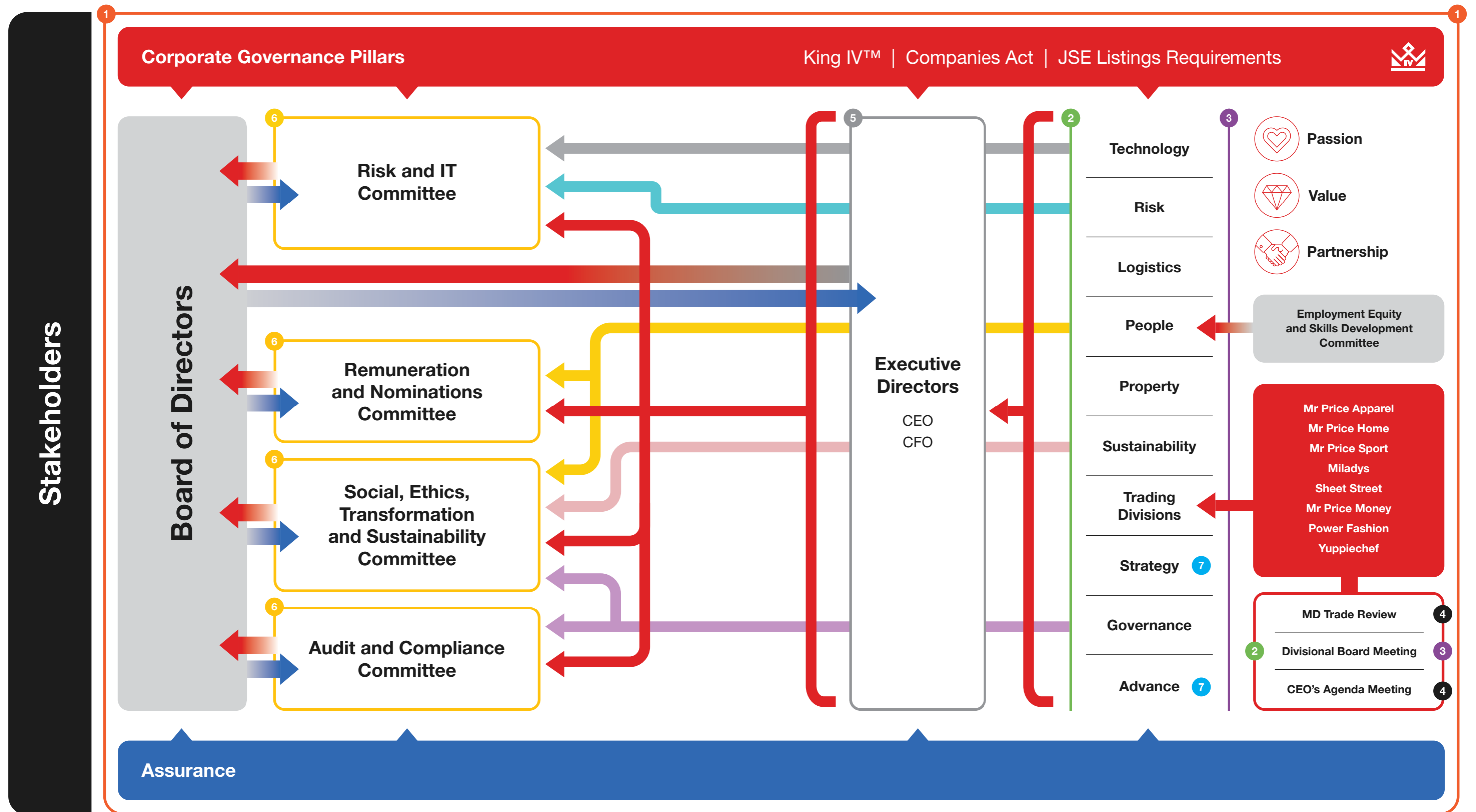


Governance Framework

Key: Delegation of Authority Reporting Obligation



1 The activities and actions undertaken by the board, its committees, executive management and senior management are in the context of and underpinned by (i) the group beliefs of Passion, Value, Partnership, (ii) the group ethics framework and (iii) the group's code of conduct.

2 Details of attendees at these meetings are included in the board and management committees document on the website: www.mrpricegroup.com.

3 Trading division and centres of excellence board meetings occur in April, July and October.

4 MD trade review meetings occur in January. CEO's agenda meetings occur in March and September.

5 Leadership team.

6 Non-member director attendance at committee meetings is high, which allows for the sharing of information between committees and facilitates transparency and robust informed deliberations.

7 No separate divisional board meetings are held.

Opportunities are sought by the Strategy team, whether organic or inorganic, to achieve the group's vision to be the most valued retailer in Africa.

The Advance team drives data literacy, supporting the business in making more data-led decisions.