                                                                                                                                                                                                                                                                                                                                                                          |
| OECD                  | Organisation for Economic Co-operation and Development                                                                                                                                                                                                                                                                                                                                                                                              |
| Operating profit      | Operating profit comprises profit before net finance costs and tax                                                                                                                                                                                                                                                                                                                                                                                  |
| PAT                   | Profit after tax                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Pound Sterling/ GBP/£ | Great British Pound                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| PPA                   | Purchase price allocation arising on a business acquisition                                                                                                                                                                                                                                                                                                                                                                                         |
| PPE                   | Property, Plant and Equipment                                                                                                                                                                                                                                                                                                                                                                                                                       |
| R                     | Rand, the South African currency                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Remco                 | Remuneration Committee                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Return on equity      | Profit attributable to equity holders of Super Group as a percentage of average capital and reserves attributable to equity holders of Super Group                                                                                                                                                                                                                                                                                                  |
| RNOA                  | Return on net operating assets, the calculation being taxed operating profit before capital items adjusted for IFRS 16, floorplan and securitisation warehouse costs and lease portfolio receivable interest income as a percentage of average net operating assets                                                                                                                                                                                 |
| ROU                   | Right-of-use                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| SA                    | South Africa                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| SA Prime              | Prime lending rate in South Africa                                                                                                                                                                                                                                                                                                                                                                                                                  |
| SARS                  | Share appreciation rights scheme                                                                                                                                                                                                                                                                                                                                                                                                                    |
| SENS                  | Stock Exchange News Service                                                                                                                                                                                                                                                                                                                                                                                                                         |
| SOFR                  | Secured Overnight Financing Rate                                                                                                                                                                                                                                                                                                                                                                                                                    |
| SONIA                 | Sterling Overnight Index Average                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Strate                | Strate Limited                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Super Group           | Super Group Limited and its subsidiaries                                                                                                                                                                                                                                                                                                                                                                                                            |
| Super Group Holdings  | Super Group Holdings Proprietary Limited, the holding company for the Group's South African businesses                                                                                                                                                                                                                                                                                                                                              |
| T.I.                  | Pamplona                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| The Board             | The board of directors of Super Group                                                                                                                                                                                                                                                                                                                                                                                                               |
| The Company           | Super Group Limited                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| The Group             | Super Group Limited and its subsidiaries                                                                                                                                                                                                                                                                                                                                                                                                            |
| TLVT                  | The Legal Verification Team                                                                                                                                                                                                                                                                                                                                                                                                                         |
| UK                    | United Kingdom                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| VAT                   | Value-added tax                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| WACC                  | Weighted average cost of capital                                                                                                                                                                                                                                                                                                                                                                                                                    |
| WLTP                  | World-wide Harmonised Light Vehicle Test Procedure                                                                                                                                                                                                                                                                                                                                                                                                  |
| ZARONIA               | South African Rand Overnight Index Average                                                                                                                                                                                                                                                                                                                                                                                                          |



# Corporate information

## DIRECTORS

**Executive:** P Mountford (Group CEO) and C Brown (Group CFO, Debt Officer and Public Officer)

**Non-Executive:** V Chitalu\*\* (Chairperson), D Cathrall\*, S Mehloimakulu\*, P Mnisi\*, J Phalane\*

\* *Independent*

# *Zambian*

## COMPANY SECRETARY

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## GROUP DEBT OFFICER

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## INVESTOR RELATIONS EXECUTIVE

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## REGISTERED OFFICE

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## TRANSFER SECRETARIES

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(Registration number 2000/007239/07)  
One Exchange Square, 2 Gwen Lane, Sandown, Sandton, 2196

## AUDITORS

KPMG Inc.  
(Registration number 1999/021543/21)  
KPMG Crescent, 85 Empire Road, Parktown, 2193

## EQUITY SPONSOR

Investec Bank Limited  
(Registration number 1969/004763/06)  
100 Grayston Drive, Sandown, Sandton, 2196

## DEBT SPONSOR

Questco (Pty) Ltd  
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10th Road, Hyde Park, 2196

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