

2026

Annual Results

30 March 2025 to 28 March 2026

SINCE  1985



Mark Blair

**GROUP
PERFORMANCE
OVERVIEW**



Praneel Nundkumar

**DETAILED
FINANCIAL
RESULTS**



Mark Blair

**STRATEGIC
FOCUS &
OUTLOOK**



01

Group Performance Overview

MARK BLAIR



GROUP STRATEGY RESET - NEW STRATEGY IMPLEMENTATION COMMENCED LATE 2020

Renewed focus on SA growth:

- 3 local acquisitions
- 2 organic launches
- New store concepts
- New merch categories

Researched new geographies:

- Entered European value retail via NKD acquisition (effective FY2027)

Strengthened infrastructure backbone:

- Tech modernisation
- ERP implementation
- Scaled efficient supply chain operations

Progressed and matured:

- ESG practices
- Stakeholder engagement
- People strategy

Financial discipline maintained:

- Capital allocation
- Cost control
- Metric management

NAVIGATED MAJOR MACROECONOMIC DISRUPTION

2020 & 2021:

- Aftermath of COVID-19

2021 & 2022:

- KZN social unrest and floods

2023:

- National energy crisis

2024 & 2025:

- Consumer spending impacted by:
 - Two-pot system
 - Online gambling

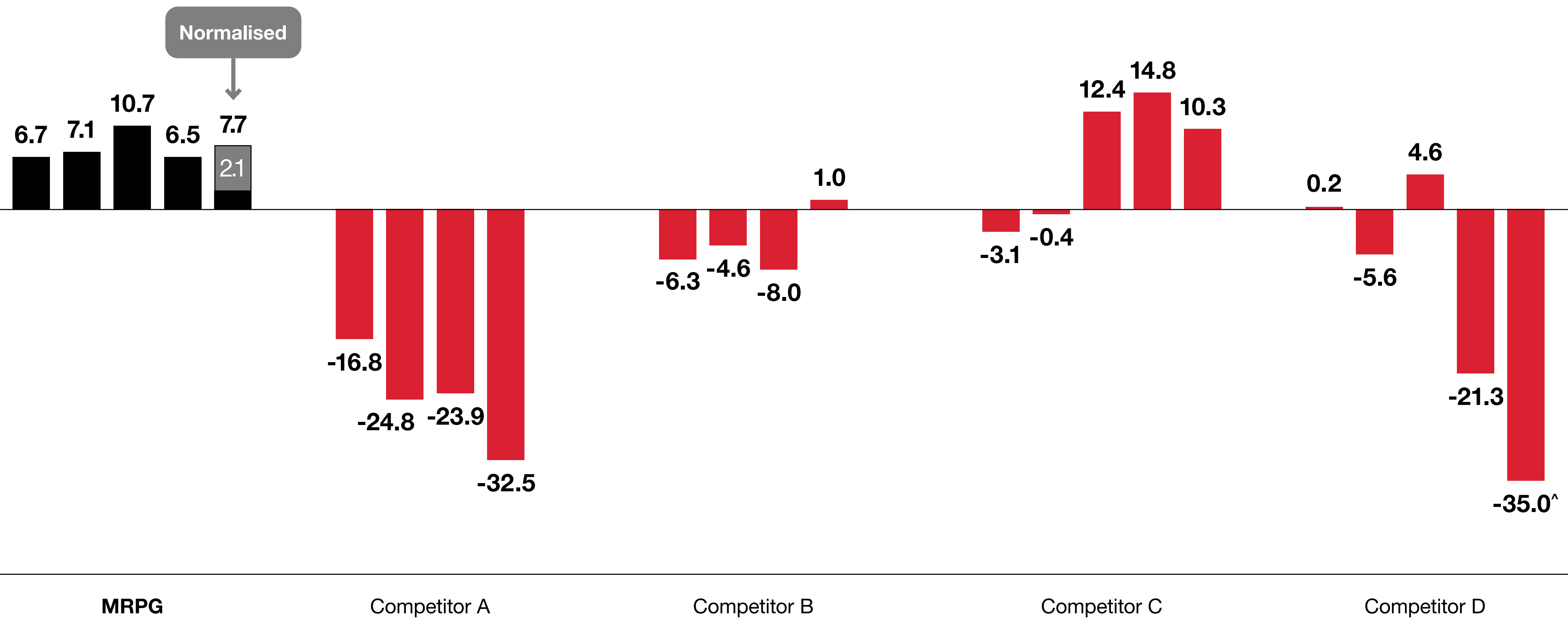
2025 & 2026:

- Global disruption
- Tariff war and US-Iran conflict

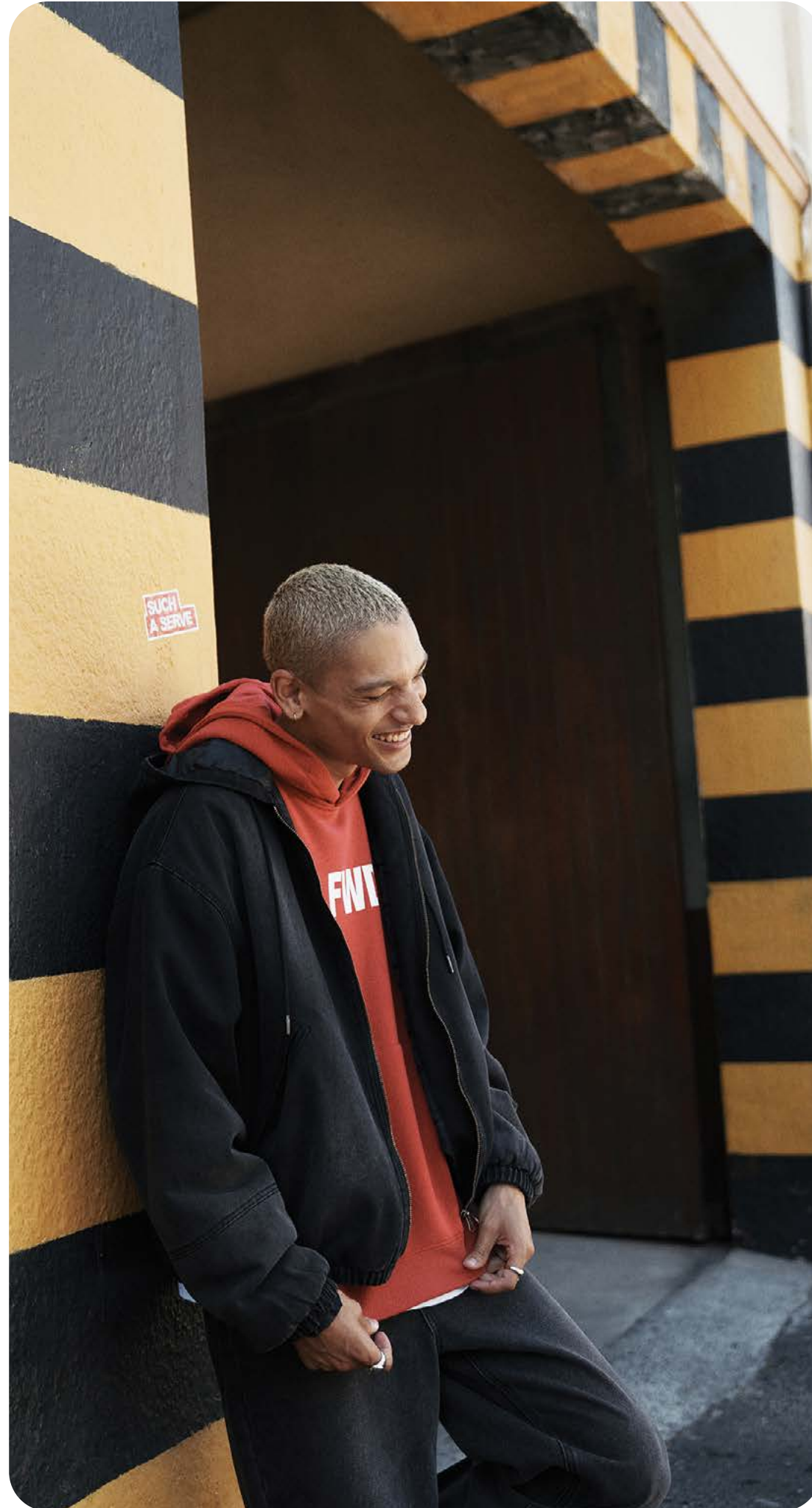


HEADLINE EARNINGS PER SHARE GROWTH* (%)

Latest reported periods



GROUP ANNUAL RESULTS

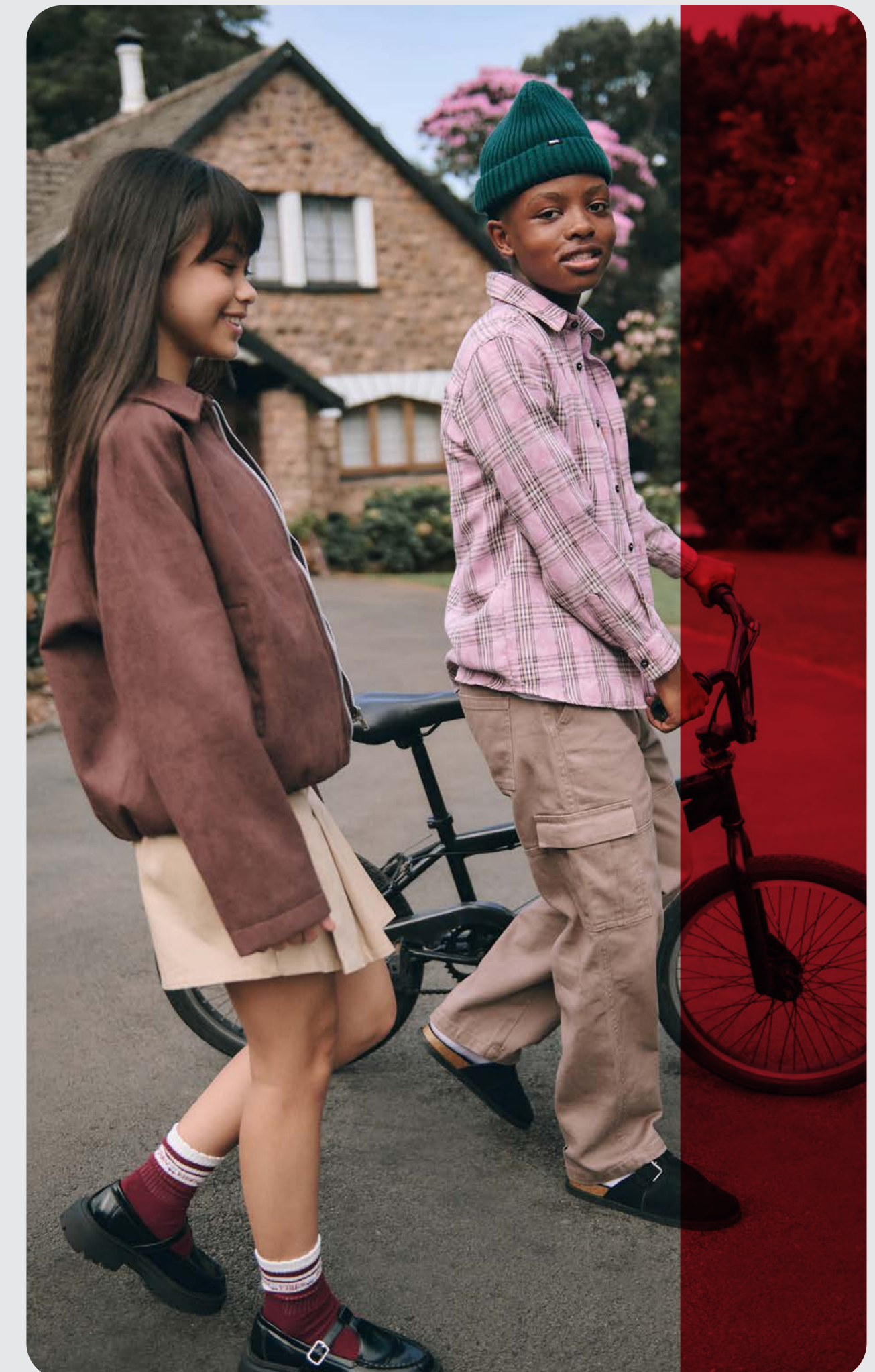
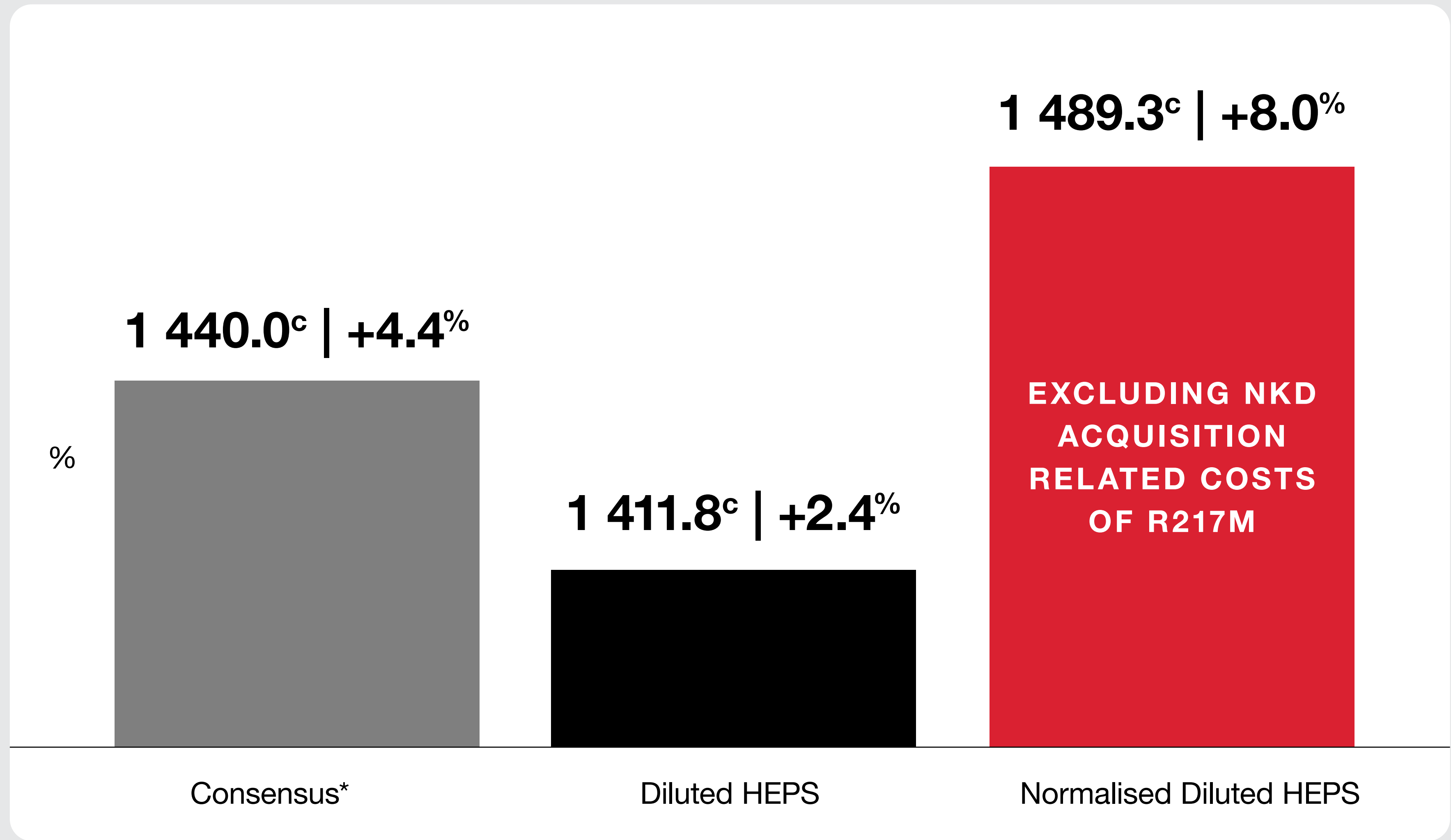


Revenue	
R42.7 ^{bn}	+4.2%
<hr/>	
Operating profit	
R6.0 ^{bn}	+4.3%
Normalised: R6.2 ^{bn}	+8.0%
Diluted HEPS [#]	
1 411.8c	+2.4%
Normalised: 1 489.3c	+8.0%

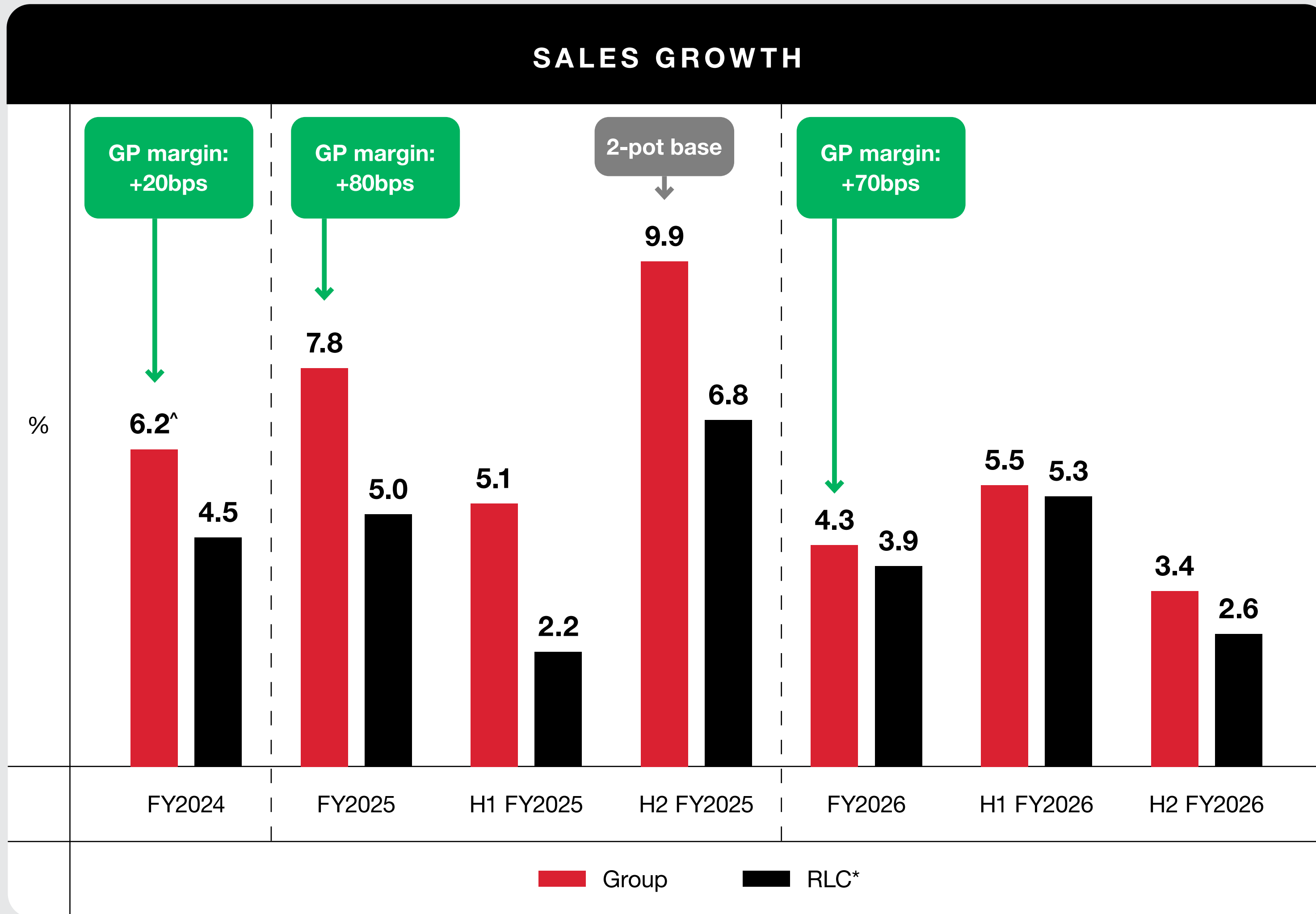
EBITDA*	
R9.3 ^{bn}	+5.0%
Normalised: R9.6 ^{bn}	+7.4%
Operating margin	
14.2%	Maintained
Normalised: 14.7%	+50 ^{bps}
Dividend per share	
916.0 ^c	+2.1%
63% payout ratio maintained	

Normalised excludes R217m expensing of all once-off transaction costs relating to the acquisition of NKD

EARNINGS BREAKDOWN



PRIORITISING PROFITABLE MARKET SHARE



INSIGHTS

- Sector:
 - Muted discretionary retail sales environment
 - Highly promotional competitor environment, particularly in Q4
- Group:
 - Significant two-pot base in H2 of 9.9%
 - GP margin expanded by 70bps





CHANGING RETAIL ENVIRONMENT



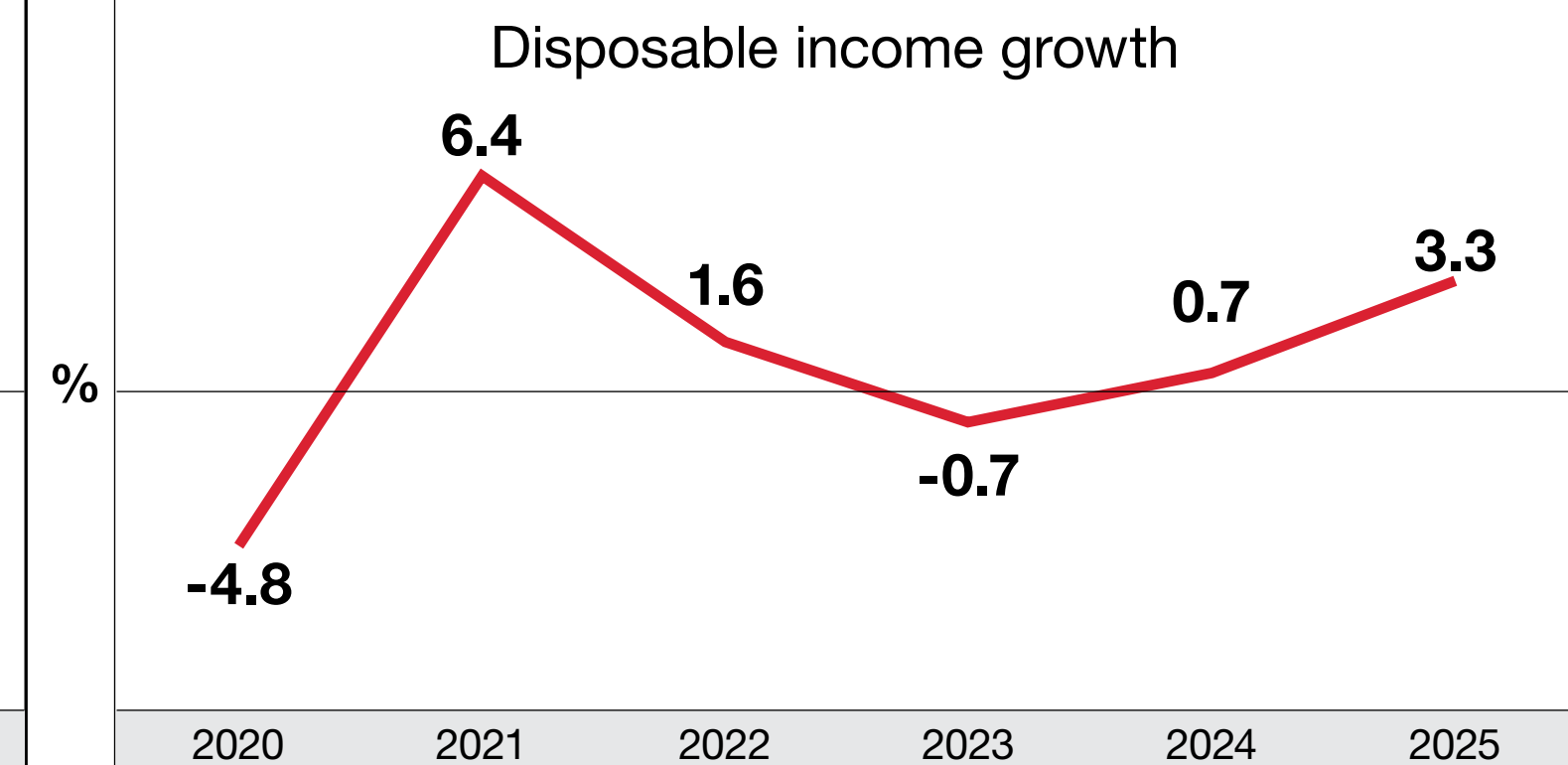
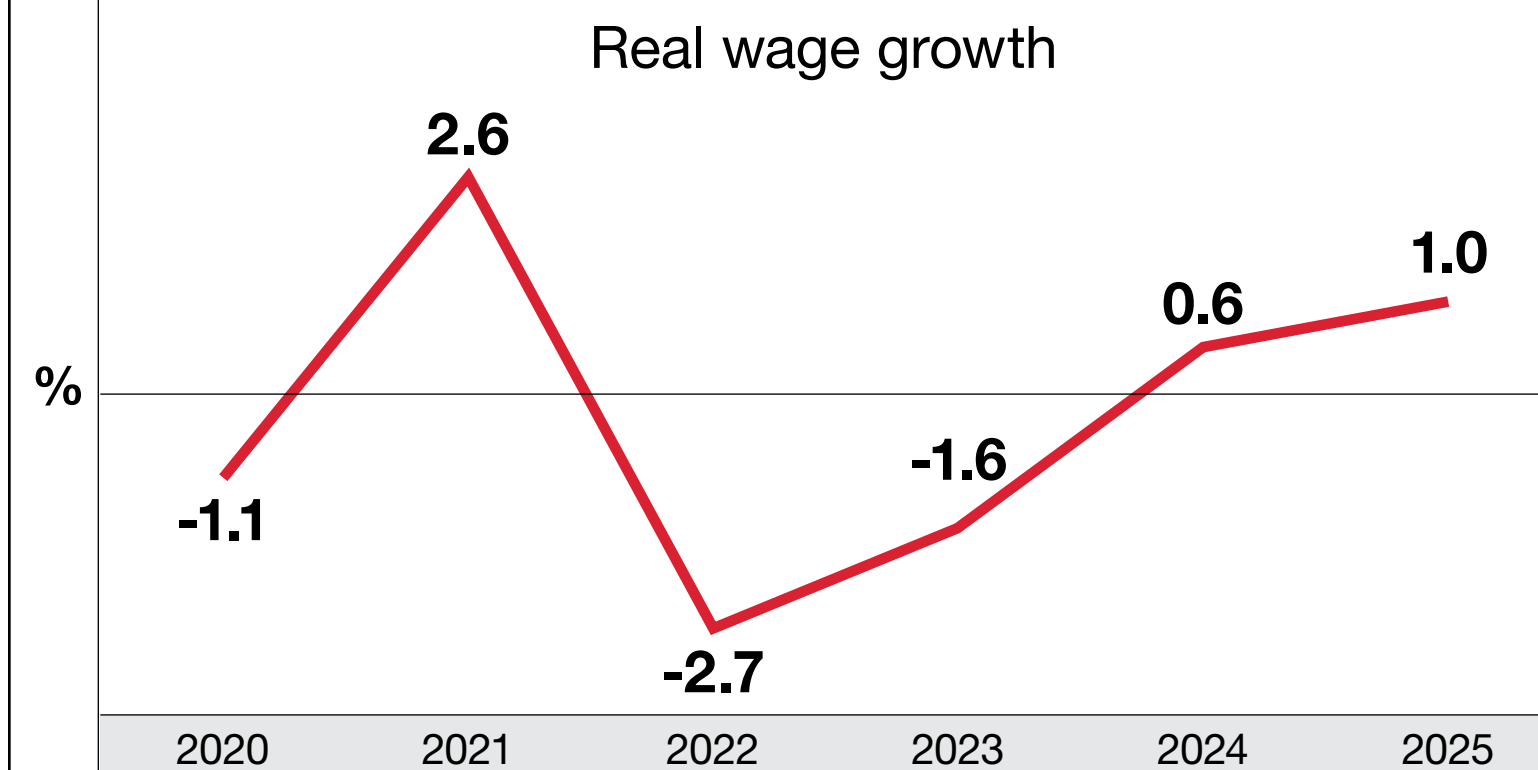


A STABILISING LOCAL MACROECONOMIC ENVIRONMENT, WITH SIGNS OF GRADUAL BUT POSITIVE MOMENTUM

- Continued stability of energy supply - one year of no loadshedding
- Significantly improved port operations - highest volume of cargo through Durban port since FY2020
- GNU remaining effective, progressing key reforms
- Currency strengthening - ZAR/\$ appreciation of 13%
- Further interest rate cuts of 100bps
- Moderating CPI (2025: 3.4% vs 2024: 4.4%)
- GDP growth improved to 1.1% following a decade of growth averaging 0.6%

MODERATELY IMPROVING CONSUMER ENVIRONMENT BY THE END OF 2025

- Growth in disposable income supported by:
 - Lower inflation
 - Positive real wage growth
 - Lower debt-servicing costs

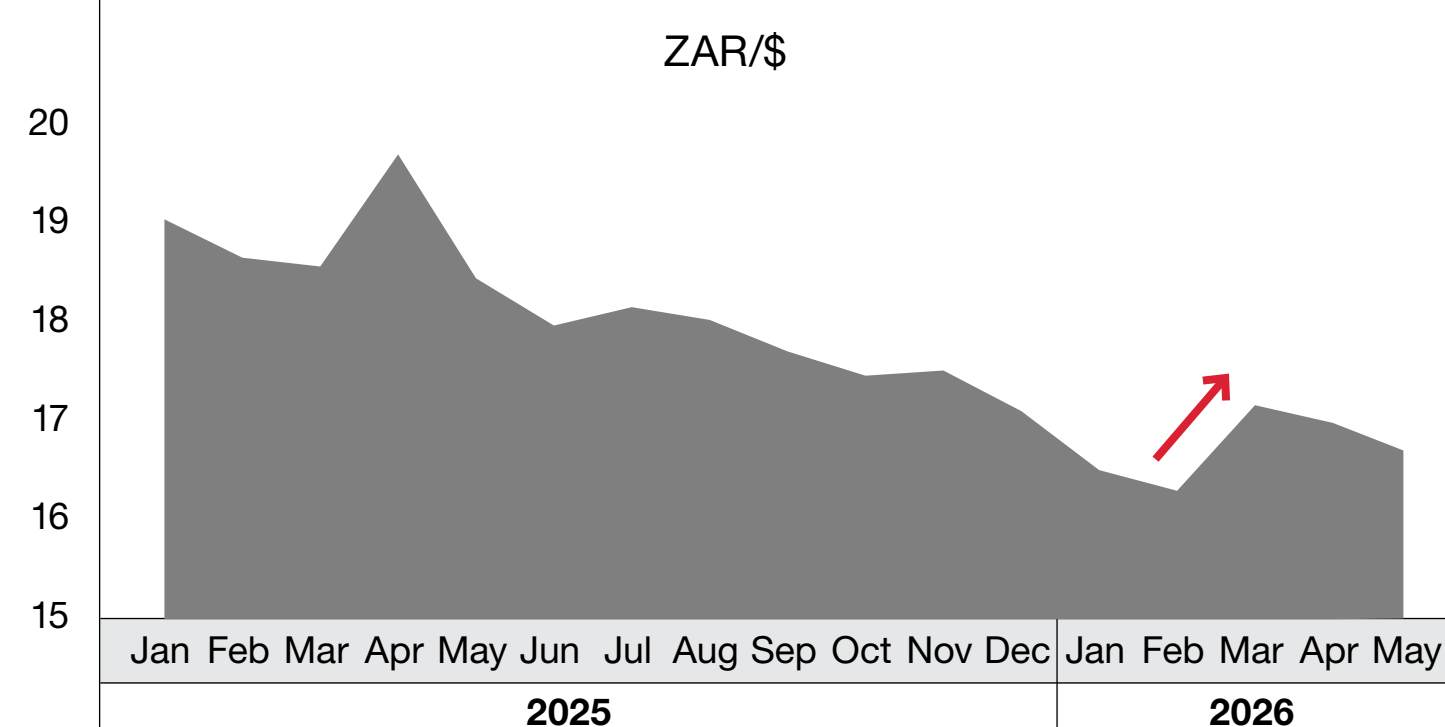


Discretionary retail was not an immediate beneficiary of the improving consumer environment

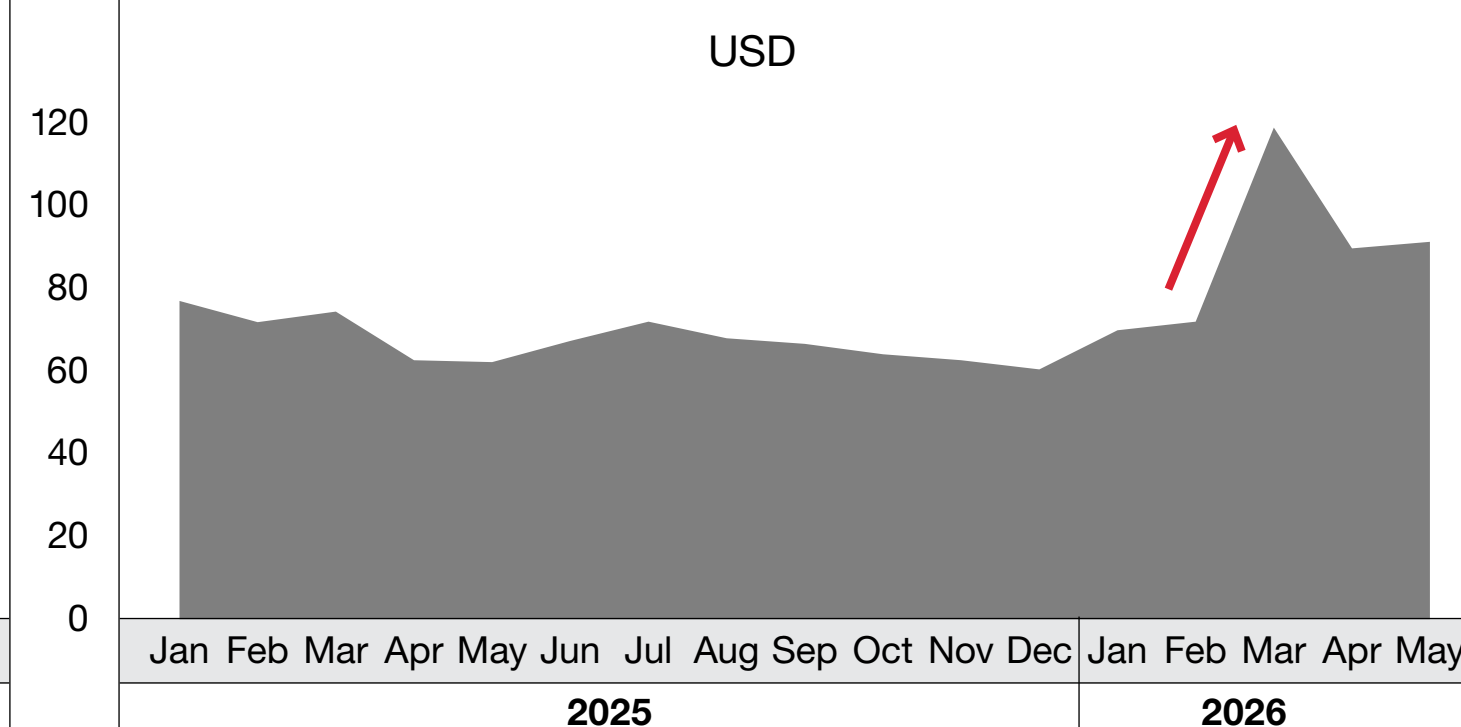


KEY INPUT SHOCKS

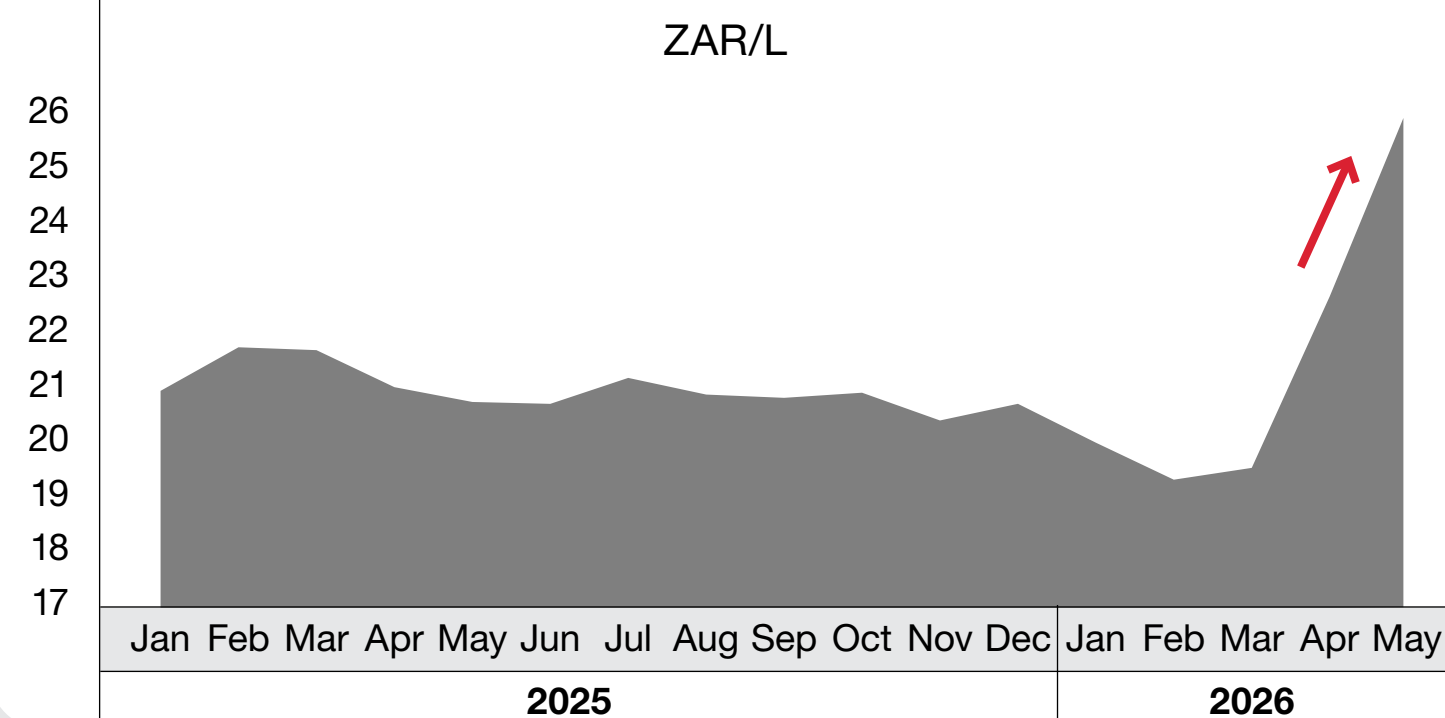
Currency



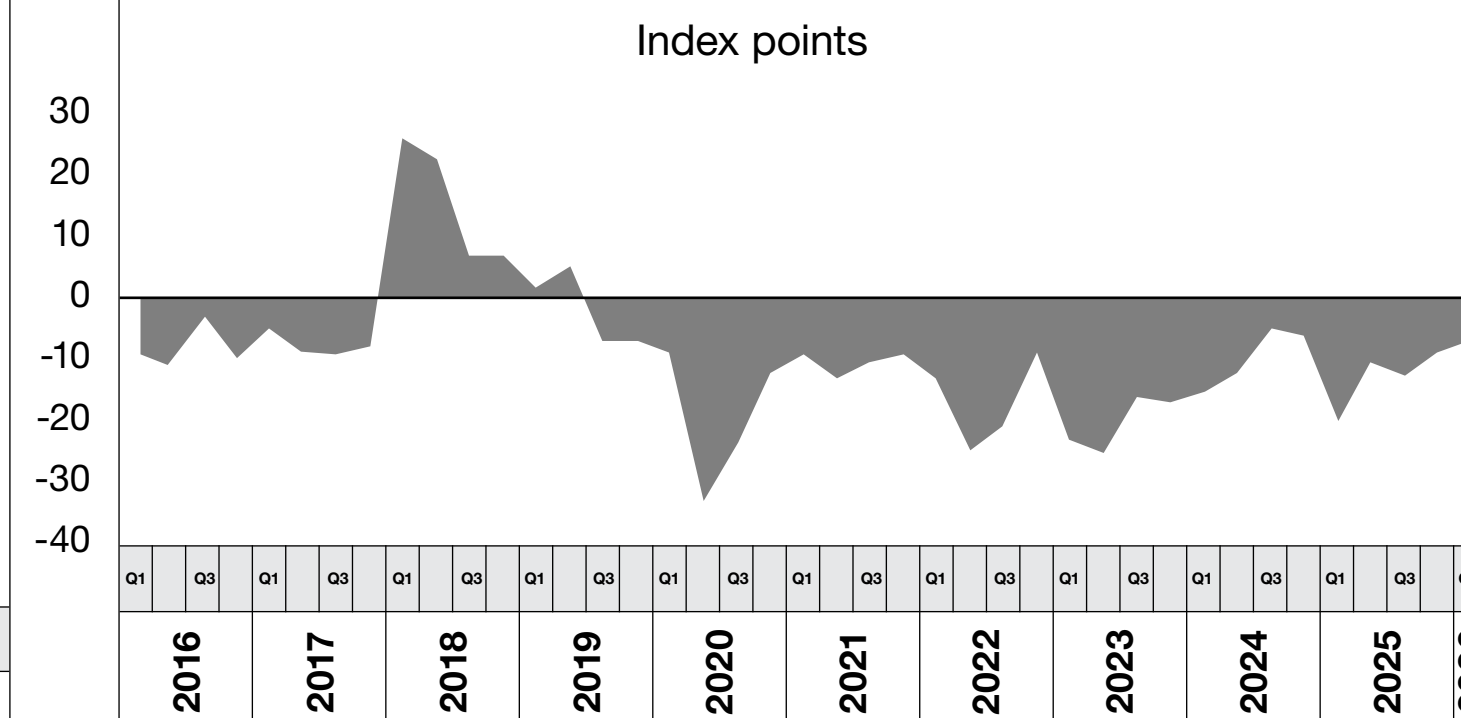
Oil



Fuel^



Consumer confidence



EFFECTS ON THE SOUTH AFRICAN ECONOMY AND CONSUMER

- 2026 forecast GDP growth downgraded from 1.4% to 1.0% (IMF)
- Inflection in interest rate cycle to manage rising CPI
- Consumer impact in FY2027:
 - Higher debt-servicing costs
 - Petrol and diesel price hikes
 - Higher food inflation
 - Energy price increases
 - Weaker purchasing power





Sharp focus on managing impact of disruptions

Underlying optimism of South Africa's medium- to long-term prospects

Increased diversification by entering into the growing value retail segment in Europe

Operating from a position of strength having invested through the cycle

Value retail more relevant than ever – group's brand portfolio well positioned to benefit through 16 trading chains across 12 countries

BRAND POSITIONING

Product classification	Brands
Aspirational value/ niche	<p>YUPPIECHEF</p> <p></p> <p>MILADYS</p>
Fashion value	<p> mr price mr price kids</p> <p> mr price sport mr price home</p> <p> mr price cellular mr price money</p> <p>sheet•street NKD</p>
Price value	<p></p>



02

Detailed Financial Results

PRANEEL NUNDKUMAR

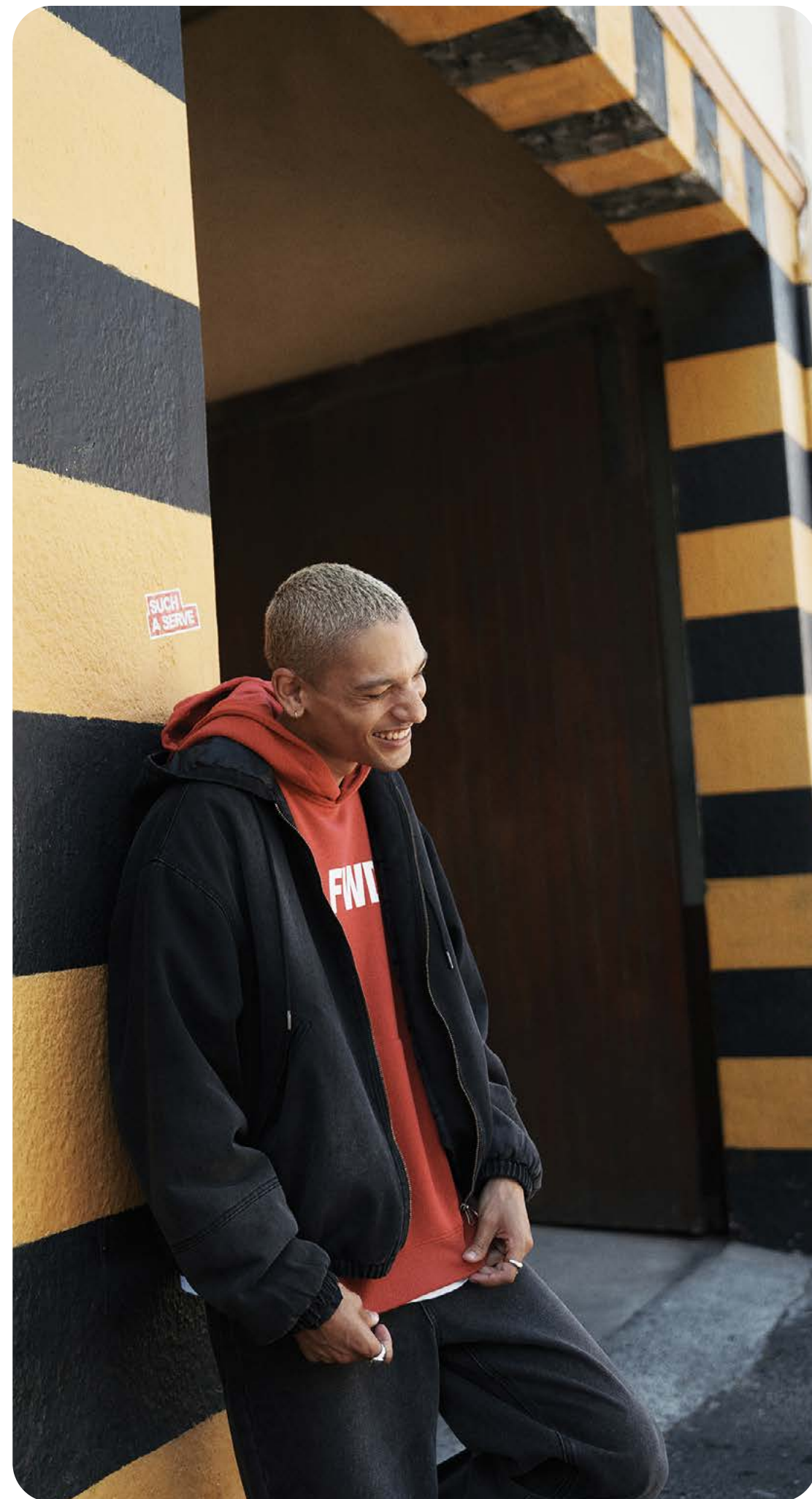
GROUP INCOME STATEMENT



R'M	FY2026	FY2025	% CHANGE	NORMALISED % CHANGE
Revenue (pg 39)	42 654	40 933	4.2%	4.2%
Gross profit (pg 21)	17 015	16 046	6.0%	6.0%
Expenses (pg 22)	12 047	11 361	6.0%	4.2%
Operating profit	6 028	5 780	4.3%	8.0%
Net finance expense	(612)	(605)	1.2%	0.8%
Profit before taxation	5 416	5 175	4.6%	8.8%
Taxation	1 566	1 386	12.9%	13.8%
Profit after taxation	3 850	3 789	1.6%	7.0%
Profit attributable to non-controlling interests*	118	142	(16.9%)	(16.9%)
Profit attributable to equity holders of parent	3 732	3 647	2.3%	8.0%

Operating leverage achieved through GP margin gains and focused expense management

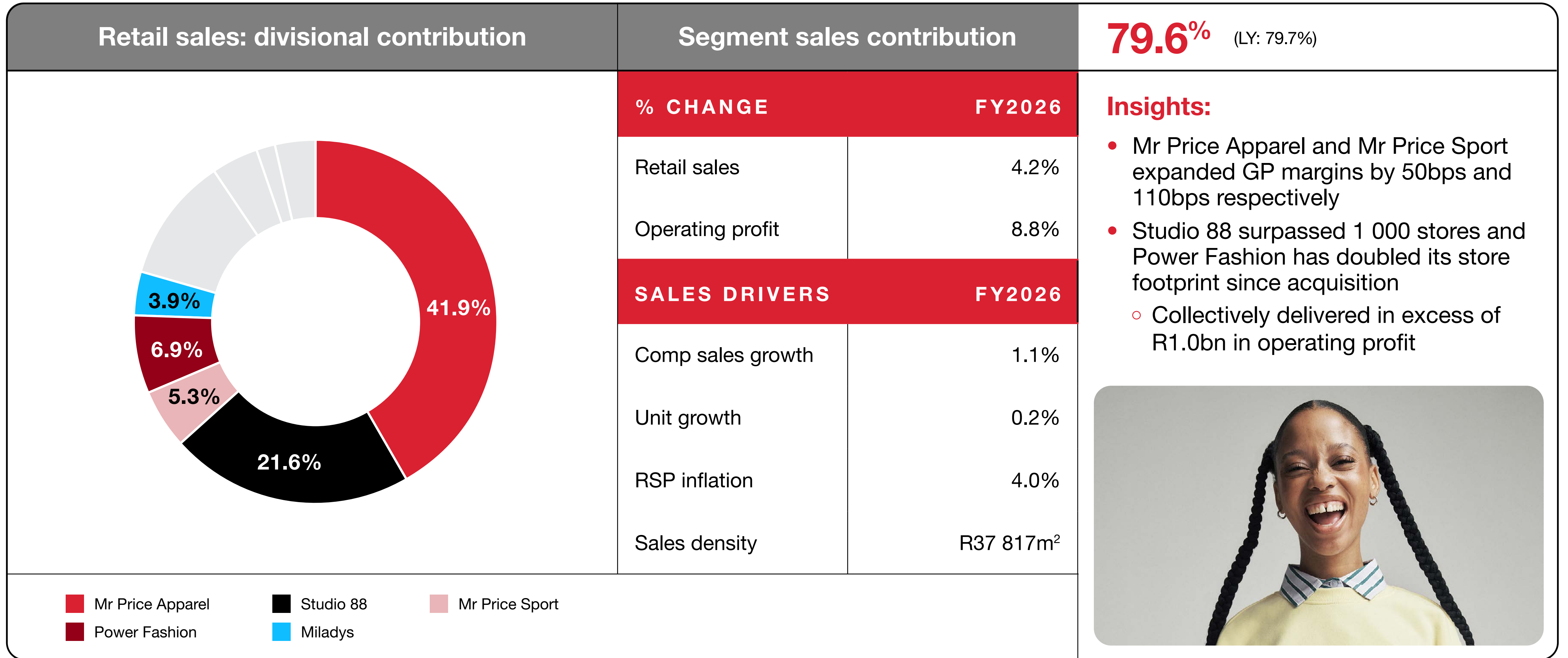




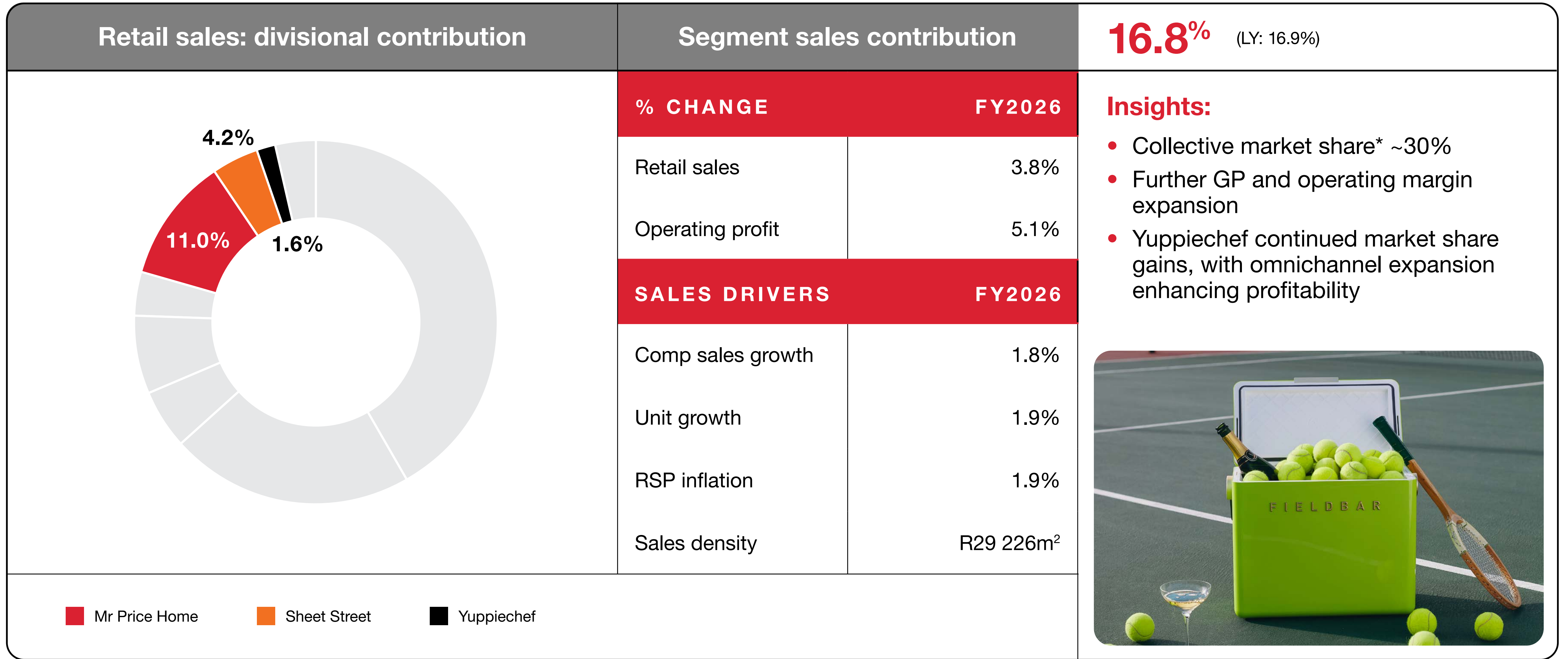
Revenue	
R24.1 ^{bn}	+3.3%
EBITDA*	
R5.6 ^{bn}	+4.6%
Normalised: R5.8^{bn}	+8.6%
Operating margin	
16.3%	Maintained
Normalised: 17.2%	+90^{bps}

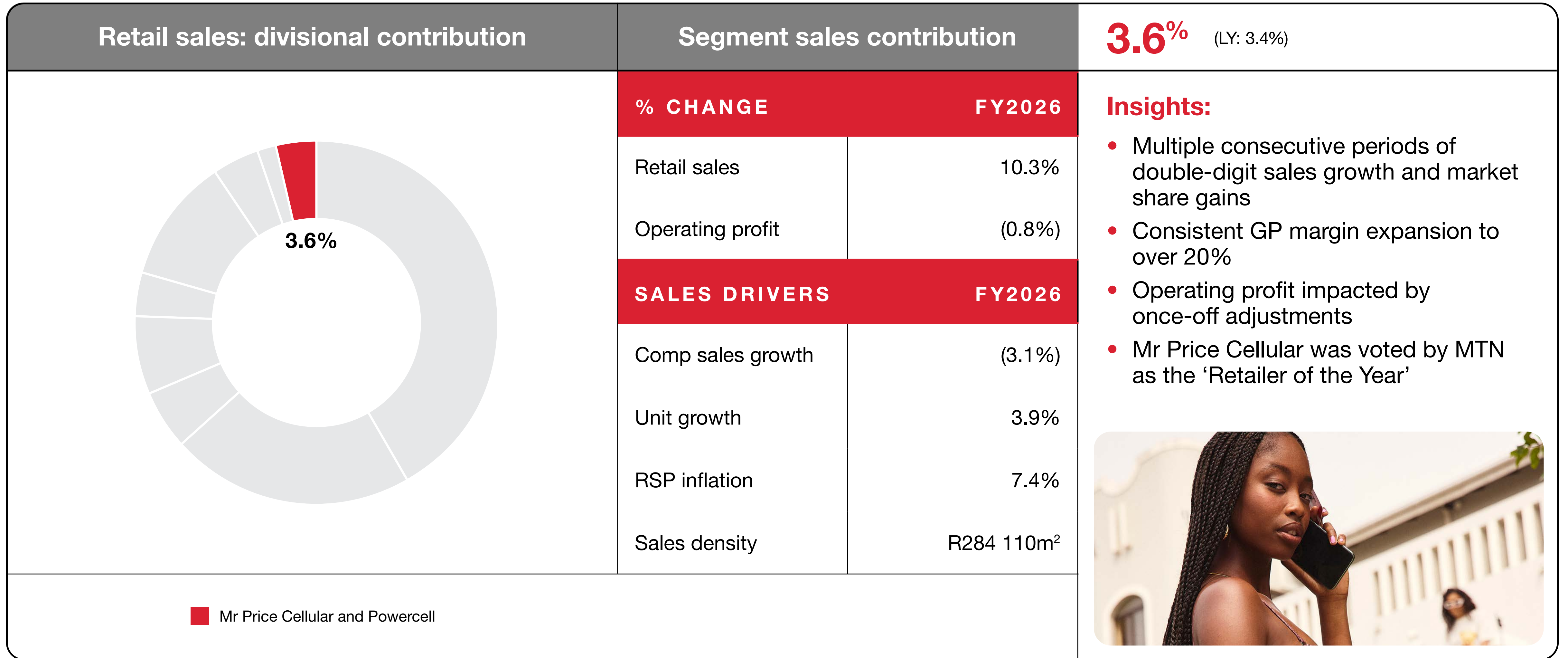
Gross profit	
42.0%	+80 ^{bps}
Operating profit	
R3.9 ^{bn}	+3.5%
Normalised: R4.1^{bn}	+9.2%
Diluted HEPS [#]	
913.9c	+0.3%
Normalised: 991.4c	+8.8%

Normalised excludes R217m expensing of all once-off transaction costs relating to the acquisition of NKD



SEGMENTAL PERFORMANCE | HOMEWARE





SPACE GROWTH

Total group-owned stores

3 182



APPAREL SEGMENT	TOTAL STORES	NEW STORES
Mr Price Apparel	643	17
Mr Price Kids	40	1 [^]
Miladys	271	11
Mr Price Sport	186	9
Power Fashion	354	32
Studio 88 (5 trading chains)	1 006	80
	2 500	

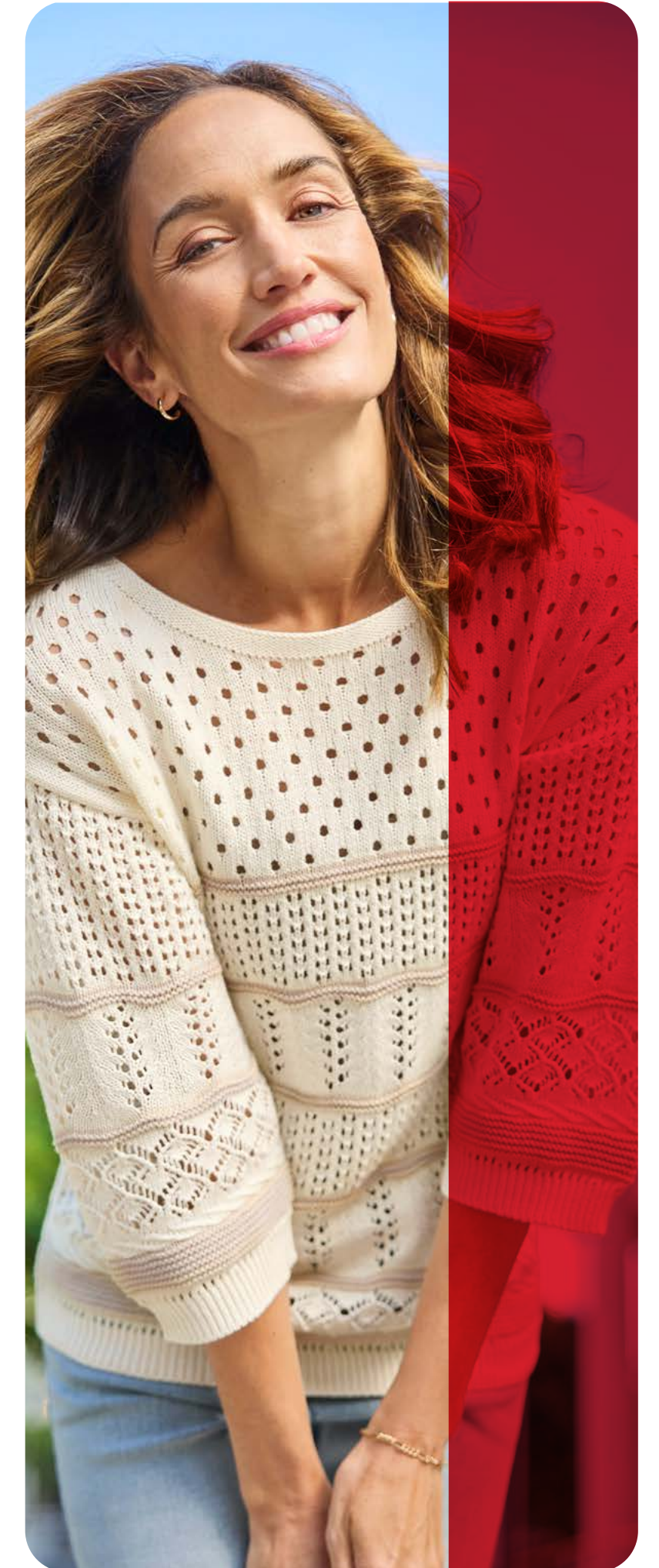
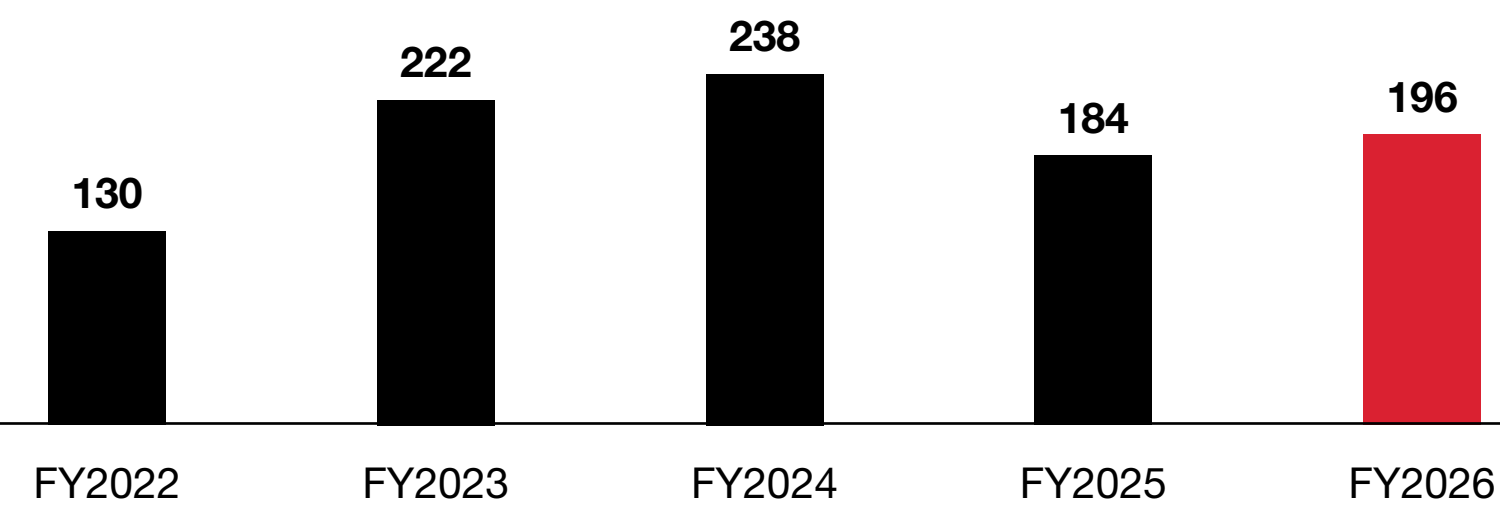
HOMEWARE SEGMENT	TOTAL STORES	NEW STORES
Mr Price Home	238	8
Sheet Street	333	9
Yuppiechef	25	4
	596	

TELECOMS SEGMENT	TOTAL STORES	NEW STORES
Mr Price Cellular (482 store-in-store locations)	86	25
	86	

Store and space growth insights

- Weighted average space growth:
 - New: +4.1%
 - Net: +3.6%
- New stores: 196
 - Apparel segment: +150
 - Homeware segment: +21
 - Telecoms segment: +25
- New store returns:
 - Strong performance with ROOA well in excess of thresholds and WACC

Number of new stores opened



SPACE GROWTH



Divisions	Store movements				Closing stores	W.avg net growth (m ²)
mrprice	-2	6	18		683	3.0%
MILADYS	-5	11			271	(0.7%)
mrprice sport	-11	9			186	2.1%
studio (5 trading chains)	-25		80		1 006	7.3%
power	-4	-2	32		354	7.0%
mrprice home	-5	-1	5	8	238	1.9%
sheet•street	-10	9			333	(2.0%)
YUPPIECHEF		4			25	12.0%
mrprice money			25		86	29.7%
	TOTAL STORE MOVEMENTS				TOTAL	NET GROWTH
Stores	Closures: 44	Reductions: 11	Expansions: 12	New stores: 196	3 182	3.6%

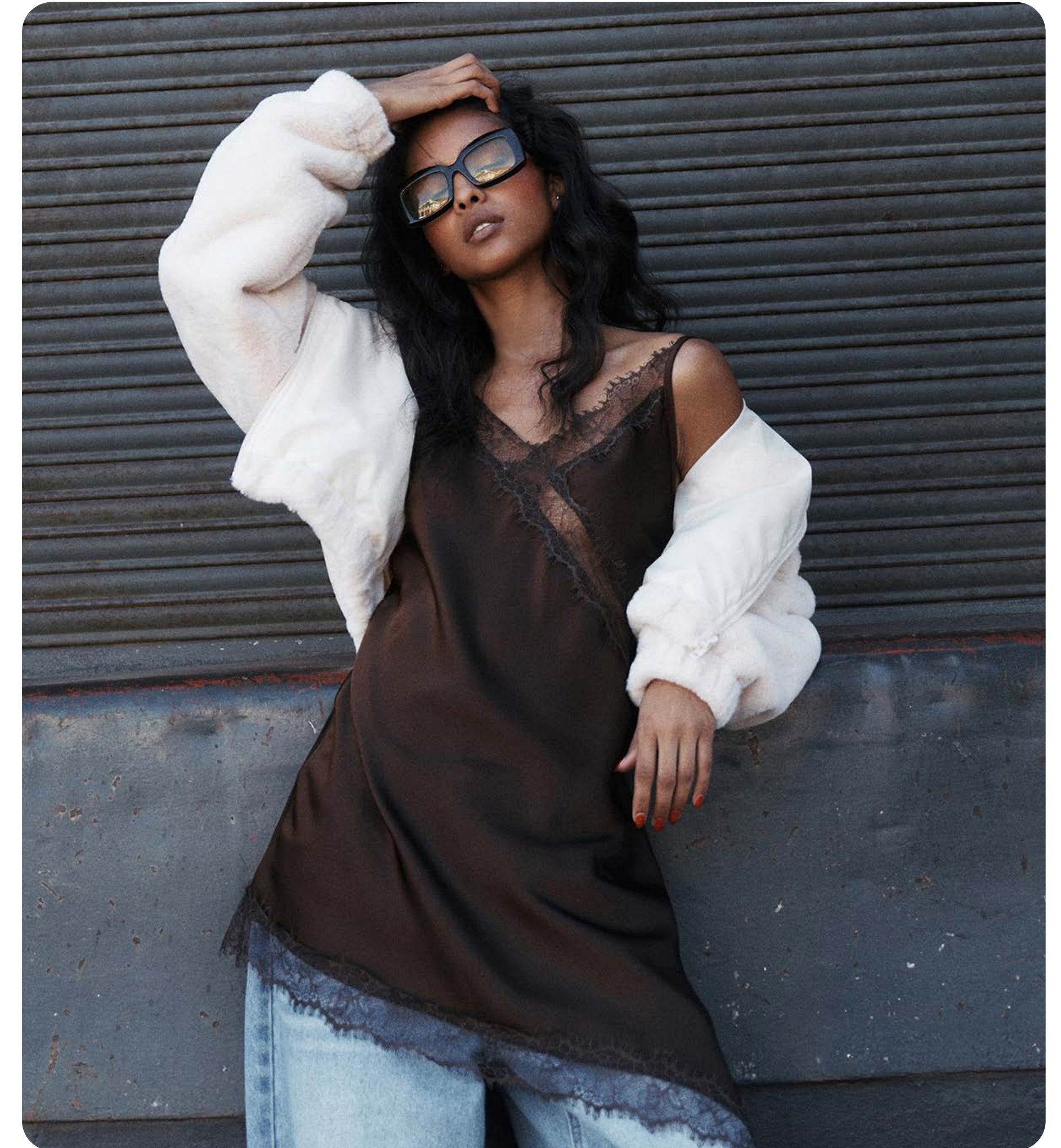


Gross profit			
	FY2026	FY2025	MEDIUM-TERM TARGET
Group	41.2%	40.5%	40% - 42%
Apparel	41.8%	41.2%	40% - 42%
Homeware	42.8%	42.3%	41% - 43%
Telecoms	20.7%	20.0%	18% - 20%

GP margin performance

- Group:
 - Three consecutive years of GP margin improvement
 - Gains across all trading segments

Have achieved or exceeded current medium-term targets: five-year strategy process will reconsider future SA targets and the impact of NKD on all group metrics



OVERHEAD EXPENSES



Contribution to total expenses (R'm): Selling expenses 73.3%; Admin expenses 26.7%

	FY2026	FY2025	% CHANGE	CONT. TO RSOI [#]
Depreciation* and amortisation	3 232	3 030	6.7%	26.8%
Employment costs	5 018	4 653	7.9%	41.7%
Occupancy costs	1 210	1 132	6.9%	10.0%
Other operating costs	2 587	2 546	1.6%	21.5%
Total expenses	12 047	11 361	6.0%	100.0%
Total normalised expenses	11 832	11 361	4.2%	

- Employment costs:
 - Opened 196 new stores
 - Excluding LTI share scheme credits in the base, costs up 3.3%
- Occupancy costs:
 - Increase in utilities, higher than CPI
 - W.avg net space growth of 3.6%
- Other operating costs:
 - Decreased 6.8%, excluding NKD acquisition related costs

Have achieved or exceeded current medium-term targets: five-year strategy process will reconsider future SA targets and the impact of NKD on all group metrics

Group expenses to RSOI: 28.4% (normalised: 27.9%), in target range of 27.5% - 28.5%

OPERATING MARGIN



	FY2026	FY2025	MEDIUM-TERM TARGET
Group	14.2%	14.2%	13% - 15%
Apparel	16.1%	15.4%	16% - 18%
Homeware	12.2%	12.1%	13% - 15%
Telecoms	8.9%	9.7%	9% - 11%

Operating margin performance

- Group operating margin expanded by 50bps to 14.7% on a normalised basis
- Apparel segment up 70bps, gains by four out of five divisions
- Gains in all homeware divisions with focus on further expansion into targeted range
- Telecoms margin impacted by once-off adjustments, expect to normalise by FY2027

Have achieved or exceeded current medium-term targets: five-year strategy process will reconsider future SA targets and the impact of NKD on all group metrics





Credit sales

R4.4^{bn}

10.6%
of total sales

3.5%
YoY growth

Credit environment:

- Credit sales reflecting conservative consumer spending
- Interest rate cuts of 75bps
- New accounts approved increased by 11.0%
- Account approval rate increased to 21.9% from 20.3%

Debtors' book

R'M	MAR 26	MAR 25	MAR/MAR
Debtors' book	3 118	3 006	3.7%
NBD: book (excl collection costs)	8.9%	7.8%	
Impairment provision	13.1%	13.2%	

Net bad debt to book:

- NBD: book lower than industry due to strict affordability criteria
- Impairment provision lower than PY and remains adequate



BALANCE SHEET ANALYSIS



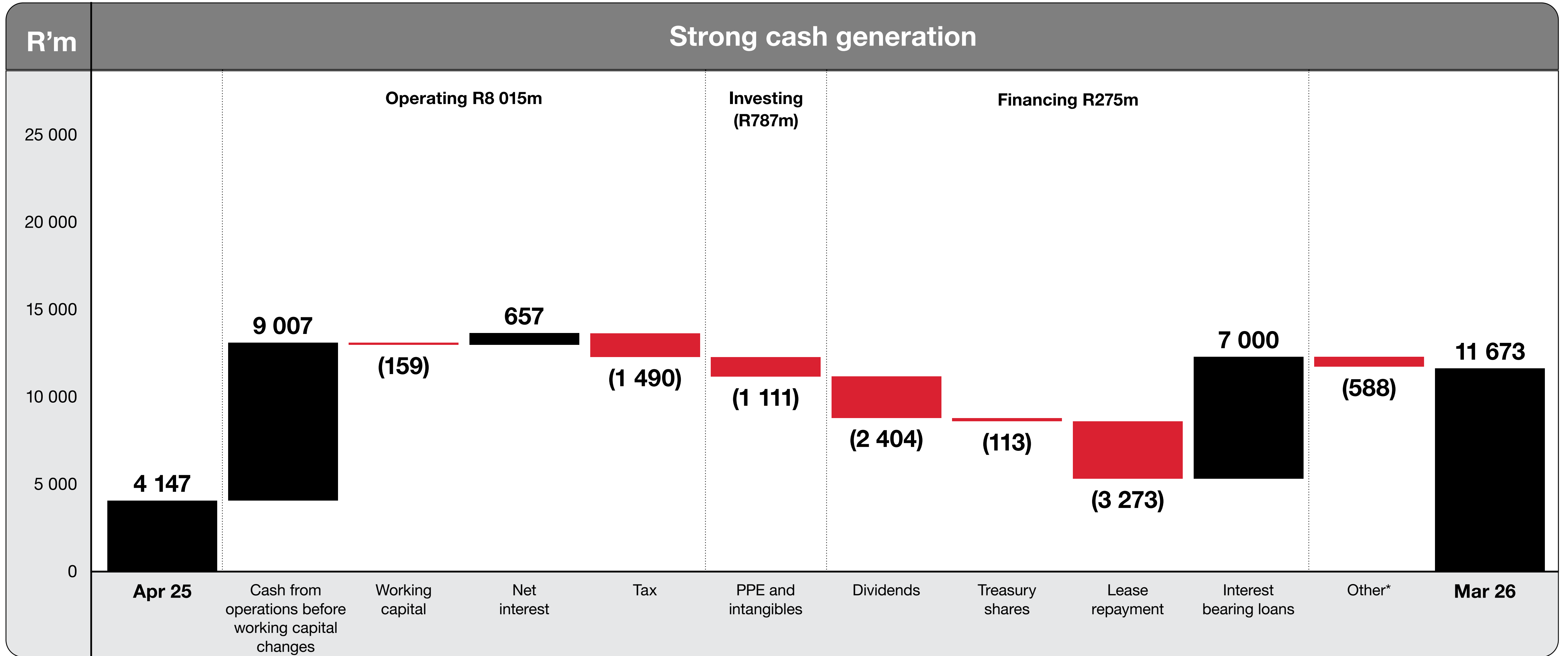
R'M	MAR 2026	MAR 2025
Non-current assets	17 265	16 867
Current assets	23 422	15 672
Inventories	8 290	7 894
Trade & other receivables	3 197	3 134
Cash & cash equivalents	11 673	4 147
Other	262	497
Total	40 687	32 539
Shareholders equity	14 594	13 432
Non-controlling interest	734	988
Non-current liabilities	13 550	7 959
Interest-bearing loans	7 000	-
Lease liability and other	6 550	7 959
Current liabilities	11 809	10 160
Total	40 687	32 539

- Strong stock management to achieve growth of 5.0% at year-end
- Stock freshness (0-3 months ageing) of 82.6%
- Stock provision remains adequate despite volatile environment

- Growth in cash balance driven by take-on of interest-bearing loans
- Excluding interest-bearing loans, cash balance increased by ~R526m to R4.7bn



CASH FLOW MOVEMENTS

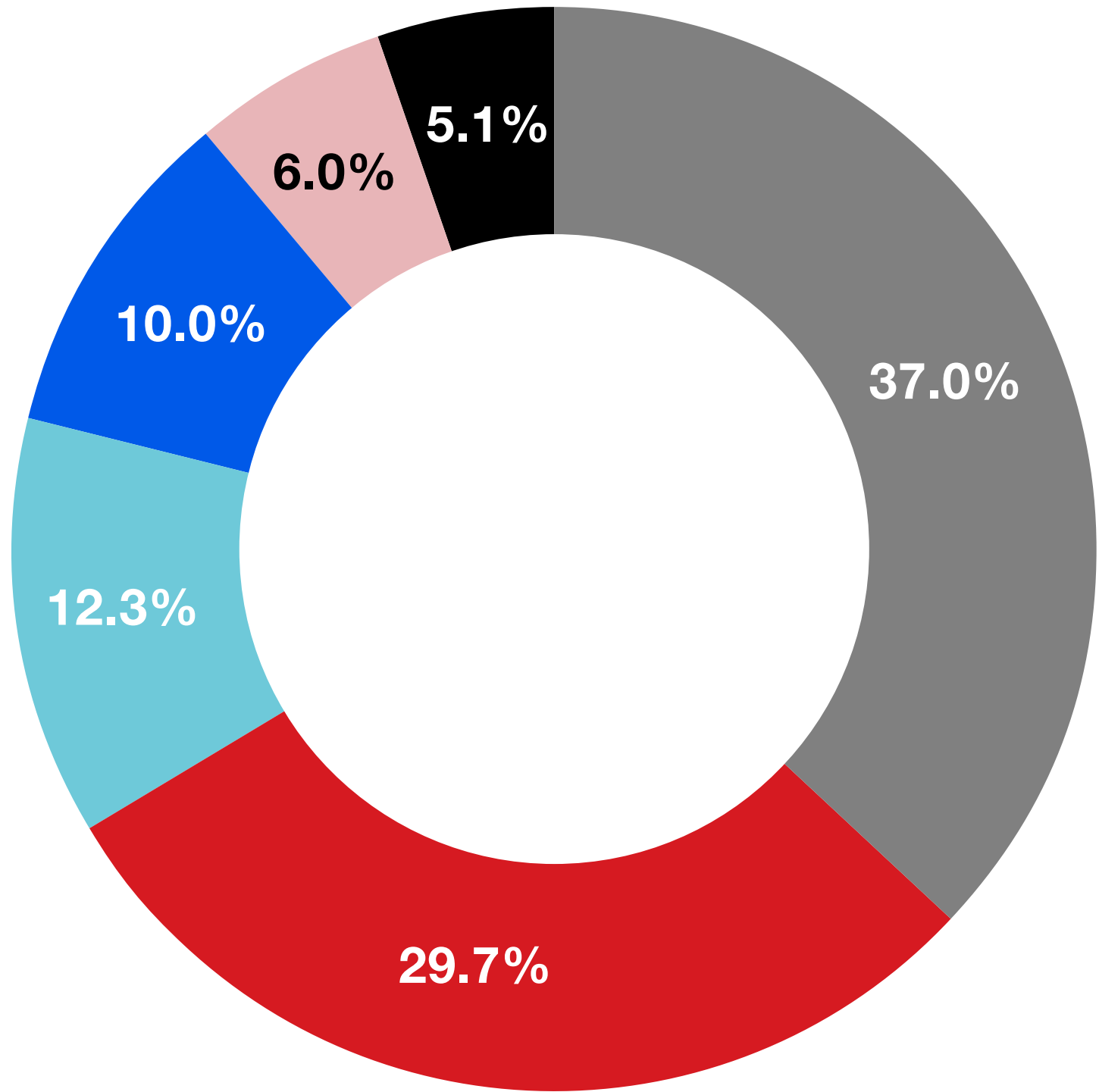




Funded wholly from cash reserves

Capital expenditure FY2026 R1.1bn

Primarily allocated to stores (44.8%)



KEY

- Logistics
- New stores
- Technology
- Store revamps
- Other
- Store expansions

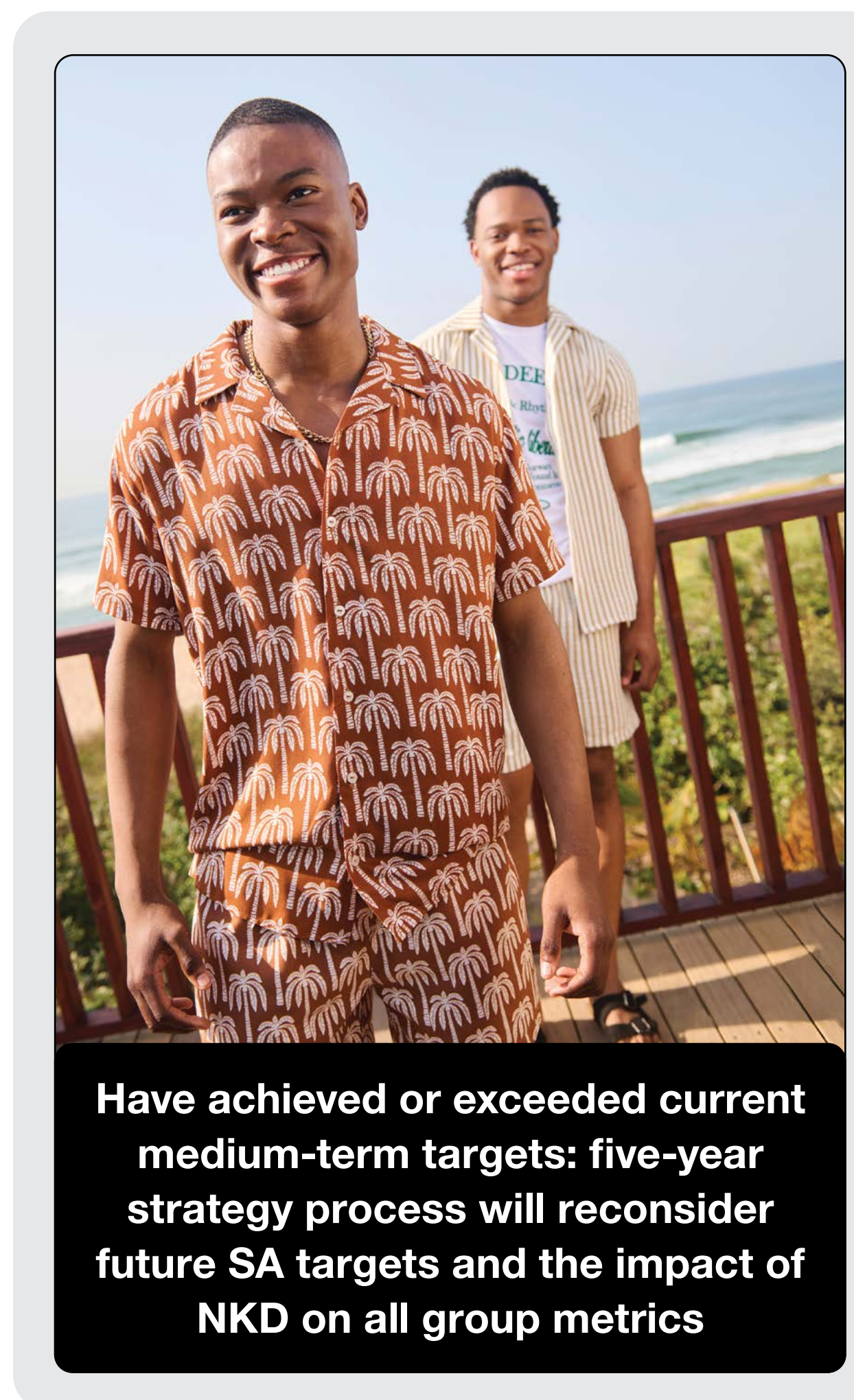
FY2027 outlook:

- Capex: South Africa R1.1bn | Europe €24m
- Majority allocated to strategic enablement and new stores: South Africa ~180 | Europe ~150
- Weighted average space growth of ~3% to 4%
- Group Net debt:EBITDA of 1.4x lower than medium-term target of 1.5x - 1.75x, with sufficient headroom

METRICS AND RETURNS



KEY OPERATING METRICS	FY2026	FY2025	MEDIUM-TERM TARGET	ACHIEVED
Returns				
ROE	25.9%	27.2%	24% - 26%	✓
ROA	10.5%	12.2%	12% - 14%	-
Dividend payout ratio	63.0%	63.0%	63.0%	✓
Cash generation				
Cash conversion ratio	85.8%	94.9%	>85.0%	✓
Stock turn	3.0x	3.2x	>4.0x	X
Cash generation				
Gross profit	41.2%	40.5%	40% - 42%	✓
Expenses/RSOI	28.4%	27.9%	27.5% - 28.5%	✓
Operating margin	14.2%	14.2%	13% - 15%	✓
Gearing				
Debt: Equity	1.65	0.97	Accretion considered	✓



Have achieved or exceeded current medium-term targets: five-year strategy process will reconsider future SA targets and the impact of NKD on all group metrics



03

Strategic Focus & Outlook

MARK BLAIR



Mr Price Apparel remains the most shopped* apparel retailer in South Africa

Mr Price is the 7th strongest brand across South Africa's Top 100 Brands^

Dedicated local management team

Strong track record of financial discipline and execution

Differentiated fashion value offering – 15 trading chains with wide customer appeal

Fit-for-purpose value retail model



Established scalable infrastructure for future growth

Proven value chain agility and technology enabled

Optimised channel strategy – attractive new store opportunities remain

Highly cash generative business with ~90% cash sales

Well positioned to benefit from improving South African economy



We are known for consistent and disciplined execution, and managing distraction

Key for 2026 and 2027:

- Evolving the South African business
- Focus on delivery of the European NKD business case
- Do not foresee further M&A or new market entry





Continue to deliver what we are known for:

VALUE POSITIONING

Manage merchandise inflation - remain the customers' Value Champion

Continue to deliver differentiated fashion

PROFITABLE MARKET SHARE GROWTH

Comparable store sales growth strategies

Delivering strong new store pipeline at appropriate payback period

CONTINUE TO SCALE EFFICIENT SUPPLY CHAIN OPERATIONS

Further integration of acquired South African businesses into scaled DCs and outbound logistics network





CASH GENERATION, CAPITAL ALLOCATION AND TREASURY MANAGEMENT:

- Group cash flow management and capital structure optimisation
- Reduce level and cost of debt in Europe – full benefit evident in FY2028

BUILDING A MORE EFFICIENT, FUTURE-FIT ORGANISATION: FIVE-YEAR STRATEGY PROCESS TO TAKE PLACE IN FY2027

- Embedding Babson retail metrics
- Review of business model and ways of working
- Updated strategic KPIs and revised group medium-term metric targets to be set
- Continued modernisation of technology and accelerated adoption of new technologies
- Deeper understanding of the evolving customer journey to inform retail strategies
 - Evaluation of CRM, loyalty and personalisation
 - Customer data and data ecosystems





NKD STRATEGIC PRIORITIES:

Achieve performance objectives

Appropriate balance of profitable store openings and exiting of underperforming stores

Prove business model in test markets and investigate new test markets

Assess high impact synergy opportunities with initial focus across the value chain - process to be governed by Group CEO

Accounting policy evaluation





AS REPORTED IN AFS*

Revenue
€703.8m | +2.8%

- Comp sales +1.9% | Opened net 70 stores
- Market share gains in three largest markets (NKD: +2.9% vs Value market: +0.3%)
- Continued store closure programme

GP margin
+170bps

- Continued focus on strategic sourcing model
- Focused markdown reduction

Operating profit
€40.0m | +40.5%

- Operating margin expanded 150bps
- Cost discipline continues but leverage driven by improved GP margin

PAT
€12.1m | -7.6%

- Includes once-off debt re-financing and transaction related costs of ~€2.2m
- FX impact of EUR/USD volatility reported in financial income and expenses
- Includes interest expense on bank debt and shareholder loans of €7.3m

Cash balance: **€60.0m**
 Bank debt: **€52.4m**

- Debt repayment during CY2025: €10m



Supply chain: remains resilient and stable, capable of responding to global and geopolitical disruptions

- Carrier surcharges:
 - Strong relationships with group's carriers enabled successful management of rising input costs
 - Shipping rates contracted to end December 2026 at attractive pricing
- Supply routes:
 - No significant delays as main routes are not affected - diversion of vessels where needed to mitigate risks of late arrivals
 - Improving performance of the Durban port. Stock flow remains unaffected and on-time
- Road logistics network/courier network:
 - Impact of increased fuel prices

Merchandise and procurement: processes and supplier partnerships have been refined through previous external disruptions

- Benefit of group volumes
- Secured spring/summer 2026 pricing with minimal impact
- Potential for raw material inflation in Q4 FY2027
- Consistent hedging policies being applied - prevailing rates better than prior year

Rand/\$ appreciation of 8.4% (Mar'26 vs Mar'25) and further improvement into Apr/May 2026 will soften possible cost impact of disruption



OPERATING AND CONSUMER ENVIRONMENTS

- Immediate impact on fuel prices
- Increased probability of extended higher oil price
- Risks of disrupted international trade routes impacting supply chains
- Consumer confidence remains subdued
- Inflationary pressures limiting real wage growth
- Inflection in interest rate cycle, higher consumer debt-servicing costs
- GDP forecasts likely to reflect more subdued environment



We are approaching the year cautiously. Post year-end, April trade was challenging but improved into May and early June. We are comfortable that we have the value chain agility to respond positively to changing conditions.



04

Appendix

REVENUE



R'M	FY2026	FY2025	% CHANGE
Retail sales	41 146	39 439	4.3%
Other revenue ¹	1 253	1 276	(1.9%)
Financial services & telecoms	1 138	1 099	3.5%
Other	115	178	(35.5%)
Total retail sales, interest & other revenue	42 399	40 715	4.1%
Finance income	255	218	17.2%
Total revenue	42 654	40 933	4.2%

1. Debtors interest and charges up 4.5% | 75bps repo rate cut



EARNINGS & DIVIDEND PER SHARE



R'M	FY2026	FY2025	% GROWTH	% GROWTH NORMALISED
Profit attributable to shareholders (R'm)	3 732	3 647	2.3%	8.0%
W.avg shares in issue (000)	257 437	257 484		
Basic earnings per share	1 449.5c	1 416.3c	2.3%	8.0%
Addbacks (R'm)	12	20		
Headline earnings (R'm)	3 744	3 667	2.1%	7.7%
Headline earnings per share	1 453.9c	1 424.0c	2.1%	7.7%
Shares for diluted earnings (000)	265 122	265 832		
Diluted headline earnings per share	1 411.8c	1 379.3c	2.4%	8.0%
Dividend per share	916.0c	897.1c	2.1%	



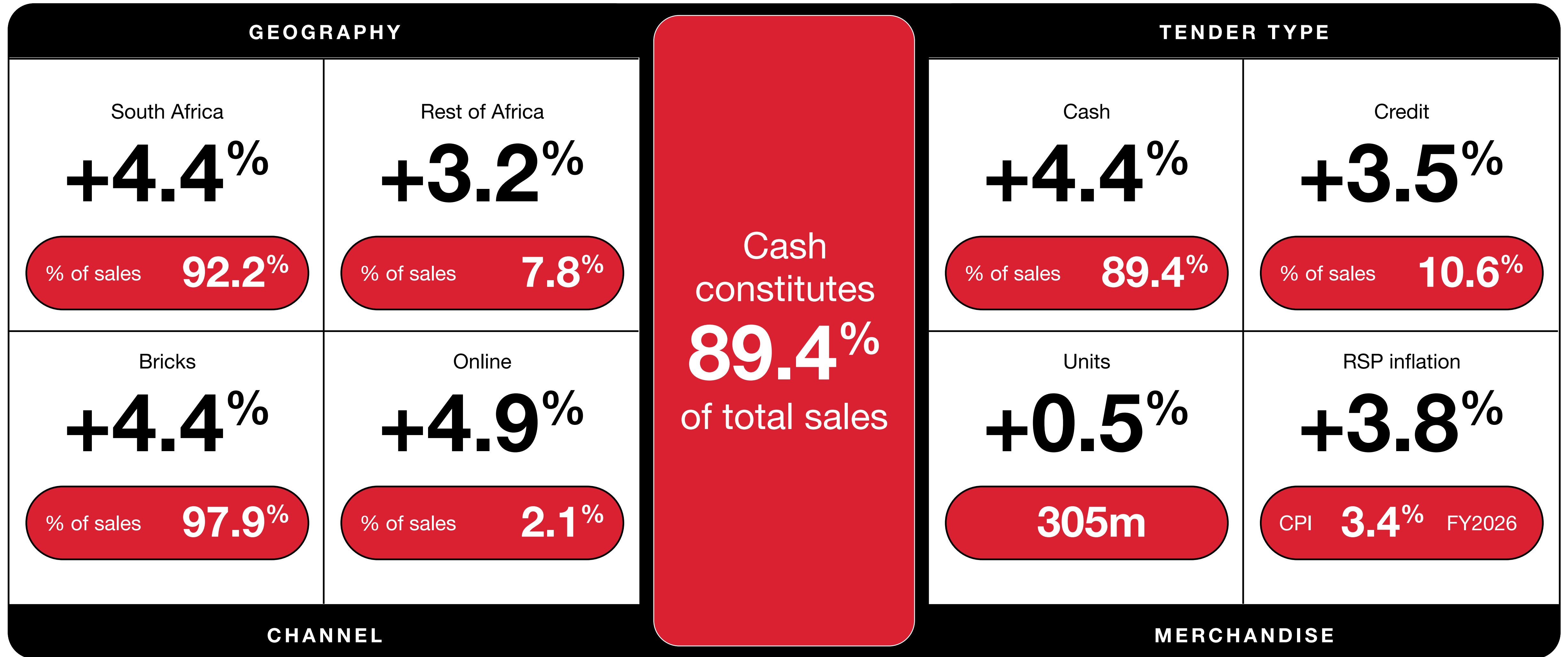
EBITDA RECONCILIATION



R'M	FY2026	FY2025	% GROWTH	% GROWTH NORMALISED
Profit from operating activities	6 028	5 780	4.3%	8.0%
Total depreciation & amortisation	3 312	3 177	6.3%	
EBITDA	9 340	8 897	5.0%	7.4%



GROUP SALES GROWTH DRIVERS



REST OF AFRICA



AS A % OF TOTAL GROUP SALES

FY2025	7.9%	FY2026 7.8%
--------	------	------------------------

NUMBER OF STORES

Corporate owned stores	253	266
Franchise	13	

SALES GROWTH (ZAR)

FY2026		3.2%*
--------	--	--------------

