OVERVIEW OF SUPER GROUP

SUPER GROUP AT A GLANCE

PROFILE
Super Group is a leading transport logistics and mobility group, headquartered in South Africa. Super Group, founded in 1986, has been listed on the JSE since 1996. Super Group includes supply chain, dealerships and fleet solutions businesses focused on offering a comprehensive range of services, utilising world-class skills and technology.

Supply Chain
The Supply Chain division comprises Supply Chain Africa, consisting of Supply Chain South Africa and African Logistics, and Supply Chain Europe, represented by a 75% interest in inTime, 88% interest in Adler and an 80% interest in TLT.

Fleet Solutions
The Fleet Solutions division comprises Fleet Africa and SG Fleet, in which Super Group has a 60.13% interest at 30 June 2020, a listed Australian fleet management business.

Dealerships
The Dealerships division comprises Dealerships SA and Dealerships UK, being the 100% interest in Allen Ford (UK), Essex Auto Group Limited and Slough Motor Corporation.

OUR VISION
The strategic vision for Super Group is to provide end-to-end supply chain solutions, fleet management and dealership services to a diversified customer base in Africa, Australia, the United Kingdom, Europe and New Zealand and to become a leading transport, logistics and mobility group in the countries in which it operates.

OUR STRATEGIC FOCUS
Super Group remains committed to its strategy of being an innovative, integrated, mobility solutions company. The strategic issues of importance in the short-term include:

Supply Chain Africa
- Continued development of integrated end-to-end solutions
- Improved efficiencies, reduced costs and optimised asset investment
- Collection of customer accounts and minimising cost of business
- Increased digital trading platforms
- Wider commodity trading solutions and margins

Fleet Africa
- Focus on corporate solutions
- Investment in digital and enhanced data solutions

SG Fleet
- The expansion of the Corporate business model to counter headwinds in the Consumer space
- Integration and cross-selling opportunities in terms of transport solutions, including planning and optimisation platforms
- A wider range of technology-driven, high value-add products and services
- One-stop commercial solutions across funding, maintenance, insurance and e-Commerce platforms

Dealerships SA
- Rationalisation of unprofitable brands and sites
- Network optimisation
- Enhanced digital trading and purchase solutions or platforms

Dealerships UK
- Establishing fleet partnerships
- Leveraging data platforms – digitisation and e-Commerce trade platforms
**OUR INVESTMENT PROPOSITION**

Our investment proposition for Super Group entails:

- Super Group is a leading transport logistics and mobility group in South Africa and a leading fleet management solutions company in Australasia.
- Certain businesses within the Group are starting to establish themselves as leaders in their respective countries of operation.
- The Group continued to expand both locally and internationally and growing its geographic footprint as well as offshore earnings. At 30 June 2020, Super Group’s revenue and operating profit from non-South African businesses comprised 46% (June 2019: 48%) and 43% (June 2019: 50%) of Group total, respectively.
- The Group has a strong financial position with an acceptable level of gearing, excluding IFRS 16 – well below 40%.
- An experienced and skilled management team.
- The financial strength, acumen and track record to explore growth opportunities.

**HIGHLIGHTS**

**2020 IN PERSPECTIVE**

Covid-19 – the pandemic that disrupted the world and created unheralded business interruption

- Supply Chain Africa’s results were impacted by depressed economic conditions and turmoil in the commodities businesses. Despite the majority of the Supply Chain businesses being classified as essential service providers during the high Covid-19 lockdown levels, the impact was still severe.
- Supply Chain Europe continued to perform poorly on the back of a depressed automotive market in Germany, with automotive OEMs being closed for two months during the initial Covid-19 lockdown restrictions.
- SG Fleet’s performance for the year was also under pressure mainly due to lack of consumer confidence in the last six months and further exacerbated by the Covid-19 lockdown regulations.
- Fleet Africa managed to benefit from existing contracts and was mostly unaffected by Covid-19.
- Dealerships SA and Dealerships UK were severely impacted by Covid-19, being closed for 40 days and 63 days respectively, during the SA and UK hard lockdown periods.
- Super Group concluded the following corporate actions for the year ended 30 June 2020:
  - Acquired a 65% interest in Lieben Logistics and a 51% interest in GLS effective 3 July 2019. The purchase price of Lieben Logistics was R498.8 million and the purchase price of GLS was R96.4 million. These acquisitions form part of the Supply Chain Africa segment.
  - In January 2020, the Group acquired an additional 2.4% interest in Lieben Logistics for R13.1 million, taking its interest to 67.4%.
  - inTime acquired an 80% interest in TLT effective 5 July 2019 for R186.9 million. This acquisition forms part of the Supply Chain Europe segment.
  - Acquired an 80% interest in Zultrans, an express freight and distribution business, effective 1 March 2020, for a purchase consideration of R26.7 million.
  - Super Group’s effective shareholding in SG Fleet increased to 60.13% at 30 June 2020 from 59.2% at 30 June 2019. The increase in the Group’s shareholding in SG Fleet resulted from Super Group acquiring 2 600 000 shares for a total amount of R60.1 million during the year.
  - Super Group raised a total of R750 million in terms of its DMTN Programme dated 29 April 2020 (as amended) and listed the following senior unsecured notes:
    - SPG008 to the value of R250 million (3 year notes);
    - SPG009 to the value of R350 million (5 year notes); and
    - SPGC01 to the value of R150 million (12 month notes).
MILESTONES ALONG THE ROAD

REVENUE FOR THE YEAR ENDED 30 JUNE

2010*  2017*  2018*  2019*  2020*

INTEGRATED REPORT FOR THE YEAR ENDED 30 JUNE 2020

Corporate actions
• Repaid term loans and reduced total consolidated gearing by R606 million to 27%.
• Disposal of Emerald Risk Underwriters, AutoZone and Mica.
• Winding down and disposal of SGIP businesses.
• Recapitalisation of the Group by R1.2 billion.

Appointments
• Peter Mountford appointed as CEO.
• Colin Brown appointed as CFO.

Corporate actions
• Restructure of SG Fleet: Introduced new minority shareholders, CHAMP Ventures and the management of SG Fleet.
• Acquired the minority interest in Fleet Africa Eastern Cape.

Corporate actions
• Odd-lot offer successfully completed, reducing total number of shareholders by 27%.
• Share consolidation of 10 Super Group shares of 10 cents per share into 1 Super Group share of 100 cents per share.
• Successfully unwound the Financing and Credit Facility Agreements with 21 lenders entered into in 2009.
• Entered into new Facility Agreements with two primary lenders for general banking requirements.
• Acquired Haulcon (SG Bulk), a specialised bulk dry powder and liquids distribution business, effective 1 July 2011.

Corporate actions
• Implementation of the B-BBEE Staff Empowerment Scheme effective 1 October 2012.
• Maiden dividend, totalling R2.2 million, was paid to 3,214 employee beneficiaries of the B-BBEE Staff Empowerment Scheme during March 2013.
• Repurchased 3.57 million shares totalling 1.13% of the issued share capital.
• Acquired a 50.1% controlling interest in Digitotics, a multi-temperature procurement and food distribution business in the QSR industry effective 1 October 2012.
• Effective 1 March 2013, acquired a 75% interest in SG Coal, a logistics services company that provides hauling of dry bulk goods such as coal, chrome and "run of mine minerals" in tipper trucks.

Corporate actions
• Issued and listed DMTN programme with the first tranche totalling R471 million at the end of October 2013.
• Effective 1 March 2014, SG Convenience acquired R&H Liquor Distributors.
• SG Fleet listed on the Australian Securities Exchange on 4 March 2014.
• During the year Super Group repurchased 2,635,791 shares at an average share price of R25.05 for R66 million (0.8% of issued share capital).

Corporate actions
• Effective 1 July 2014, Super Group acquired a 75% interest in Phola Motors (a division of Rola Motors), a business providing passenger transport solutions for the mining, power generation and construction sectors.
• Effective 1 December 2014, Super Group acquired 100% of Allen Ford (UK), a franchised motor dealership, for a consideration of R614 million (funded in Pounds Sterling).

* For the year ended 30 June
Corporate actions

• Super Group acquired a 75% interest in inTime, a German niche logistics group, effective 2 November 2015.
• SG Fleet acquired 100% of Micor (Pty) Ltd, a novated lease and consumer finance company, effective 30 November 2015.
• To part fund the inTime acquisition, Super Group concluded a fully underwritten Rights Offer raising R900 million on 12 October 2015.
• An Accelerated Blockbuild Offer was undertaken on 10 December 2015, raising R960 million to bolster the Group’s financial position.
• On 30 June 2016, the business of Micor was sold to SG Agility, a joint venture between Super Group (57%) and Agility (43%).

Achievement

Peter Mountford was announced as the Master Category Winner in the prestigious ET World Entrepreneur Award Southern Africa 2016 ceremony and represented Southern Africa at the ET World competition in Monte Carlo in June 2017.

2017*

Corporate actions

• SG Fleet acquired Fleet Hire, a provider of contract hire, salary sacrifice, short-term rental and fleet management services in the UK, for a purchase price of R387.5 million effective 4 August 2016.
• Dealerships SA acquired nine Western Cape dealerships for R899.3 million, which include a strategic property, effective 1 September 2016.
• Super Group listed its SPG002 senior unsecured notes in terms of its DMTN Programme dated 22 October 2013 on 9 September 2016, to the value of R50 million and listed its SPG003 DMTN on 31 October 2016 to the value of R154 million.
• Super Group acquired a 75% interest in Legend Logistics effective 30 September 2016 for R110.5 million.
• SG Fleet also acquired Motiva effective 30 November 2016 for R249.0 million.
• Dealerships UK acquired Essex Auto Group effective 1 March 2017 for R407.0 million.
• Acquired the 49.2% minority interest in SG Coal during the financial year for R167.3 million.

Achievement

Peter Mountford was recognised as the CNBC Africa Business Leader of the Year on 20 September 2018.

2018*

Corporate actions

• InTime acquired a net of 88% interest in Adex, a Spanish courier company, effective 4 July 2017 for a purchase consideration of R171.2 million.
• Dealerships UK acquired Slough Motor Corporation effective 4 July 2017 for R144.3 million.
• On 10 August 2017 S&P upgraded Super Group’s long term and short-term credit rating to zaA and za+, respectively.
• On 1 October 2017 Supply Chain Africa acquired 95% of MDS for R59.0 million.
• In October 2017, Super Group raised an amount of R600 million through an Accelerated Blockbuild placement of 12 422 360 shares at a price of R46.25 per share.
• SG Coal sold 15% to the Group’s Black Women Empowerment Scheme effective 1 April 2018 for a consideration of R105.0 million.
• Supply Chain Africa acquired the remaining 45% interest in Digitsco for a consideration of R102.5 million.
• Supply Chain Africa acquired an additional 15% interest in Legend Logistics for a consideration of R99.7 million.
• The Group acquired an additional 14 186 914 shares during the year in SG Fleet, increasing its effective interest to 57% at 30 June 2018 for a total amount of R501.7 million.

Achievement

Peter Mountford was announced as the Master Category Winner in the prestigious ET World Entrepreneur Award Southern Africa 2016 ceremony and represented Southern Africa at the ET World competition in Monte Carlo in June 2017.

2019*

Corporate actions

• Effective 3 July 2018, Super Group announced that its long-term national scale rating was upgraded by S&P to zaAAA from zaAA and its short-term national scale rating was maintained as zaA1+.
• Acquired an 80.0% interest in Cargo Works, a specialist overnight cargo business, for R49.5 million effective 2 July 2018.
• Acquired the remaining minority interest in Legend Logistics for R175.5 million, which resulted in Legend Logistics becoming a wholly-owned subsidiary.
• Dealerships SA acquired Orbit Motors (a division of Rola Motors) effective 1 October 2018 for R11.1 million.
• Super Group’s effective shareholding in SG Fleet increased to 59.2% from 57.0% at 30 June 2018. The increase in the Group’s shareholding in SG Fleet resulted from Super Group taking up 3,958,732 shares in the Dividend Reinvestment Plan, which amounted to R147.5 million, and the Group purchased an additional 4 366 928 shares for a total of R136.2 million during the year.
• Super Group listed the following senior unsecured notes, in terms of the Company’s DMTN Programme dated 22 October 2013:
  • SPG004 on 27 September 2018 to the value of R450 million;
  • SPG005 on 16 March 2019 to the value of R300 million; and
  • SPG006 and SPG007 on 16 June 2019 to the value of R1 billion.

Achievement

Peter Mountford was recognised as the CNBC Africa Business Leader of the Year on 20 September 2018.

2020* – COVID-19

Corporate actions

• Acquired a 65% interest in Lieben Logistics and a 51% interest in GLS effective 3 July 2019. The purchase price for Lieben Logistics was R496.5 million and the purchase price of GLS was R56.4 million.
• In January 2020, the Group acquired an additional 2.4% interest in Lieben Logistics for R13.3 million, taking its interest to 67.4%.
• InTime acquired an 85% interest in TLT effective 5 July 2019 for R185.9 million.
• Acquired an 80% interest in Ziltrans, an express freight and distribution network business, effective 1 March 2020, for a purchase consideration of R26.7 million.
• On 10 October 2019, the Group raised a total of R750 million in terms of its DMTN Programme dated 29 April 2020 (as amended) and listed the following senior unsecured notes:
  • SPG008 to the value of R250 million;
  • SPG009 to the value of R350 million; and
  • SPG010 to the value of R150 million.
• Super Group’s effective shareholding in SG Fleet increased to 60.13% at 30 June 2020 with the Group acquiring 2 600 000 shares for a total amount of R60.1 million.

Achievement

Peter Mountford was recognised as the CNBC Africa Business Leader of the Year on 20 September 2018.
The legal structure is in the Notes to the Annual Financial Statements under Subsidiary investments.
FIVE-YEAR FINANCIAL HISTORY

For the year ended 30 June

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td><strong>Profit information</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>R'm</td>
<td>34 578</td>
<td>37 862</td>
<td>35 663</td>
<td>29 874</td>
</tr>
<tr>
<td>EBITA1</td>
<td>R'm</td>
<td>1 788</td>
<td>2 843</td>
<td>2 651</td>
<td>2 310</td>
</tr>
<tr>
<td>EBITA margin1</td>
<td>%</td>
<td>5.2</td>
<td>7.5</td>
<td>7.4</td>
<td>7.7</td>
</tr>
<tr>
<td>Operating profit1</td>
<td>R'm</td>
<td>1 578</td>
<td>2 674</td>
<td>2 474</td>
<td>2 134</td>
</tr>
<tr>
<td>Operating profit margin1</td>
<td>%</td>
<td>4.6</td>
<td>7.1</td>
<td>6.9</td>
<td>7.1</td>
</tr>
<tr>
<td>(Loss)/profit after tax</td>
<td>R'm</td>
<td>(161)</td>
<td>1 622</td>
<td>1 492</td>
<td>1 333</td>
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<tr>
<td>Headline earnings</td>
<td>R'm</td>
<td>547</td>
<td>1 355</td>
<td>1 193</td>
<td>1 006</td>
</tr>
<tr>
<td><strong>Financial position</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total assets</td>
<td>R'm</td>
<td>35 889</td>
<td>30 281</td>
<td>28 547</td>
<td>24 873</td>
</tr>
<tr>
<td>Total equity</td>
<td>R'm</td>
<td>13 026</td>
<td>12 613</td>
<td>11 377</td>
<td>9 855</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>R'm</td>
<td>22 863</td>
<td>17 668</td>
<td>17 170</td>
<td>15 018</td>
</tr>
<tr>
<td>Net operating assets</td>
<td>R'm</td>
<td>19 337</td>
<td>15 840</td>
<td>14 582</td>
<td>13 495</td>
</tr>
<tr>
<td>Net debt (excl IFRS 16)to equity</td>
<td>%</td>
<td>24.1</td>
<td>24.1</td>
<td>25.1</td>
<td>31.5</td>
</tr>
<tr>
<td>Operating cash flow</td>
<td>R'm</td>
<td>3 447</td>
<td>3 793</td>
<td>3 780</td>
<td>3 111</td>
</tr>
<tr>
<td><strong>Asset management</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Return on total assets1</td>
<td>%</td>
<td>4.8</td>
<td>9.1</td>
<td>9.3</td>
<td>9.0</td>
</tr>
<tr>
<td>Return on equity</td>
<td>%</td>
<td>(1.7)</td>
<td>12.6</td>
<td>12.7</td>
<td>12.4</td>
</tr>
<tr>
<td>RNOA (after tax)1</td>
<td>%</td>
<td>6.3</td>
<td>12.6</td>
<td>12.4</td>
<td>11.5</td>
</tr>
<tr>
<td><strong>Share statistics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic EPS/(loss per share)</td>
<td>cents</td>
<td>(52.1)</td>
<td>360.8</td>
<td>320.8</td>
<td>284.7</td>
</tr>
<tr>
<td>Basic HEPS</td>
<td>cents</td>
<td>151.2</td>
<td>373.8</td>
<td>332.2</td>
<td>288.2</td>
</tr>
<tr>
<td>Diluted EPS/(loss per share)</td>
<td>cents</td>
<td>(52.1)</td>
<td>360.4</td>
<td>319.9</td>
<td>282.6</td>
</tr>
<tr>
<td>Diluted HEPS</td>
<td>cents</td>
<td>151.2</td>
<td>373.4</td>
<td>331.3</td>
<td>286.1</td>
</tr>
<tr>
<td>NAV per share</td>
<td>cents</td>
<td>3 116.4</td>
<td>3 036.5</td>
<td>2 704.6</td>
<td>2 394.1</td>
</tr>
<tr>
<td><strong>Stock exchange statistics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market value per share</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>– At year-end</td>
<td>cents</td>
<td>1 600</td>
<td>3 289</td>
<td>3 504</td>
<td>3 690</td>
</tr>
<tr>
<td>– Highest (year to 30 June)</td>
<td>cents</td>
<td>3 455</td>
<td>4 087</td>
<td>4 670</td>
<td>4 350</td>
</tr>
<tr>
<td>– Lowest (year to 30 June)</td>
<td>cents</td>
<td>1 119</td>
<td>3 180</td>
<td>3 300</td>
<td>3 324</td>
</tr>
<tr>
<td>Closing earnings yield</td>
<td>%</td>
<td>9.5</td>
<td>11.4</td>
<td>9.5</td>
<td>7.8</td>
</tr>
<tr>
<td>Closing PE ratio</td>
<td>times</td>
<td>10.6</td>
<td>8.8</td>
<td>10.5</td>
<td>12.8</td>
</tr>
<tr>
<td>Market capitalisation – close</td>
<td>R'm</td>
<td>5 944</td>
<td>11 924</td>
<td>12 694</td>
<td>12 879</td>
</tr>
<tr>
<td>Shares in issue less treasury shares</td>
<td>'000</td>
<td>359 764</td>
<td>362 548</td>
<td>362 280</td>
<td>349 013</td>
</tr>
<tr>
<td>Weighted number of shares</td>
<td>'000</td>
<td>361 373</td>
<td>362 431</td>
<td>359 012</td>
<td>348 723</td>
</tr>
<tr>
<td>Diluted weighted number of shares</td>
<td>'000</td>
<td>361 373</td>
<td>362 836</td>
<td>360 035</td>
<td>351 274</td>
</tr>
</tbody>
</table>

1 The prior year numbers were restated as capital items have been reclassified to be excluded from EBITDA and operating profit in order to be comparable with the general disclosure adopted in the industry.
RISK MANAGEMENT

BACKGROUND
Based on the Group’s approach to managing a sustainable business, its strategic objectives, stakeholder engagement and risk management, the Group has identified material risks or issues that could potentially prevent the business from achieving its objectives. The Group Risk Committee (GRC) is responsible for the overall monitoring, assessing and mitigation of risks within Super Group. In addition, the Group ensures that sufficient insurance cover is purchased to mitigate all the significant risks.

THE RISK CATEGORIES
Super Group classifies the risks that have a material impact on the Group into six strategic categories: Strategic, Human Resources, Financial, Operations, Compliance and IT.

The risk categories can be described as follows:

<table>
<thead>
<tr>
<th>Risk categories</th>
<th>Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic</td>
<td>The strategic risk considers the brand and reputation of the Group, the Group’s strategy, initiatives, communication and investor relations.</td>
</tr>
<tr>
<td>Human Resources</td>
<td>The Human Resources risks are associated with capacity requirements, employment of skills, compensation and benefits as well as the culture of the organisation.</td>
</tr>
<tr>
<td>Financial</td>
<td>The financial risks pertain to the accounting, tax and reporting structures of the Group.</td>
</tr>
<tr>
<td>Operational</td>
<td>Operational risks are associated with sales and marketing, customer service, and service delivery to meet our customers’ expectations.</td>
</tr>
<tr>
<td>Compliance</td>
<td>Compliance risks are those that consider the adherence to and compliance with governance, legal and regulatory issues.</td>
</tr>
<tr>
<td>IT</td>
<td>IT risks contemplate the application development, availability, security, continuity and the data integrity of the Group’s IT systems.</td>
</tr>
</tbody>
</table>

THE RISK IDENTIFICATION PROCESS
Each division is responsible for identifying, recording and assessing risks that would hinder the division from achieving its objectives. Appropriate control procedures are introduced aimed at mitigating these risks to an acceptable level. The Group Audit and Risk Officer facilitates risk sessions with each division and ensures that the risks identified have been correctly assessed and mitigated. Risks are assessed based on the potential impact on the business, financial position and reputation. A scale of 1 to 5 is used where 1 is “Minor” and 5 “Catastrophic”. Risks are also assessed on the likelihood of the risk occurring after taking into account controls in place to mitigate them. A scale of 1 to 5 is used, where 1 is “Rare” and 5 is “Almost certain”.

The GRC sets out the risk policy in its Charter detailing the objectives, scope, approach and roles and responsibilities of the committee members. The GRC meets twice a year and is chaired by an independent non-executive director. The membership of this committee comprises two non-executive directors, the CEO and CFO. The Group Audit and Risk Officer, the Group Legal Manager and the CIO are invited to the meeting.

The Board reviews the list of strategic and critical risks regularly, as required by King IV™, and approves the risk tolerance of the Group.
### Impact of Covid-19:
- The Covid-19 pandemic has impacted the Group’s operations by varying degrees.
- Severe loss of revenue and reduction in profits during lockdowns experienced in Dealerships UK, Dealerships SA, Supply Chain Africa, Supply Chain Europe and SG Fleet.
- Dealerships closed their doors during initial lockdown phases, and low consumer confidence impacted sales volumes in the subsequent weeks after lockdown rules were relaxed.
- Except for volumes related to essential services, volumes in Supply Chain Africa plummeted, warehouses were closed, and vehicles were parked.
- The consumer businesses in SG Fleet were impacted by worsening consumer sentiment in Australia, which saw demand for novated leases decline as spending on large ticket items, including cars, shrunk markedly.
- Germany and European automotive OEMs closed their plants for up to two months, which affected inTime directly.
- Strict expense and cash management procedures instituted.
- Freeze on non-essential capital expenditure.
- Employees furloughed where possible. The Group facilitated applicable UIF and government support claims for the employees.
- Employees worked remotely from home where possible.
- The necessary protective measures (set out in greater detail in the ESG Report on page 19) were implemented as businesses re-opened and employees returned to work.
- Continually focusing on customer service and service delivery at all levels.
- Expanding the competitive product offerings to the market.
- Acquiring businesses operating in targeted areas of the market that complement the Group’s existing offerings.
- Continuously offering the costs of fuel price, toll fee and wage increases to the customers through generally accepted escalation arrangements, where possible.
- Maintaining a conservative Statement of Financial Position and preserving resources to meet the challenges of the economy and the industries in which the Group operates.
- Managing labour force challenges by the Head of HR within each business.

### Highly competitive local markets, adverse macroeconomic conditions, political turmoil, industry unrest and deteriorating business confidence hinder growth in and place margin pressure on operations.
- The continual need for customers to cut their costs.
- Transaction volume declines due to an economic downturn in the markets in which the Group trades/operates.
- Impact of labour unrest on the industries serviced by the Group.
- Customers going out of business or in business rescue for the same reason mentioned above as well as the severe impact of Covid-19 on both suppliers and customers.
- Continually focusing on customer service and service delivery at all levels.
- Expanding the competitive product offerings to the market.
- Acquiring businesses operating in targeted areas of the market that complement the Group’s existing offerings.
- Passing on the cost of fuel price, toll fee and wage increases to the customers through generally accepted escalation arrangements, where possible.
- Maintaining a conservative Statement of Financial Position and preserving resources to meet the challenges of the economy and the industries in which the Group operates.
- Managing labour force challenges by the Head of HR within each business.
<table>
<thead>
<tr>
<th>Risk level 2020</th>
<th>Risk level 2019</th>
<th>Risk</th>
<th>Context</th>
<th>Mitigating factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>African socio-economic environment, including commodity cycles.</td>
<td></td>
<td>• Understanding the commodity and capital investment cycles, e.g. coal, copper and fuel.</td>
<td>• Management closely monitoring trends and cycles.</td>
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<tr>
<td></td>
<td></td>
<td>• Concerns regarding investment in neighbouring countries, e.g. Zimbabwe.</td>
<td>• Diversifying commodity exposures.</td>
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<td></td>
<td></td>
<td></td>
<td>• Driving costs and revenue initiatives to support the achievement of financial targets.</td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Trading with large multinational companies in neighbouring countries.</td>
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<td>The attacks on trucks in South Africa.</td>
<td>• Targeting trucks with foreign drivers.</td>
<td>• Employ South African Nationals in South African operations.</td>
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<td></td>
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<td></td>
<td>• Accosting and stealing goods from trucks as they drive through communities.</td>
<td>• Working with the communities in the affected areas.</td>
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<td>• Criminal syndicates and cargo theft under the guise of checking for foreign drivers.</td>
<td>• Liaising with the Road Freight Association to try to find a solution.</td>
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<td>Changing regulatory environment.</td>
<td>• Compliance with a wide range of regulatory requirements including licensing, consumer protection, B-BBEE changes, new legislation, WLTP (EU and UK) and AARTO regulations.</td>
<td>• Developing or exploring new revenue streams.</td>
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<td>• Repetitive and highly inefficient WLTP cycles resulting in large declines in European automotive manufacturing and sales volumes.</td>
<td>• Engaging specialist regulatory and Government relations consultants that understand the legislative and regulatory environment.</td>
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<td>• Monitoring all changes to the legal and governance framework by the Group Company Secretary, who is also the Group’s Compliance Officer.</td>
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<td>• Diversification of industry and customer risk.</td>
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<td>Customer concentration.</td>
<td>• The Group faces intensive competition in all the markets in which it operates.</td>
<td>• Continuing efforts to achieve new business.</td>
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<td>• The ability to compete depends on the Group’s geographical footprint, quality of service and the use of market leading technologies.</td>
<td>• Offering a wide range of services at competitive prices.</td>
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<td>• Continuing efforts to offer more value to customers.</td>
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<td>• Continuing development of IT-based logistics solutions to improve control and monitoring of the supply chain by its customers.</td>
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<td>Risk level 2020</td>
<td>Risk level 2019</td>
<td>Risk</td>
<td>Context</td>
<td>Mitigating factors</td>
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| 2020           |                | Retention of critical management, succession planning for key personnel, skills development and gender diversity. | • The skills shortage in South Africa makes it imperative for the Group to retain and develop key management and specialist skills.  
• Unforeseen loss of a key manager.  
• Gender equality and transformation are to be promoted where appropriate. | • Focusing on career development, fair reward as well as education and training to develop all personnel, both male and female.  
• Looking to promote from within and ensuring that succession planning is implemented in all the business units.  
• Gender and transformation targets have been determined. |
|                |                | The long-term effect of Brexit on the UK and Eurozone economies. | Brexit D-Day was 31 October 2019, however, the exact way in which the trade agreements are going to be structured to "divorce" the UK and Eurozone countries, is still uncertain. | Continuing to monitor developments closely. |
|                |                | The threat of cyber-attacks and data breaches. | The threat of cyber-attacks and data breaches is alarming, and is set to escalate as hackers become more daring and tools more sophisticated. | Continuing to invest heavily in measures to ensure that any future attacks are mitigated. The Group’s cyber-security forum meets monthly to evaluate and discuss new and better ways of combatting this global threat. |
|                |                | Development in the IT/ Technology space in terms of on-line trading, telematics, Internet-of-Things (IoT), Artificial Intelligence (AI) and electric cars. | • Technology is changing the face of how trading is done in terms of digital platforms (i.e. goods, vehicles, package delivery, etc).  
• When looking at logistics and monitoring driver behaviour, Telematics, IoT and AI continue to need to be evaluated.  
• The rise in the use of electric cars, especially abroad. | • Spending time and dedicating resources to ensure continued product and service innovation and development in the Group’s various businesses to keep abreast of the latest trends.  
• The Group has world-class systems and state-of-the-art facilities making use of technology. |
BOARD OF DIRECTORS

Corporate governance within Super Group is managed and monitored by a unitary Board, the Group Audit Committee and several sub-committees of the Board. The Board’s responsibilities and terms of reference are detailed in the Board Charter. This charter has been developed to enable the directors to maintain effective control over strategic, financial and compliance matters, and is reviewed annually. Further, the charter is updated when required to ensure compliance with the Companies Act, King IV™ and the JSE Listings Requirements.

EXECUTIVE DIRECTORS

PETER MOUNTFORD
BCom, BAcc, HDip Tax, MBA (with distinction, Warwick), CA(SA)
Chief Executive Officer
Appointed 29 July 2009

COLIN BROWN
BCompt (Hons), MBL, CA(SA)
Chief Financial Officer
and Debt Officer
Appointed 28 February 2010

BOARD COMPOSITION STATISTICS
NON-EXECUTIVE DIRECTORS

PHILLIP VALLET (74)
BA, LLB
Chairman of the Company
Appointed 1 November 2009

VALENTINE CHITALU (56)
ACCA (UK), M.Phil (UK)
Lead Independent Non-executive Director
Appointed December 2008

DAVID IAN CATHRALL (63)
BCom, BAcc, CA(SA)
Independent Non-executive Director
Appointed 1 June 2019

SIMPHIWE MEHLOMAKULU (50)
BSc (Chemical Engineering), Post Graduate Diploma (Marketing Management), MBA (University of Witwatersrand), Stanford Executive Programme (Stanford University of California, USA)
Independent Non-executive Director
Appointed 1 October 2020

PITSI MNISI (37)
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)
Independent Non-executive Director
Appointed 1 October 2020

VALENTINE CHITALU (56)
ACCA (UK), M.Phil (UK)
Lead Independent Non-executive Director
Appointed December 2008

GROUP COMPANY SECRETARY

JOHN MACKAY (56)
Group Company Secretary
Appointed 1 January 2020

OVERVIEW OF SUPER GROUP

Gender

- Male: 14%
- Female: 86%

Ethnicity

- White: 43%
- Black: 57%

Executives and non-executives

- Executive: 29%
- Non-executive: 71%
CHAIRMAN’S STATEMENT

This has, without a doubt, been one of the most challenging years Super Group has experienced during my tenure as Chairman. The Group’s results for the financial year ended June 2020 reflect the uncertain and increasingly deteriorating economic climate, as well as the countless trading challenges the Group faced, both locally and globally. These tough conditions were exacerbated by the outbreak of the novel coronavirus, Covid-19, which resulted in countries and territories around the world enforcing lockdowns of varying degrees, effectively stopping the world in its tracks.

Super Group operates mainly in South Africa, Australia, the United Kingdom and Europe, all of which have had various lockdown measures and regulations in place since the middle of March 2020, severely impacting three full months of the financial year under review. Whilst certain countries have started easing lockdowns, we all find ourselves in unchartered territory when it comes to doing business.

The Group supports the various measures the South African Government implemented from midnight on 26 March 2020, as well as the procedures applied by other countries in which it operates to contain the spread of Covid-19.

As expected, the lockdowns had a significant impact on the Group’s performance, with the Board having to make a number of decisions based on the application of IFRS. This resulted in the impairment of goodwill, intangible assets and property in the amount of R895 million, mainly within Supply Chain Europe, Supply Chain Africa and Dealerships SA. The Board is comfortable with these impairments and continues to support the Group’s robust strategy.

Gender equality and employee transformation remain a key vision of the Group. We continue to acknowledge the principle that gender plays no part in merit and will actively ensure that women and men have equal opportunity to participate in management, at all levels. Super Group Holdings also maintained its Level 1 contributor B-BBEE status.
THE ENVIRONMENT IN WHICH SUPER GROUP OPERATES

Last year I mentioned that the global economy was likely heading towards a synchronised economic downturn, never expecting that the downturn would be closer to a complete meltdown, triggered by the pandemic. The Rand came under severe pressure against all major currencies, reaching record lows.

During the year under review, the South African Reserve Bank announced five interest rate cuts, one in July 2019 and another in January 2020, to provide some financial relief to consumers and to stimulate economic growth. The other three interest rate cuts in March 2020, April 2020 and July 2020 were to provide some relief as a result of Covid-19.

Unfortunately, with South Africa having been awarded “junk status” by all the global rating agencies, the country went into recession prior to the pandemic. As retrenchments continue on the back of business closures due to the devastating impact of Covid-19, the already high unemployment rates are set to escalate – recent research indicates that 3 million people have already lost their jobs and 4.5 million have lost their income. The country is expected to be mired in a prolonged recession for the next two to three years.

The majority of Supply Chain Africa’s revenue is generated by the logistics relating to consumer goods, paper and pulp, packaging products, healthcare products, and commodity products (primarily coal), which were classified as essential products in South Africa for the purposes of lockdown regulations. That being said, the South African commodity operations have been negatively affected by the lockdown, seeing weak volume demand as the transportation of non-essential services ground to a halt and the demand for coal was low given the warmer weather that lasted until late May. The consumer and convenience logistics businesses servicing the QSR and restaurant market, liquor distribution channels, forecourts at fuel stations, the tourism industry and the aviation industry came to a complete stop during the national 21-day hard lockdown, continuing into Level 3, which came into effect on 1 June 2020. The industrial-facing businesses were also significantly impacted by the lockdown, only supplying products to sectors providing essential goods until the end of May, with volumes picking up slightly under Level 3.

As Germany was not in a complete lockdown, but adhering to strict social distancing rules, a number of Supply Chain Europe’s customers still managed to operate. However, the European business faced tough trading conditions prior to Covid-19, with the business coming under additional financial pressure as a result of the automotive OEMs shutting down their plants in March and April. Germany’s annual growth rate in 2019 slowed to 0.6%, the weakest since 2013, with the economy expected to grow by 0.4% in 2020 and 0.9% in 2021. Government officials said the economy “remains in a weak phase” following “very weak” industrial production and a drop in incoming orders for manufacturing firms.
The Australian operations also faced a range of external challenges and it is fair to say that SG Fleet’s overall operating environment was mixed at best. The consumer businesses were impacted by worsening consumer sentiment in Australia, which saw demand for novated leases decline as spending on large ticket items, including cars, shrunk markedly. SG Fleet experienced a slowdown in New Zealand, although it managed to secure a significant contract which very positively benefitted the company.

Prior to Covid-19, Dealerships SA saw a further decline in new and used vehicle sales volumes, particularly in the premium segment, with Dealerships UK suffering a sharp decline in sales units. This was attributed to a decline in the Privilege Schemes activity levels as offered by the automotive OEMs. Both the South African and UK dealerships had to close all their dealerships from the end of March when lockdowns were imposed on non-essential businesses and only became fully operational towards the end of June 2020. These dealerships were also impacted by the shut-down of OEM plants as mentioned above.

The UK economy is on course to shrink by 12.4% in 2020, the biggest decline in 300 years, with borrowing set to rise to 104% of GDP. The fiscal watchdog warned that the economy would not get back to its pre-crisis size until the end of 2022, while the unemployment rate is likely to rise to a record 12% by the end of this year. Banks in the UK fear that up to 800,000 businesses may not recover in the next year as a result of the pandemic. Brexit negotiations, following Brexit D-Day on 31 October 2019, reached a deadlock following the outbreak of Covid-19. The withdrawal agreement offers an option of an extension of the transition period for one or two years, requiring the UK to make an appropriate financial contribution, as well as to continue following EU rules. The consensus seems to be a one-year extension to avoid uncertainty given the fragile state of the economy after the pandemic.

SUPER GROUP’S GOVERNANCE, ENVIRONMENTAL AND SOCIAL APPROACH

The Group’s Integrated Reporting process, as well as the content of this report, is guided by the principles and requirements of the International Integrated Reporting Framework, IFRS and the King Code of Governance Principles for South Africa and is in accordance with the ‘core’ option of the Global Reporting Initiative (GRI) Standards. Super Group continues to maintain and implement high standards of corporate governance. The Board and its committees strive to continually enhance good corporate governance and review sustainable practices throughout the Group to ensure compliance with all corporate governance- and sustainability-related requirements and regulations. The emerging global focus on Environmental, Social and Governance (ESG) performance by shareholders specifically is firmly on our radar and suitable attention is given to these matters.

Management meets regularly with various stakeholders as open communication is viewed as critical to the Group’s long-term success and to ensure that stakeholder matters and concerns, as far as possible, are addressed.

We take our role as a corporate citizen seriously as well as our impact on the environment. For the year ended 30 June 2020, Super Group spent R20.6 million on various CSI projects, an increase of 31.2% on the prior year. The implementation of the Carbon Tax was postponed until October 2020; however, this might be postponed again due to the pandemic. The external consultant employed by Super Group assisted with the measurement of the Group’s carbon emissions activities and the results are set out on page 29 of the ESG Report, available on the website.

Gender equality and employee transformation remain a key vision of the Group. We continue to acknowledge the principle that gender plays no part in merit and will actively ensure that women and men have equal opportunity to participate in management, at all levels. Super Group Holdings also maintained its Level 1 contributor B-BBEE status.

Our ESG Report sets out our principles and policies in more detail.
BOARD CHANGES

Mr John Newbury and Mr David Rose both retired at the AGM held on 26 November 2019. We thank them for their valuable input during the time they served on the Board as Independent Non-Executive Directors. They are sorely missed.

Mr Oyama Mabandla resigned effective 8 July 2020 due to an unforeseen conflict of interest. The Board would like to thank Oyama for his contribution since joining the Board in 2018 and wish him well in his new endeavours.

Ms Mariam Cassim will also be resigning from the Board effective 30 November 2020 due to increased executive commitments. We wish Mariam well with her business responsibilities.

In terms of King IV™, Mr Valentine Chitalu has been appointed as Lead Independent Director effective 30 September 2020. I look forward to working with Valentine as part of the Group’s Board succession plan.

On the positive side, Ms Pitsi Mnisi and Mr Simphiwe Mehlomakulu have been appointed to the Board as Non-executive Directors with Ms Mnisi also being appointed as a member of the Group Audit Committee and Chairperson of the Group Social and Ethics Committee, both with effect from 1 October 2020. We look forward to working with them both into the future.

Mr John Mackay was appointed Group Company Secretary on 1 January 2020 following the retirement of Mr Nigel Redford on 31 December 2019. We would like to also thank Nigel for his contribution to the Group and wish him well and hope he enjoys his well-deserved retirement.

APPRECIATION

To Peter Mountford, his executive team and the Super Group employees, we extend our gratitude for navigating the Group through unchartered waters. This has been an exceptionally challenging year where the team had to adapt to a massively changed environment.

I would further like to extend my thanks to all stakeholders for your ongoing support and commitment.

Thank you to my fellow Board members, as always, for your continued support.

Philip Vallet  
Chairman of the Company  
9 November 2020
Super Group reported results for the year ended 30 June 2020 that reflect the challenging macroeconomic and trading conditions experienced across the various geographies in which the Group trades, as well as the significant negative impact of the novel coronavirus (Covid-19) pandemic.

The South African economy was already constrained before the pandemic and with the Covid-19 lockdown the economic and social environment has become significantly more demanding and uncertain. The South African national lockdown since 27 March 2020, as well as the partial lockdown arrangements applied in Australia, Germany, Spain and the UK have created major business disruptions and the Group’s trading has been severely impaired in all of these territories between March and June 2020.

The majority of Super Group’s Supply Chain operations and Fleet Africa were designated as essential service providers during the lockdown. The Group has in place a comprehensive suite of safety, health and hygiene protocols for the protection of all stakeholders, in particular staff and customers.

Super Group acquired a 65% interest in Lieben Logistics and a 51% interest in GLS effective 3 July 2019. The purchase price of Lieben Logistics was R498.8 million and the purchase price of GLS was R96.4 million. In January 2020, the Group acquired an additional 2.4% interest in Lieben Logistics for R13.1 million, taking its interest to 67.4%. Effective 1 March 2020, Super Group acquired an 80% interest in Zultrans, an express freight and distribution business, for a purchase consideration of R26.7 million. These businesses are incorporated into Supply Chain Africa.

Supply Chain Europe’s iTime business acquired an 80% interest in TLT, effective 5 July 2019 for R186.9 million.

The Group also acquired a further 2.6 million SG Fleet shares for a total of R60.1 million, thereby increasing its interest in SG Fleet to 60.13% as at 30 June 2020 (30 June 2019: 59.2%).

Super Group listed senior unsecured notes to the value of R750 million during the year under review (SPG008 for R250 million (3 years), SPG009 for R350 million (5 years) and SPGC01 for R150 million (12 months), in terms of the Company’s DMTN Programme.

THE YEAR AT A GLANCE

- Revenue decreased by 8.7% to R34.6 billion (June 2019: R37.9 billion)
- Operating profit decreased by 41.0% to R1 578.0 million (June 2019: R2 673.9 million)
- Headline earnings decreased by 59.7% to R546.6 million (June 2019: R1 354.7 million)
- Headline earnings per share decreased by 59.6% to 151.2 cents (June 2019: 373.8 cents)
- Earnings per share decreased by 114.4% to a loss of 52.1 cents (June 2019: profit of 360.8 cents)
- Cash generated from operations increased by 37.0% to R4.3 billion (June 2019: R3.1 billion)
- Net asset value increased by 3.3% to R13.0 billion (June 2019: R12.6 billion)

The adverse impact of the Covid-19 pandemic on revenue, operating profit and headline earnings was estimated at R5.2 billion, R932 million and R613 million, respectively.
FINANCIAL PERFORMANCE

Group revenue decreased by 8.7% to R34.6 billion (June 2019: R37.9 billion) mainly due to the tough trading conditions experienced across all of the Group’s operations. Some of these trading conditions pre-existed and were severely exacerbated by the onset of the Covid-19 pandemic at the end of the third quarter of the financial year ended 30 June 2020. Revenue lost during the second half as a result of Covid-19 is estimated to be R5.2 billion.

Super Group adopted the new IFRS 16 – Leasing Standard effective 1 July 2019, which had the following impact on the financial results:

- Decrease in revenue by R22.2 million
- Increase in EBITDA by R578.9 million
- Increase in operating profit by R142.5 million
- Decrease in profit before tax by R12.4 million
- ROU assets recognised amounted to R2 320.8 million
- ROU lease liabilities recognised amounted to R2 880.8 million

EBITA decreased by 37.1% to R1 788.2 million (June 2019: R2 842.9 million). Other than Fleet Africa, the majority of the other underlying divisions’ profitability was severely impacted by the weakened trading conditions. Operating profit decreased by 41.0% to R1 579.0 million (June 2019: R2 673.9 million). The estimated impact of Covid-19 on operating expenses includes retrenchment costs of approximately R31.4 million and cost of compliance to Covid-19 health and safety protocols of approximately R22.3 million. The Group estimated impact of Covid-19 on operating profit before tax was approximately R932 million.

The proportion of Super Group’s revenue and operating profit derived from its non-South African businesses was 46% (June 2019: 48%) and 43% (June 2019: 50%), respectively.

Total capital items amounted to R879.2 million (June 2019: R68.3 million) for the year under review. Super Group has made impairments against the
carrying values of certain goodwill, intangible assets and properties, mainly against Supply Chain Europe (inTime) of R599.4 million, Dealerships SA of R183.6 million and Supply Chain Africa of R111.7 million. In addition, provisions for bad debts of R203.6 million were raised.

Earnings per share decreased by 114.4% to a loss of 52.1 cents (June 2019: profit of 360.8 cents) and HEPS decreased by 59.6% to 151.2 cents (June 2019: 373.8 cents). The estimated impact of Covid-19 and IFRS 16 on HEPS was approximately 172 cents.

Net finance costs, excluding finance costs on ROU lease liabilities, increased by 17.1% to R405.8 million (June 2019: R346.5 million). Super Group’s net debt position, excluding IFRS 16’s ROU lease liabilities at 30 June 2020 was R3 142.1 million, an increase of R99.8 million, resulting in the net debt to equity (gearing) ratio, excluding ROU lease liabilities, to be in line with the 24.1% at 30 June 2019. The Group met its debt covenants and has sufficient debt facilities to meet its current obligations.

The covenants in the graphs below exclude SG Fleet and IFRS 16.

The net asset value per share increased by 2.6% from R30.37 at 30 June 2019 to R31.16 at 30 June 2020.

Total assets increased by 18.5% to R35.9 billion from R30.3 billion at 30 June 2019. The Group’s return on net operating assets, after tax, decreased to 6.3% from 12.6% at 30 June 2019 with the Group’s WACC being 9.4% (June 2019: 9.2%). The increase in the total assets includes the capitalisation of ROU assets of R2.3 billion in terms of IFRS 16.

Cash generated from operations increased by 37.0% for the year to R4 301.9 million (June 2019: R3 140.4 million). Working capital inflow of R854.6 million was recorded, compared to a cash outflow of R652.1 million in the prior year. Super Group spent R2.4 billion in net acquisitions, acquisitions and share buybacks.

No dividend for the year ended 30 June 2020 (June 2019: Nil) has been declared. Although the Board considered the implementation of a share buyback programme at the half year results, a decision was taken to rather preserve cash in these uncertain times.

DIVISIONAL REVIEW
Due to Covid-19, the revenue and operating profit contributions for the year to June 2020 are not a true reflection of each divisions’ performance. The acquisitions of Lieben Logistics and GLS made a meaningful contribution to Supply Chain Africa.

The divisional analysis, excluding Services:
ENVIRONMENTAL, SOCIAL AND GOVERNANCE OVERVIEW

ESG compliance has gained greater traction over the past two years and is of significant importance to the Group in terms of its obligations to all of its stakeholders, who include its employees, suppliers and customers, shareholders and the communities in the countries in which the Group operates.

The Group continues to focus on environmentally friendly business practices. Many of these initiatives make good business sense in that they form part of the Group’s continuing drive to improve efficiencies. The Group ensures that its vehicles are properly maintained and not overloaded. Along with frequent driver training, this ensures that carbon emissions from all vehicles meet manufacturers’ specifications.

Our employees are key to the success of our Group. Our permanent workforce totalled 13,568 (June 2019: 12,289) employees across all regions as at 30 June 2020, an increase of 10.5%. Although all necessary OHS procedures are adhered to, our total number of accidents increased to 481 (June 2019: 332) mainly due to the unacceptable condition of our road infrastructure, the increasing criminal attacks on trucks and the lawlessness of drivers on our roads continue to increase. The Group had 261 confirmed Covid-19 cases, equating to 1.9% of its employees as at 30 June 2020. We had two fatalities during the year due to accidents and two fatalities due to Covid-19. Our sincere condolences go out to their families and colleagues. We continue to strive for a zero-rate fatality level.

The organisation further supports and is committed to the concept of broad-based black economic empowerment and actively promotes the empowerment of staff members and the communities in which it operates. Delivering on this commitment, Super Group actively contributes to the social upliftment of previously disadvantaged communities and charities where there are significant needs. The Group has again invested in numerous projects which are set out in more detail in the ESG Report. The total CSI contribution amounted to R20.6 million (June 2019: R15.7 million), a 31.2% increase on the prior year.


PROSPECTS AND STRATEGY

The extraordinary pressures on the South African economy, brought on by the devastating impact of the Covid-19 pandemic across all industries, the restart of load shedding and high unemployment rates make for a bleak outlook. Nevertheless, the Group expects a recovery in the Supply Chain Africa’s Industrial and Consumer businesses. Supply Chain Europe’s businesses are starting to see the benefits of the efforts to streamline the operations and should perform more strongly next year. High levels of fleet extensions in the past two quarters and growing consumer interest levels position SG Fleet well for next year. The forthcoming year should be one of significant recovery provided we do not see further pandemic-related lockdowns.

Super Group remains committed to its strategy of being an innovative, integrated mobility solutions company to ensure growth over the long-term. The strategy is robust and the Group will continue to explore growth opportunities. The development of superior technology capabilities, enhanced service efficiencies and product innovation remain key in order for the Group to grow organically post this period of materially reduced activity and uncertainty in both South Africa and the other geographies in which it operates.

The prospects and strategy, together with the outlook regarding market conditions for 2021 for each division, are explained in greater detail in the Divisional Review section of this Integrated Report.

ACKNOWLEDGEMENTS

This has been, by far, one of the most challenging years faced by the Group. My sincere appreciation and thanks go out to all my colleagues in management and to our staff for your loyalty and support under these exceptionally difficult circumstances. Despite all the challenges and unknown trading conditions, you demonstrated huge commitment and contributed significantly to the Group weathering the storms faced.

I extend my gratitude to all our customers for their continued support this past year and we appreciate the vital contribution made by all our suppliers and business partners amidst the challenges currently being faced as a result of this global pandemic.

To my fellow Board members, thank you for your support and guidance this year. I would like to thank Messrs. David Rose, John Newbury, Oyama Mabandla and Ms. Mariam Cassim for their valued contribution and guidance over their tenures on the Board. I would also like to welcome Ms Pitsi Mnisi and Mr Simphiwe Mehlomakulu to the Board and look forward to working with them.

Peter Mountford
Chief Executive Officer
9 November 2020