2025
INTEGRATED REPORT
For the year ended 29 June 2025

Cashbuild

CONTENTS

DOCUMENTS AVAILABLE ON THE COMPANY'S WEBSITE:

www.cashbuild.co.za

- ESG Summary Report
- King IV™ Application Register
- Stakeholder engagement and material matters identified by shareholders
- Cashbuild Equality and Diversity Policy Statement

UN SDGs APPLICABLE TO CASHBUILD

ABBREVIATIONS AND DEFINITIONS

The abbreviations and definitions used throughout this Integrated Report are detailed on pages 185 to 187.

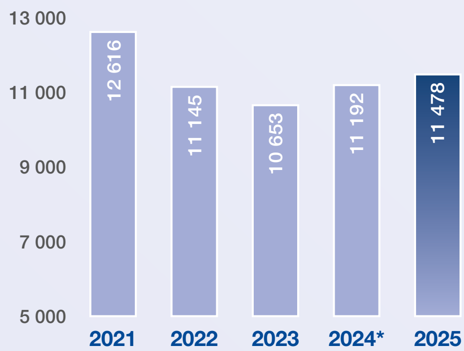
FIVE YEAR TRENDS

for the year ended 29 June 2025

Cashbuild is a southern African-based retailer of building materials and products at the best value, direct to the public.

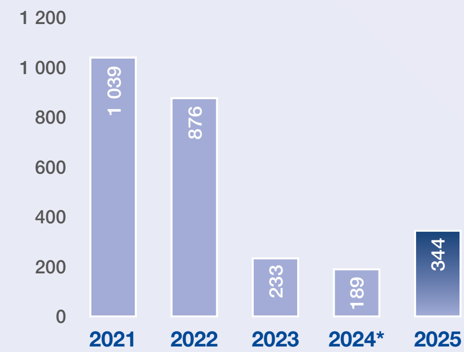
Our footprint encompasses **318 stores** trading across six countries throughout southern Africa.

Revenue
(R'm)



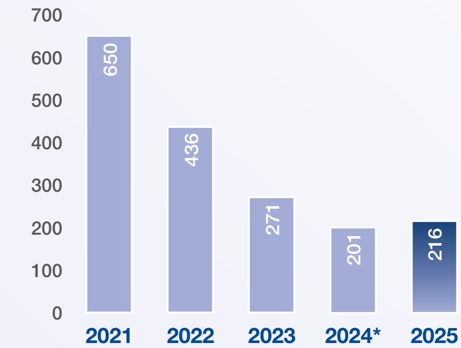
Cashbuild employed **5 357** people as at 29 June 2025, of which 91% are based in South Africa and 33% are female.

Operating profit
(R'm)

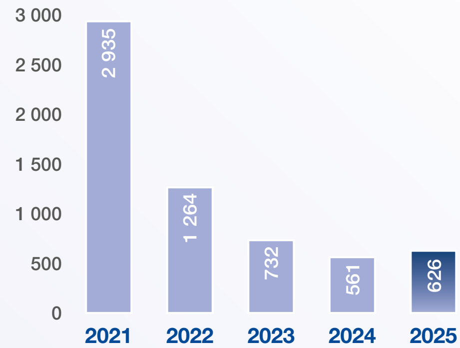


* *2024 includes 53rd week of trading.*

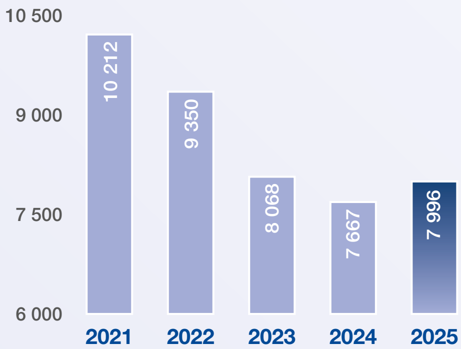
Headline earnings
(R'm)



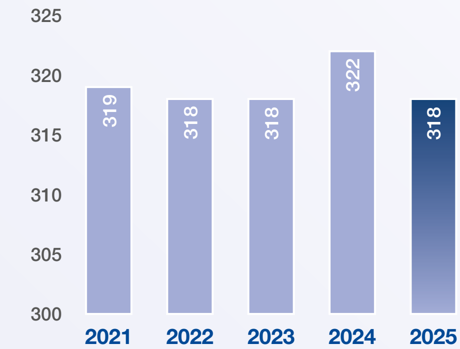
Total dividend per share
(cents)



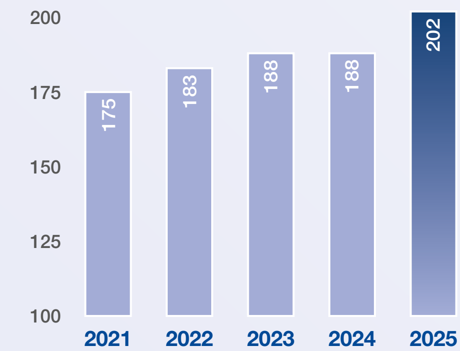
NAV per share
(cents)



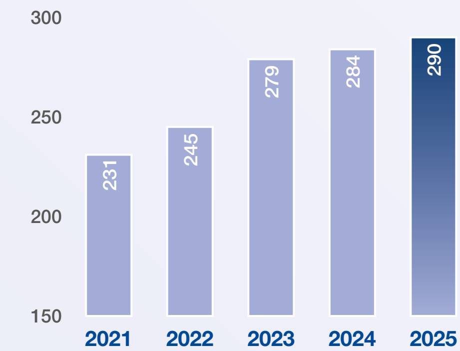
Number of stores



CSI spend
(R'm)



Energy conversion projects to date
(stores)



ABOUT THE REPORT

This Integrated Report provides an overview of Cashbuild's activities for the financial year ended 29 June 2025.

This Report was prepared in accordance with IFRS, the requirements of the Companies Act, the JSE Listings Requirements, the principles of King IV™ and the JSE Sustainability Disclosure Guidelines and strives to provide information on all aspects of Cashbuild's activities in an integrated manner.

SCOPE AND BOUNDARY

This Integrated Report aims to provide a balanced, clear and comprehensive review of the business by reporting on the financial and non-financial performance of the Group. It deals with the material matters, risks and opportunities faced by the Group in the ordinary course of business as well as the Group's governance, social and environmental responsibilities to create value for each of its identified stakeholders and the communities in which the Group operates.

There are no material changes to the content of this Report compared to the 2024 Integrated Report other than enhancing the disclosure. This Report reflects on the Group's current and anticipated financial performance as well as non-financial performance in line with its strategic objectives. The Group has also published its application of the King IV™ Principles, in terms of the JSE Listings Requirements, as well as an ESG Summary Report aligned with the JSE Sustainability Disclosure Guidance.

The Board has considered the volume and complexity of the information in this Integrated Report and is of the opinion that it does not warrant a summarised version. However, additional information pertaining to certain sections in this Report has been placed on the Group's website.

REPORTING FRAMEWORKS

Cashbuild continues to enhance the Integrated Report and follows the guidelines provided by the IIRC's International < IR > Framework in terms of reporting according to the Six Capitals. This year we have also reported against the GRI Standards where applicable.

To guide and inform Cashbuild's decisions during the preparation of this Report, we applied the principles, requirements and guidelines contained within various regulations, codes, documents and standards as set out in the table below.

	Integrated Report	Annual Financial Statements
IIRC's International < IR > Framework	✓	✓
JSE Listings Requirements	✓	✓
Companies Act	✓	✓
IFRS	✓	✓
King IV™	✓	✓
UN SDGs	✓	–
JSE Sustainability Disclosure Guidance	✓	–
GRI Standards	✓	–

ESG

Cashbuild continued to enhance the ESG content disclosure within the 2025 Integrated Report. Cashbuild had a GAP analysis performed on its ESG disclosure at the start of 2025 and recommendations as well as enhancements have been implemented this year. Our sustainability reporting includes the disclosure and communication of ESG material topics and goals. The benefits of sustainability reporting include improved corporate reputation, increased innovation, improvement of risk management, and building consumer confidence.

The interaction between the Six Capitals and the compliance to the UN SDGs are explained or indicated by using icons where applicable throughout this Integrated Report. Our reporting was also assessed against the GRI Standards where applicable.

Our strategy is to pursue sustainability compliance through our actions. The ESG Report that commences on page 50 of this Integrated Report, is aligned with the JSE Sustainability Disclosure Guidance. The Group aligned its disclosure with the IFRS Sustainability Disclosure Standards, in particular, IFRS S1. The IFRS disclosures are supported by the JSE Sustainability Disclosure Guidance.

DISCLAIMER

This Integrated Report may contain certain forward-looking statements concerning the Group's strategy, financial conditions, growth plans and expectations. Such views involve both known and unknown risks, assumptions, uncertainties and important factors that could materially influence the actual performance of the Group. No assurance can therefore 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.

It is the Board's responsibility to ensure the integrity of this Integrated Report. The Board has applied its mind to the Report and in its opinion, this Report addresses the material matters and risks as well as fairly represents the integrated performance of the Group.

MATERIALITY, MATERIAL MATTERS AND MATERIAL RISKS

Materiality

The Integrated Report is intended to provide insight into matters and risks identified as most relevant and material to Cashbuild and our various stakeholder groups, which could potentially impact our strategy and the Group as a going concern. Material risks are identified for the Group through an internal and external materiality determination process.

When making materiality judgements, the Executive Management Team and the Board assess the available information holistically from a quantitative as well as a qualitative perspective and consider whether the matter could impact the Group's ability to create value and/or reasonably be expected to influence a primary user's decision.

The Board, specifically the Audit and Risk as well as the Social and Ethics Committees, play pivotal roles in the determination of Cashbuild's material risks as well as opportunities that arise in the course of conducting our business activities.

Material matters

Cashbuild continues to improve its disclosure and reporting on the material matters affecting the Group. The review included updating sector trends, key stakeholder expectations and peer disclosures, in order to identify good practice and common material matters. The process conducted during the year is set out in detail on page 25 of this Integrated Report with our stakeholder engagement and related material matters commencing on page 26 of the Integrated Report.

Material risks

Material risks are identified on an ongoing basis through our Group Risk Management Policy and closely and actively managed by the Executive Management Team with oversight from the Board. Matters identified and considered material for our stakeholders are also reported in the Integrated Report.

Comprehensive information pertaining to our material risks and opportunities can be found on pages 36 to 43 of this Report.

ASSURANCE

The ESG Report has not been independently assured for the 2025 financial year. The Group's own internal audit function reviews the ESG information on request from the CFO. Certain information is scrutinised by external assurance providers where this has been deemed relevant and necessary.

In accordance with the Companies Act and the JSE Listings Requirements, the Annual Financial Statements of Cashbuild have been audited by Deloitte for the year ended June 2025. The Independent Auditor's Report can be found on pages 117 to 120 of this Report.

Cashbuild has an Internal Audit Department and together with the Audit and Risk Committee, assess all internal and external assurances obtained and match these to identified risks.

An independent accredited empowerment rating agency has provided assurance on the B-BBEE Scorecard for the current financial year. Please refer to pages 65 and 66 for more detail on our Scorecard and current B-BBEE rating. In accordance with paragraph 16.21(g) and Appendix 1 to Section 11 of the JSE Listings Requirements, notice is hereby given that the Company's Annual B-BBEE Compliance Report in terms of Section 13G(2) of the BBEE Act has been published on the Company's website.

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ABOUT CASHBUILD

KEY FINANCIAL STATISTICS

		% change	29 June 2025	30 June 2024[1]
FINANCIAL CAPITAL				
Revenue	R'000	2.6	**11 477 631**	11 191 654
Operating profit	R'000	81.9	**343 986**	189 145
Profit before taxation	R'000	125.2	**311 137**	138 177
Attributable earnings	R'000	149.6	**221 172**	88 601
Headline earnings	R'000	7.8	**216 204**	200 625
HEPS	Cents	9.8	**1 040**	947
Dividend per share	Cents	11.6	**626**	561
NAV per share[2]	Cents	4.3	**7 996**	7 667
Cash and other short-term funds	R'000	95.1	**1 948 586**	998 811
MANUFACTURED CAPITAL				
Number of stores		(1.2)	**318**	322
Number of trading weeks			**52**	53
Average basket size	Rand	(1.1)	**729**	737
Total wealth created/distributed and reinvested	Rand	(3.1)	**1 826 523**	1 884 037
HUMAN CAPITAL				
Number of employees		(2.1)	**5 357**	5 472
Revenue per employee	R'000	4.8	**2 143**	2 045
B-BBEE rating level			**7**	8
New employees		18.7	**1 024**	863
Learnerships granted		76.8	**99**	56
INTELLECTUAL CAPITAL				
Number of main trading brands			**2**	2
Number of registered trademarks			**9**	9
SOCIAL CAPITAL				
Number of schools contributed to		55.9	**198**	127
Value of school donations	R'000	55.1	**2 955**	1 905
SMME projects	R'000	>100.0	**5 000**	21
Other	R'000	(12.6)	**1 537**	1 759
Payments to delivery drivers	R'000	4.5	**192 652**	184 361
Total CSI and SED spend	R'000	7.5	**202 144**	188 046
NATURAL CAPITAL				
Total number of stores converted through energy conservation projects to date		2.1	**290**	284

1. *The year ended 30 June 2024 consists of 53 weeks compared to a normal calendar year of 52 weeks.*
2. *Based on ordinary number of shares in issue.*

OUR GROUP AT A GLANCE

Cashbuild is a southern African-based retailer of building materials and products providing these at the best value, direct to the public.

Cashbuild opened its first store in **1978 and was listed on the Main Board of the JSE in 1986.**

Our growth strategy is robust and has stood us in good stead given the current challenging economic climate across southern Africa.

We continue to **strengthen our stakeholder relationships** through our commitment to mutual growth and our **sound strategies for sustainability.**

Our footprint encompasses 318 stores (2024: 322 stores) trading across **six countries throughout southern Africa.**

As at 29 June 2025 **we employed 5 357** (2024: 5 472) **employees** and **431** (2024: 377) **delivery driver contractors.**

Cashbuild subscribes to the **highest ethical standards and business practices** and has a well-entrenched and defined business philosophy around all its stakeholders.

VISION, MISSION AND CORE VALUES

OUR VISION

WHAT WE STRIVE FOR

Our vision is to be the preferred retailer and integrated supplier of building materials, associated products and services across all market segments in selected countries.

OUR MISSION

OUR UNDERTAKING

We are the preferred retailer and integrated supplier of building materials, associated products and services, through chosen brands, across all market segments in selected countries.

We conduct business in a socially and environmentally responsible manner and continuously seek to maximise returns to all our stakeholders through:

- our ability to understand our customers and markets, which enables us to offer a focused range of products and services suited to the specific needs of each of these markets;
- our mutually beneficial relationships with our suppliers, substantial buying power and ability to control costs, which enables us to offer quality, best value products and services at convenient locations, to all our customers;
- our progressive human resources practices, which promote a challenging and productive working environment, as well as ensures that all our people develop to their fullest potential and are recognised and rewarded for outstanding performance;
- improving the lives of people where we trade, by providing best value products and services, offering employment opportunities, promoting enterprise development and supporting selected community projects; and
- optimally utilising all our resources and applying industry and technology best practices through The Cashbuild Way, thereby providing superior and sustainable returns to our shareholders, both financial and non-financial.

OUR CORE VALUES

OUR PRINCIPLES

Our values form the basis of all our engagements, both within the Group and externally. Rather than being an aspiration, these values are demonstrated in the Group on a daily basis, with every employee being accountable for acting in accordance with these values at all times.

Our core values are:

- we **follow through** to be successful;
- we **strive** to do it right first time, every time;
- we **aim to deliver** exceptional service and total customer satisfaction;
- we **take pride** in what we do and show respect and honesty in all our dealings;
- we **empower**, **recognise** and **reward** our people; and
- we **manage** and **improve** our business through The Cashbuild Way.

CHAIRMAN'S REPORT

Alistair Knock | *Chairman*

"In a year defined by persistent geopolitical tensions and mounting financial pressure on consumers, Cashbuild once again demonstrated its resilience and strategic agility. Navigating a complex operating environment, the Group remained steadfast in its commitment to growth, community impact, and operational excellence – delivering solid results despite the headwinds."

It is with great pride that I present the Chairman's Report for the financial year ended 29 June 2025. Despite a challenging macroeconomic environment, where uncertainty has become the norm, our business has demonstrated resilience and agility, achieving strong top-line growth year-on-year.

This has been achieved by concentrating on the fundamental strengths of the Company, including steadfast adherence to The Cashbuild Way, unwavering focus on customer needs and careful resistance to unproven ventures outside the Group's proven strategy.

The South African DIY retail market continues to evolve, driven by a strong culture of self-reliance and urbanisation. The total DIY market, according to Statista, is expected to report a modest compound annual growth rate of less than 1% over the next five years. Cashbuild's historic five-year growth rate for revenue equates to 2.6%, which means the Group is performing ahead of the South African market. Consumers are increasingly seeking cost-effective, sustainable, and locally sourced materials, which aligns well with our product strategy and community-focused initiatives.

TRADING CONDITIONS

The market for building materials remained under pressure due to various global as well as local uncertainties.

Lower LSM consumers in South Africa continue to face significant financial strain, despite some signs of economic stabilisation. While inflation has moderated from an average of 6.0% in 2023 to an average 4.4% in 2024, rising costs for essentials such as food, utilities, and transport have eroded disposable income. Many households are adopting survival strategies, with the majority of consumers seeking additional income streams, and some consumers expecting to increase personal debt to sustain their livelihoods. The cost-of-living crisis has disproportionately impacted lower-income groups, with a notable shift toward value-driven purchasing, including switching to cheaper brands, bulk buying, and leveraging loyalty programmes. Overall, financial health remains fragile, with consumers prioritising affordability and basic needs over discretionary spending, like home improvements.

Cement remains the top-selling product, reflecting its central role in residential development. Although industry cement reports are indicating solid future growth prospects on the back of planned Government infrastructure projects, cement manufacturers are expecting a decline in sales for next year. Our strategic partnerships with local suppliers and our focus on price competitiveness have enabled us to ensure that we are able to attract customers to our stores and report good growth.

Decorative sales ranked as the second-highest contributor in our product portfolio, driven by strong demand for interior renovation solutions. Cashbuild has strategically expanded its paint offering, and the positive impact of this initiative is already evident in improved sales performance and customer engagement.

Timber, one of Cashbuild's other main product categories, also experienced good growth. We have noted a demand for melamine, masonite, and gloss boards for cabinetry as well as countertops, hence introducing the Cabifit brand.

Despite the ongoing challenges in the operating environment, Cashbuild remains strongly positioned to meet the evolving needs of customers across southern Africa. The Group's strategy over recent years has focused on reinforcing core retail fundamentals, ensuring well-stocked shelves through robust inventory management and maintaining close, reliable relationships with suppliers. Financial discipline continues to be a cornerstone of Cashbuild's operations, with stringent controls embedded in the Group's culture. Coupled with a deep-rooted commitment to ethical business practices, these principles underpin Cashbuild's sustained profitability and its leadership position in the building materials retail sector.

OUR PEOPLE

Cashbuild is firmly committed to fostering a diverse and inclusive workplace, with strong focus on removing any form of discrimination against any ethnic, gender or cultural grouping, driven by constant emphasis on race and gender equality. In South Africa, we are proud to report that 82.8% of our management positions are held by HDSAs, and women make up one-third of our total workforce.

As part of our commitment to national development and education, Cashbuild has maintained a Bursary Programme to help cultivate critical skills which we will need in future years. The programme fully funds tuition, textbooks, accommodation, and, where needed, provides a monthly stipend. Importantly, it also guarantees employment within the Group upon graduation. Since its inception in 2014, 25 students have been enrolled at various universities, with 14 having completed their studies. Of these, seven now hold key roles within the organisation, demonstrating the programme's tangible impact and our ongoing investment in South Africa's future.

SUSTAINABILITY FEEDBACK

Cashbuild places a strong focus on business sustainability, with particular attention to ESG principles. The ESG Policy is structured to identify material ESG risks and establish controls to mitigate them through sustainable strategies implemented across the Group. The Group remains committed to transparent disclosure of significant ESG impacts and the corresponding mitigation measures, as detailed in the ESG Summary Report, which is aligned with the GRI Standards.

Cashbuild's active role in uplifting previously disadvantaged communities, particularly through initiatives focused on children's education and community well-being, demonstrates its deep commitment to social sustainability. The Company is dedicated to driving meaningful change both within the organisation and in the broader society. This commitment is reflected in our total CSI contribution, which increased by 7.5% to R202.1 million (2024: R188.0 million), underscoring our support for the communities in which we operate.

CHAIRMAN'S REPORT (CONTINUED)

This investment is regarded as a strategic driver, reinforcing Cashbuild's commitment to being an integral part of the community, particularly in underserved and less affluent areas.

The Group is committed to sourcing products that meet all applicable building industry standards, including those set by the SABS and other recognised certification bodies. As a responsible and sustainable retailer, we ensure that all sourced products comply with relevant legislation, particularly regarding product labelling and safety warnings. For products with limited shelf lives, such as paint and cement, our procurement and inventory management practices are continuously updated to minimise waste and prevent the disposal of expired stock.

For more information, please refer to the ESG Report starting on page 50.

BOARD COMPOSITION, GOVERNANCE, AND KING IV™

Cashbuild is supported by a skilled, diverse, and independent Board whose collective expertise and experience play a vital role in guiding the Group's strategic direction. As in previous years, the Board has diligently fulfilled its responsibilities, drawing on the strengths of its members to support management and shape a resilient strategy to navigate the Group through its challenges. The Board remains unwavering in its commitment to safeguarding the interests of shareholders and other stakeholders, reinforcing the Group's long-term sustainability.

I would also like to highlight the Board's strong commitment to upholding the highest ethical standards in corporate governance. The Board fully endorses the principles of King IV™, which are deeply embedded in the Group's internal controls, policies, and procedures that guide its conduct and decision-making.

For all governance-related information, please refer to pages 78 to 88.

Changes to the Board

The composition of the Board remained unchanged during the year under review.

APPRECIATION

As we reflect on a year marked by considerable challenges and uncertainty, I wish to extend my sincere appreciation to all those who have contributed to Cashbuild's resilience and continued progress.

The Board remains focused on delivering sound performance for its shareholders who have seen fit to invest in the Company and expect some certainty in a world where uncertainty has made returns that much harder to predict.

To my fellow Board members, thank you for your unwavering commitment, strategic insight, and the depth of experience you bring to the table. Your guidance and support have been instrumental in strengthening governance and enabling sound decision-making throughout the year.

To Werner and the Executive Management Team, I commend your steadfast leadership and tireless efforts in navigating the Group through a complex and evolving operating environment. Your ability to remain focused and agile in the face of both domestic and global headwinds is truly commendable.

To our employees across the Group, your dedication, professionalism, and perseverance form the backbone of our success. Your daily contributions ensure that we continue to deliver value to our customers and stakeholders alike.

I also extend heartfelt thanks to our loyal customers for their continued trust and support. We remain committed to offering high-quality products at competitive prices, tailored to meet the needs of the diverse communities we serve through our extensive retail network.

Looking ahead, I am confident that Cashbuild's clearly defined strategy – anchored in our core values and embodied in "The Cashbuild Way" – will continue to drive sustainable, long-term growth across all areas of the business, while enhancing value for all stakeholders.

Alistair Knock
Chairman

1 September 2025

SUSTAINABLE VALUE CREATION

02

THE CASHBUILD WAY

HOW WE DO THINGS

As a retailer our business is simple: we buy and we sell but we do it The Cashbuild Way.

The Cashbuild Way is a set of policies and procedures that guide how we do things throughout the Group and conduct our relationships with external stakeholders. The Cashbuild Way refers not only to our documented policies but also to all our dealings with various stakeholders.

We buy quality building materials and associated products, supporting local suppliers as far as possible.

We aim to support local growth and development, positively influence the upstream value chain and build mutually beneficial long-term relationships.

We then sell quality building materials and associated products to our customers at the best value. We aim to ensure a pleasant shopping experience for all our customers in each of our stores located throughout southern Africa with conveniently located stores, quality products, reputable brands and value-added services. Our customers are provided with in-store expertise, advice, service and assistance as well as various loyalty programmes, credit services, online shopping and a free local delivery service.

The Cashbuild Way aims to benefit each and every one of our stakeholders so that our customers as well as our employees, shareholders, suppliers and communities gain value from our operations. Our business model on pages 20 and 21 illustrates our value creation, showing our inputs, outputs and outcomes clearly.

The Cashbuild and P&L Hardware values are aligned and are consistent with those of prior years.

WHY INVEST IN CASHBUILD

The Cashbuild Way business outlook, together with our strategy and corporate sustainability approach focused on the Six Capitals for the year ended 29 June 2025 is presented below:

- We are one of the larger retailers of quality building materials and associated products in southern Africa.
- We have an experienced Board and Executive Management Team.
- We strive to grow our employee base on an annual basis and invest extensively in the communities in which we trade.
- Our financial position is healthy and robust, allowing us to take advantage of growth opportunities when they arise.
- We continue to successfully open new stores and refurbish or relocate existing stores.
- We are a responsible corporate, taking our ESG commitments seriously, ensuring we adhere not only to the necessary laws, regulations and principles in play, but also embracing the spirit in which these were promulgated.
- We reward our shareholders by paying a dividend consistently.

OUR DIFFERENTIATORS

WHAT MAKES US UNIQUE

We focus on our customers, ensuring that our stores:
- are always in stock and ready for business;
- carry quality branded products at the best value;
- provide free local customer delivery services; and
- are ready to go the extra mile.

We focus on our communities, ensuring that:
- we approach each new region with cultural sensitivity and awareness;
- we develop and empower the community sustainably; and
- we create direct and indirect employment opportunities.

We focus on our people, ensuring that:
- our management approach is consistent;
- internal growth and development opportunities are supported by best in class;
- HR systems, policies, processes are fair and equitable;
- our store managers feel empowered and supported; and
- we take pride in the Cashbuild and P&L Hardware brands and act according to our core values.

We focus on our suppliers, ensuring that:
- we use local suppliers and support their growth and development;
- we build long-term relationships based on common value sets;
- we positively influence the upstream value chain; and
- we create opportunities to partner for mutual growth.

We focus on sound governance and compliance, ensuring that:
- The Cashbuild Way is aligned to ISO 9001;
- we apply the principles of King IV™;
- we live by our core values; and
- we apply the three lines of defence auditing system.

CHIEF EXECUTIVE OFFICER'S REPORT

Werner de Jager | *Chief Executive Officer*

> "The year under review showed encouraging signs of moderate growth, driven by the Group's strategic initiatives, including a strong focus on maintaining competitive cement pricing."

The DIY trading environment remained under pressure throughout the financial year, impacted by persistent consumer challenges, political instability and local economic uncertainty. Despite these headwinds, Cashbuild delivered a resilient performance for the year ended 29 June 2025, outperforming the prior year's 52-week results.

THE YEAR AT A GLANCE

The Group's results for the 52-week year ended 29 June 2025 showed positive growth trends, but as a result of above inflationary cost increases, margins came under pressure despite good cost controls. The Group's average selling price inflation remained steady at 1.7%. However, the average basket size declined by 1.1%, from R737 in 2024 to R729. This decrease is primarily attributed to a shift in customer mix, with a higher proportion of retail shoppers compared to "bakkie" builders. Total customer transactions grew by 5.8% on a 52-week comparable basis, slightly outpacing revenue growth, largely due to the same shift in shopper profile.

During the year under review, Cashbuild introduced two new store initiatives, namely Cashbuild Xtra and Cabifit. Cashbuild Xtra is taking an existing larger Cashbuild store and extending the range of product offering as well as introducing new product categories. Cabifit is a cut, edge and drill shop, as well as a trusted supplier of quality cabinet fittings, focused on delivering excellence and reliability to meet various design and functional needs of contractors and cabinet makers. At year-end, Cashbuild had opened two Cabifit stores (one in-store concept) as well as converted two stores to Cashbuild Xtra stores.

At the financial year-end, Cashbuild had 318 stores (2024: 322 stores). During the year, Cashbuild opened eight (8) new stores (seven (7) Cashbuild and one (1) P&L Hardware) and refurbished 26 stores. Twelve stores were closed due to

CHIEF EXECUTIVE OFFICER'S REPORT (CONTINUED)

underperformance during the year, being 11 P&L Hardware stores and one (1) Cashbuild store. We also relocated one (1) P&L Hardware store and converted six (6) P&L Hardware stores into Cashbuild SMS stores. The store expansion, relocation and refurbishment strategy of the Group is executed in a controlled manner and only implemented once a feasibility process has been undertaken. The opening of the new SMS Cashbuild stores are on track.

Our e-Commerce offering continued to report solid growth, with revenue from e-Commerce and digital channel sales increasing by 6.2% from R34.9 million (2024) to R37.0 million, which equates to 0.32% (2024: 0.30%) of total revenue generated. We still do not expect this to become a large portion of sales due to the nature of our business.

A summary of the Group's statutory results for the 52 weeks ended 29 June 2025 (compared to the 52-weeks results ended 30 June 2024):

- Revenue increased by 5% to R11.5 billion;
- Operating profit increased by 82% to R344 million;
- EPS increased by 163% to 1 043 cents; and
- HEPS increased by 10% to 1 040 cents.

FINANCIAL REVIEW

The Group adopts the retail accounting calendar, which comprises the reporting period ending on the last Sunday of the month (year ended June 2025 – 52 weeks; June 2024 – 53 weeks). Although the Group traded for 53 weeks in the prior financial year, it is appropriate and in line with generally accepted practice in the retail sector to illustrate the comparative 52-week period (being the 53 weeks of the FY2024 year excluding the last week) as well as the statutory period trading (52 vs 53 weeks).

52-weeks vs 52-weeks

Group revenue increased by 5% to R11.5 billion from R11.0 billion. Revenue for stores in existence prior to July 2023 (pre-existing stores – 304 stores) increased by 4%, with our 14 new stores contributing 1%. Transactions through the tills increased by 6% compared to the previous year. Selling price inflation was 1.7% at the end of June 2025 when compared to June 2024.

52-weeks vs 53-weeks

Group revenue for the year increased by 3% to R11.5 billion from R11.2 billion. Revenue for stores in existence prior to July 2023 (pre-existing stores – 304 stores) increased by 2%, with our 14 new stores contributing 1%. Transactions through the tills increased by 4% compared to the previous year. Gross profit increased by 2% with gross profit margin percentage increasing from 24.7% (2024) to 24.8%.

Operating expenses decreased by 3% impacted by the prior year impairment of R136.7 million of goodwill and trademarks in P&L Hardware and an extra week's expenses included in the 53rd week of the prior year. Adjusting for the impairment and 53rd week expenses, the growth is 5% made up of existing stores 4% and new stores 1%.

Operating profit increased by 82% (normalised is 7%) from R189 million (2024) to R344 million.

Basic earnings per share increased by 163% from 396 cents (2024) to 1 043 cents, with headline earnings per share up 10% from 947 cents (2024) to 1 040 cents.

Cash and other short-term funds increased to R1 949 million due to June 2025 suppliers' payment processed after financial cut off, in contrast to the prior year where the payment was processed in June 2024, before financial cut off. Stock levels, including new stores have increased by 7% with stock days increasing from the prior year to 96 days (2024: 90 days).

Net asset value per share increased by 4% to R79.96 (2024: R76.67) due to share repurchases during the financial year.

DIVIDENDS

The Board declared a final dividend of 300 cents. As a result, the total dividend amounts to 626 cents per share, an increase of 12% on the previous total dividend of 561 cents per share. The dividend cover policy of the Company has been maintained at 1.5 times based on headline earnings.

STRATEGIC OVERVIEW AND INITIATIVES

We remain steadfast in our strategic commitment to becoming a leading retailer of building materials and related products across southern Africa, consistently delivering exceptional value directly to our customers. Our strategy is firmly anchored in our vision, mission, and core values, which are outlined on page 9 of this Integrated Report.

We uphold the highest standards of ethical conduct, guided by our Code of Ethics and aligned with both local and international corporate governance frameworks, as detailed in The Cashbuild Way. In parallel, we are deepening our focus on sustainability, striving to create meaningful, lasting impact in the communities we serve and to improve lives. Further information on our key ESG priorities and initiatives can be found in the ESG Report section, commencing on page 50.

The partnership with the National Housing Finance Corporation (NHFC), announced at the start of this financial year, saw the launch of a project called Zakhelikhaya. This project empowers our customers to realise their dreams of homeownership, contribute to the alleviation of the massive housing shortage in South Africa and foster stability and prosperity within communities where we do business across South Africa. The Zakhelikhaya project has begun to yield positive outcomes, albeit at a slow pace. As at the reporting date, R148.6 million

has been approved and disbursed by our partner, the NHFC, with R36.8 million generating revenue and the balance awaiting spend from customers. Cashbuild has partnered with Capitec Bank Limited (Capitec) and launched the Capitec Home Improvement Loan product in the South African store network. The Capitec Home Improvement Loan product has proven to be a driver of customer purchases across the Cashbuild and P&L Hardware network. In the financial year ended 29 June 2025, a total of R530 million in loans was disbursed to our customers.

LOOKING AHEAD

As we look ahead to 2026, we remain cautiously optimistic despite the persistent challenges facing our core customer base. South Africa's economic growth, according to the World Bank and International Monetary Fund, is projected to improve modestly, with GDP expected to expand by approximately 1.2% to 1.3% for 2026. While this growth is a step in the right direction, it remains below the levels required to drive meaningful economic inclusion and job creation.

Unemployment continues to be a significant concern, with forecasts indicating a marginal decline but still hovering around 32.7%. This reality underscores the financial pressure on many of our customers, particularly those in the lower LSM segments who are most vulnerable to economic shocks.

Consumer sentiment remains fragile, especially among lower-income households. Although some relief has come through social support measures and lower interest rates, persistently high cost inflation and energy costs have eroded disposable income and dampened spending confidence. These factors are expected to continue influencing purchasing behaviour in the year ahead.

Group revenue for the seven weeks subsequent to year end is 6% higher than the prior year's comparative seven-week period.

In this environment, our strategic focus remains clear: to deliver affordable, accessible, and relevant DIY solutions that empower our customers to improve their homes and lives. We will continue to invest in value-driven offerings, operational efficiency, and community engagement to ensure we remain a trusted partner to households navigating economic uncertainty.

While the road ahead may be uneven, we are confident in our ability to adapt, grow, and serve with purpose.

APPRECIATION

I would like to extend my heartfelt appreciation to my colleagues and the entire team for their unwavering dedication, resilience, and loyalty throughout what has been another challenging year. Your commitment remains the cornerstone of Cashbuild's strength and success.

To our loyal customers and shareholders, thank you for your continued trust and support. I also wish to acknowledge our valued industry partners, suppliers, contractors, and both formal and informal collaborators. Your partnership plays a vital role in helping us continuously improve our product and service offerings.

Finally, my sincere thanks to the Cashbuild Board, and in particular my Chairman, for your steadfast support and insightful guidance during this financial year.

Werner de Jager
Chief Executive Officer

1 September 2025

THE SIX CAPITALS

WHAT WE STRIVE FOR WITH THESE CAPITALS:

FINANCIAL

To generate sustainable profits which will enable the Group to expand and grow our business.

HUMAN

To ensure that our staff complement is diverse, motivated, skilled, ethical and safe. To invest in our people through creating opportunities for skills development and ensuring succession planning.

SOCIAL

To invest in the communities in which we operate. To ensure upliftment through the support of local entrepreneurs, creating local employment opportunities. To ensure that our procurement and supply chain management is in line with our ethical values to meet our customers' needs and expectations. To develop and empower our communities through learnership programmes and bursaries.

INTELLECTUAL	MANUFACTURED	NATURAL
To ensure that the Cashbuild and P&L Hardware brands remain synonymous with quality service and product delivery.	To expand our footprint and build stores responsibly to best serve our customers.	To minimise our impact on the environment and its resources and expect our stakeholders to do the same.

The interaction between the Six Capitals and the compliance to the UN SDGs are explained or indicated by using icons where applicable throughout the Integrated Report.

OUR BUSINESS MODEL

INPUTS

FINANCIAL CAPITAL

- Risk management
- New opportunities
- Strategic planning
- Strong financial position
- Shareholder investments

HUMAN CAPITAL

- Internal recruitment processes
- Training and development
- Discipline
- Employee forums
- Code of Ethics
- Health
- Transformation
- Industrial relations

SOCIAL CAPITAL

- New store openings
- Free local customer deliveries
- Delivery driver programme
- Local brick and block makers
- Glass cutters
- Learnership and bursary programmes

INTELLECTUAL CAPITAL

- Experienced Board and Executive Management
- Cashbuild and P&L Hardware brands
- Process aligned to IT systems
- Registered trademarks

MANUFACTURED CAPITAL

- Procurement and supply chain
- Product responsibility
- Customer service
- Security and crime prevention
- Growing store footprint
- Local sourcing

NATURAL CAPITAL

- Energy and carbon management
- Water conservation
- Waste generation and recycling

OPERATIONS

PURCHASE OF STOCK

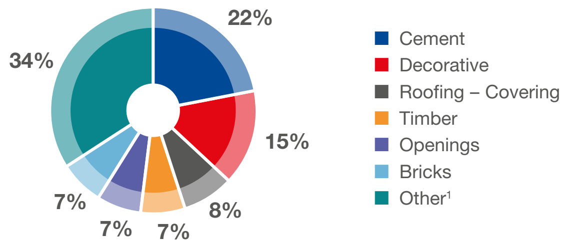
1 Suppliers

Using local suppliers, as far as possible, we strategically source quality building materials and associated products.

2 Products

Our product range consists of building materials such as cement, timber, bricks and associated products such as tools, hardware and plumbing.

Primary products (%)



1. *Other primary products represents sales from products that are similar in nature and individually, contributes less than 6% to revenue.*

3 Stores

Our products are delivered directly to our stores to ensure that we minimise costs and that we are always in stock and ready for business.

UN SDGs

NATIONAL DIY RETAIL NETWORK

Customers 4

Our customers are building contractors, home improvers, farmers, traders and anybody looking for quality building material at the best value.

Online customers 5

Cashbuild has an e-Commerce and digital sales channel called CB Shopper and the VIC loyalty programme.

These are used to drive product-focused campaigns as well as enhance customer service.

Services 6

In addition to our in-store expertise, advice and assistance, we provide clients with a free local delivery service, an online store, credit services and various loyalty programmes.

Contractors 7

Cashbuild's policy of free local deliveries provides a value-added service to customers and directly supports local entrepreneurship and employment creation.

OUTPUTS	OUTCOMES

FINANCIAL CAPITAL

Outputs
- Revenue growth
- Cost savings
- New, refurbished and relocated (where necessary) stores
- Informed shareholders
- Wealth created

Outcomes
- Increased profitability
- Market share growth
- Improved shareholder return
- Industry leadership

HUMAN CAPITAL

Outputs
- Skilled workforce
- Lower staff turnover
- Healthy staff morale
- Minimise injuries
- Increased employment of HDSAs
- Employee safety

Outcomes
- Considered employer of choice
- Attract and retain best people
- Staff experience and skilled workforce
- Profit sharing
- Improved HDSA management representation

SOCIAL CAPITAL

Outputs
- Create local employment opportunities
- Art@Heart (school donations)
- Support entrepreneurs

Outcomes
- Community upliftment
- Encourage entrepreneurship
- Improved brand loyalty
- Good corporate citizenship

INTELLECTUAL CAPITAL

Outputs
- Established management team
- Succession plan
- Trusted brands
- Efficient systems that enhance controls and reduce operational risks
- e-Commerce initiatives

Outcomes
- Increased market share
- Considered brand of choice
- Market knowledge and being ahead of the curve in terms of market trends and influences
- Increased sales and customer interaction through various initiatives

MANUFACTURED CAPITAL

Outputs
- Good quality products at best value
- No "grey" goods
- "Every day best value" – marketing
- Loyal customers
- Number of local jobs created/ supported through local sourcing

Outcomes
- Expanded stores and customer base
- Suppliers with same shared ethical values
- Continued safe environment
- Sustainable profits

NATURAL CAPITAL

Outputs
- Energy efficiency
- Low carbon footprint
- Reduced water consumption

Outcomes
- Ensure a clean environment
- Sustainable business practices

OUR GROUP STRUCTURE

The Group's organisational structure differs from its operational reporting structure. The Group is organised into different operational areas each headed by an Operations Executive reporting to the Senior Operations Executive, who in turn reports to the Chief Operating Officer. The Chief Operating Officer and Operations Executives are members of the Executive Management Team.

CASHBUILD AND P&L HARDWARE

Shane Thoresson
Chief Operating Officer

CASHBUILD

Ian Mc Kay
Senior Operations Executive

All Cashbuild operations, including non-South African operations

P&L HARDWARE

Fanie Craggs
Operations Executive

Ops 1	**Tyron Myburgh** | *Operations Executive* Mpumalanga, Limpopo, Gauteng and Botswana
Ops 3	**Anthony Prins** | *Trainee Operations Executive* Gauteng, Mpumalanga, Malawi, eSwatini and Limpopo
Ops 4	**Anton Hattingh** | *Operations Executive* Gauteng, KwaZulu-Natal, Namibia, Free State and North West
Ops 7	**Mark Scholes** | *Operations Executive* Western Cape, Eastern Cape, Northern Cape, Free State and Lesotho

Customer Centricity, CSI and B-BBEE	**Disemelo (Mimi) Masala** | *Divisional Director Operations*
Special Projects	**Shane Thoresson** | *Chief Operating Officer*

OUR GEOGRAPHICAL FOOTPRINT

Cashbuild positions its stores to bring quality building materials at best value to communities and strives to enhance the community in which each store trades. Store locations are selected on the basis of in-depth feasibility studies and extensive stakeholder engagements.

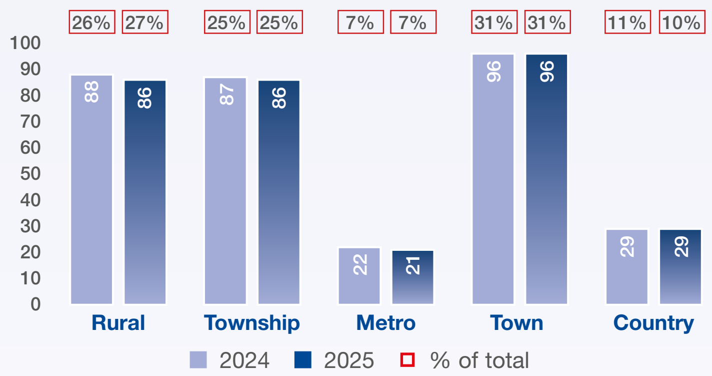
We will, for the foreseeable future, continue our strategy of store expansion, relocation and refurbishment, in a controlled manner, after considering our continuously evolving feasibility process.

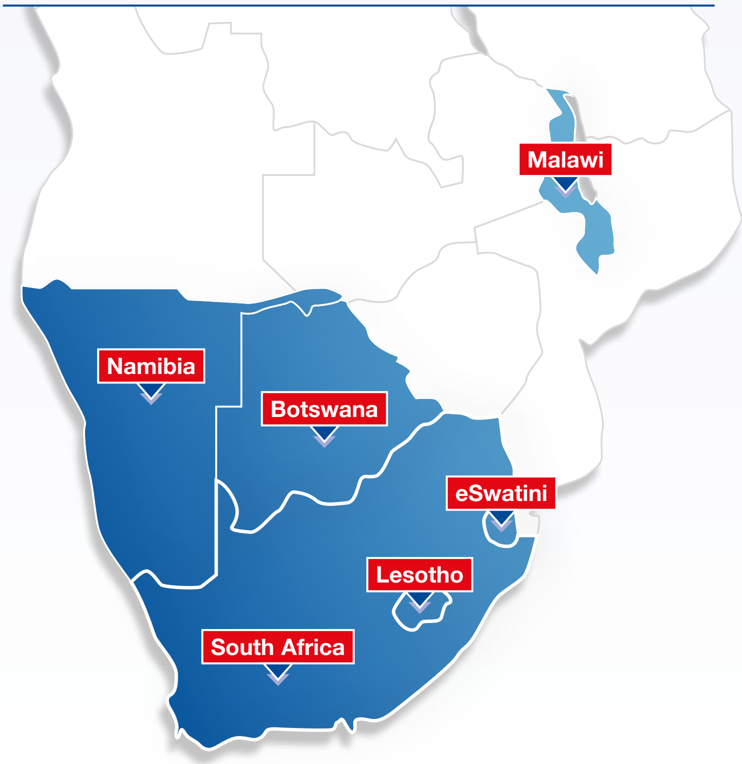
	Store number	Employee number	Revenue contribution
South Africa	289	4 866	89.4%
	(2024: 293)	*(2024: 4 965)*	*(2024: 89.4%)*
Lesotho	8	112	2.3%
	(2024: 8)	*(2024: 112)*	*(2024: 2.3%)*
eSwatini	6	133	2.4%
	(2024: 6)	*(2024: 137)*	*(2024: 2.7%)*
Namibia	4	74	1.5%
	(2024: 4)	*(2024: 73)*	*(2024: 1.4%)*
Botswana	9	141	3.5%
	(2024: 9)	*(2024: 152)*	*(2024: 3.4%)*
Malawi	2	31	0.9%
	(2024: 2)	*(2024: 33)*	*(2024: 0.8%)*

Store number
Employee number
Revenue contribution

TOTAL NUMBER OF STORES	318
TOTAL NUMBER OF EMPLOYEES	5 357
TOTAL NUMBER OF COUNTRIES	6

Location of stores





OUR STAKEHOLDERS AND RELATED MATERIAL MATTERS

OUR STAKEHOLDERS

Our key stakeholders are identified on the basis of Board deliberations, risk identification and other internal processes, as well as through feedback received at operational management level in the regions in which the Group's stores are located.

The diagram below illustrates the various key stakeholders and the type of interaction we have with them:

Cashbuild

SUPPLIERS, SERVICE PROVIDERS, SPECIALISTS AND INDUSTRY PARTNERS

- Strategic sourcing meetings
- Meetings and correspondence
- Industry conferences and functions

LOCAL AND PROVINCIAL GOVERNMENTS AND REGULATORY BODIES

- National builders' forum
- Audit and related meetings
- Employment equity plan
- Tax compliance

CUSTOMERS AND COMMUNITIES

- Direct community engagement at store openings
- Marketing surveys
- Customer care and feedback mechanisms
- Website and social media
- Advertisements
- Community participation

JSE AND OTHER LOCAL AND INTERNATIONAL REGULATORY BODIES

- Business associations
- Written communications and presentations
- Sponsor presentations
- SENS announcements

EMPLOYEES, LEARNERS, CONTRACTORS AND SUB-CONTRACTORS

- Employee forums
- Employee surveys
- Executive Management store visits
- Health, safety and wellness forums
- Learnerships and bursaries
- Informal social meetings

SHAREHOLDERS, INVESTORS, ANALYSTS AND MEDIA

- Final and interim results presentations
- Investor roadshows
- Media interviews
- Annual General Meeting
- Investor relations consultant
- Newspaper articles
- Integrated Report

MATERIAL MATTER DETERMINATION PROCESS

Cashbuild defines material matters as those of relevance to address and report on, considering their significance to both the business and its stakeholders and their potential to affect Cashbuild's ability to create value over the short, medium and long term. This allows the Company to evolve its strategy and tailor its reporting to align with the interests and needs of Cashbuild's stakeholders, as well as those of the Group.

A material matters determination process is performed periodically to improve Cashbuild's disclosure/reporting. The review includes looking at sector trends, key stakeholder expectations and peer disclosures, in order to identify good practices and common material matters.

SUMMARY DESCRIPTION OF PROCESS

Research and analysis

The research and analysis were undertaken by looking at the following:

- Cashbuild's 2024 Integrated Report.
- Cashbuild's risk registers.
- Global and industry trends and risks.
- Peer/related company material matters.
- Media search.
- Emerging sustainability reporting standards.
- Stakeholder interaction.

Evaluation and review

The Executive Management Team discussed and evaluated the research and agrees on the material matters that impact the Group. A cross-check was performed against Cashbuild's strategic objectives, stakeholder matters, risks and capitals used to create value over the short, medium and long term.

Prioritising material risks

The risks identified are linked to Cashbuild's strategic objectives and then grouped into themes. An exercise is then undertaken to prioritise Cashbuild's material matters. The themes are categorised based on management's view of the potential impact that these matters have on Cashbuild and its key stakeholders.

Based on the information obtained during the process, Cashbuild prioritises its material matters and reviews the ESG landscape from:

- a strategic perspective;
- linking business operations with the broader operating context, and making key connections with relevant ESG matters; and
- suggested alignments with global and industry ESG trends and drivers.

Refer to pages 38 to 43 for the Group's material risks and opportunities.

OUR STAKEHOLDERS AND RELATED MATERIAL MATTERS (CONTINUED)

MATERIAL MATTERS MANAGED BY CASHBUILD

The material matters identified are correlated with the Group's materiality determination and stakeholder engagement processes. The material matters that are managed by Cashbuild and which form part of the Group's strategy are:

1 Financial sustainability/stability

Cashbuild's capacity to generate revenue in response to demand and changing customer expectations is crucial for business success.

For the Group this means the ability to:

- continue to grow revenue in real terms;
- continue to expand the Group's footprint; and
- continue to grow productivity and profits.

Key materiality considerations

Global and industry trends

- The home improvement trend has been declining since the lockdown restrictions were lifted. With the deterioration of the South African infrastructure, the building retail sector is expected to pick up as communities start fixing their own infrastructure, i.e. roads.
- To attract and engage more customers, it is expected that retailers will aim to increase their footprint and attract new customers.

Stakeholder needs/requirements

Investors: Optimisation of Cashbuild's balance sheet, including the assessment of sources of funding and facilities, and planned use of excess capital, should remain ongoing.

The continued execution of P&L Hardware optimisation and integration is crucial to ensure the brand is synonymous with quality.

Suppliers: Forecasting and demand – regular forecasting meetings are valuable.

UN SDGs impacted

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

Impact on value

An increased footprint will have a direct impact on profitability, cost pressures and uncertainty.	It could also attract customers focused on buying responsible products.
Sustainable sourcing trends will in turn shape supply chain management.	The optimisation of the balance sheet will have a direct impact on financial sustainability.

Competing for visibility in the market and also keeping customers loyal to products and services will have larger impacts on value.

Key stakeholders impacted

Investors and analysts	Suppliers	Employees and contractors	Regulators

How Cashbuild is reacting to/managing this material matter

The following actions are considered a priority:

- The Board has reconfirmed the dividend policy, while also confirming the future use of Cashbuild's surplus cash.
- Continue to grow store base for both brands. This includes reviewing and critically analysing the existing store base on an ongoing basis, and striving to open, on average, 14 new stores per year.
- Several changes have been implemented at P&L Hardware to address performance. The main change was to the management structure and as a result, P&L Hardware is now managed by an operations executive reporting into the Group management structure.
- Higher LSM customers are attracted via the e-Commerce campaign and within the e-Commerce channel. Other value-added options will be made available such as exclusive online, high-end products and project management services (product and budget management). Future planned enhancements are based around customer requirements and attracting a new customer base.
- Execute in-store roll-outs and refurbishments and/or upgrading of stores.
- Actively maintain strong relationships with suppliers.

2 Human Capital (Talent)

People are a key resource that Cashbuild deploys. By optimising the return on human capital through talent management, i.e. attracting, developing and retaining a skilled workforce, Cashbuild supports good customer service.

By promoting a diverse and inclusive culture, Cashbuild is also positioned to attract and retain a bigger talent pool, increase employee engagement and trust.

Through diversity, the Group is able to gather new perspectives and innovation for better decision-making and improved performance, yielding stronger results and profits.

For the Group this means the ability to:	▪ continue to develop a skilled workforce; and ▪ prepare staff for changing customer expectations.

Key materiality considerations

Global and industry trends

- Increased digitisation is compelling retailers to relook their strategies, focusing on both customers and people/talent. Retailers are being confronted with not only attracting and retaining customers, but also providing consistent customer experience.
- Retailers are expected to plan and implement digitisation processes for their store level employees to support them in becoming more efficient.

Stakeholder needs/requirements

Investors: Ensuring fair wages and remuneration is top of mind and linked to ethical business practice; adopting a common approach to ESG is also seen as important to investors and other stakeholders.

Suppliers: Employment of local labour and upskilling of employees is necessary from a procurement perspective.

Skilled staff and sustainable employment are expected to be in line with empowerment frameworks.

UN SDGs impacted

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

Impact on value	
	Retailers are using HR IT systems to enable more effective employee management in terms of monitoring training, promotion opportunities, etc.
	Catering to customer needs and expectations will impact the bottom line, especially in the digitisation era.
	Skills needed at the employee and leader levels have evolved, which in turn shapes training and development of staff, which also has direct links to costs.

Key stakeholders impacted

Investors and analysts	Suppliers	Employees and contractors	Regulators	Customers

How Cashbuild is reacting to/managing this material matter

Cashbuild embarked on a company-wide customer service improvement drive focusing on increased awareness and upskilling employees through various training and development programmes.

The Group's OHS initiatives are further supported by monitoring mechanisms.

Continue with learnerships at various levels (NQF 2, 4 and 5) ensuring we not only meet the Group's skills requirements, but also ensure longer-term employability of individuals.

Continue with customer service, values and ethics training. Changing performance appraisal process to focus on required behaviours and competencies for now and future changing environment.

Cashbuild's B-BBEE contribution level and plans to improve this, are actively monitored.

Cashbuild already has a stated objective of employing local labour and, where skills exist, contract services are sourced within the communities we trade in.

OUR STAKEHOLDERS AND RELATED MATERIAL MATTERS
(CONTINUED)

3 Customers

To adapt to the "next normal" in customer experience, Cashbuild must diversify delivery mechanisms by injecting innovation into omnichannel, and online solutions. This, together with the organisation's footprint, will position Cashbuild to fast-track growth.

For the Group this means the ability to:	▪ prepare for the next normal of the customer experience; and ▪ expand growth through new channels and models, for existing and new customers.

Key materiality considerations

Global and industry trends

- To meet changing customer expectations, retailers are expected to forecast market trends, conduct strategic analysis and use location-based marketing.
- They are also expected to have an integrated view and understanding of consumer behaviours.

Stakeholder needs/requirements

Investors: Cashbuild knows its customers well and as such, offers a service relevant to its customers while pricing remains important.

Suppliers: Cashbuild needs to consider loyalty and who is giving them a better margin due to high competition in the rural areas – this requires fair and competitive pricing for customers.

Impact on value		
	Linked to supply and demand, improving supplier planning and forecasting could enable suppliers to be more efficient, agile and responsive to change.	Increased customer base, which will have direct impact on profitability.
	Increased digitisation involves usage of data intelligence, working towards customer centricity, being agile, adding new value propositions, and being innovative, which in turn shapes the dynamics of supply and demand.	Competing for visibility in the market and also keeping customers engaged on products and services will impact value.

Key stakeholders impacted

Customers	Suppliers	Employees and contractors
Regulators	Media	Wider community

How Cashbuild is reacting to/managing this material matter

By constantly reviewing and upgrading the current VIC programme. By partnering with respected institutions, whose loyalty programmes will give Cashbuild access to a greater pool of loyal customers. By launching a retail customer loyalty programme in the Group.

Using data partners to analyse customer profiles will provide Cashbuild with better information on returning customers, currently at around 30%, which means that returning customers shop close to four times a year at Cashbuild. The Cashbuild Shopper profile and average basket value are showing improvements over the current total Group profile. Prize winner shopping patterns also indicate a high frequency of returning to stores to purchase more.

Cashbuild has also implemented a DIY YouTube channel and continues with its social media campaigns to enrich the knowledge of our customers. The focus is towards how to do something to ensure that it is done correctly to prolong use of the solution.

Cashbuild will further investigate actions that will focus on more sustainable products.

4 Technology and digitisation

Digital transformation, i.e. digitisation, is a priority for future-proofing Cashbuild's business model and enhancing customers' experience.

For the Group this means the ability to:	▪ utilise digitisation to enhance customer experience; ▪ use technology and systems to continue process optimisation; and ▪ manage cyber risk threats.

Key materiality considerations

Global and industry trends

- The retail sector has seen significant transformation from the traditional concept of brick-and-mortar purchases amongst consumers to increased mobile shopping and e-Commerce.
- Globally, the introduction of smart technologies correlates to customer needs and expectations, which in turn shapes business models.

Stakeholder needs/requirements

Suppliers: Forecasting and product demand can be optimised using technology or digital tools.

UN SDGs impacted

Impact on value	Increased digitisation is expected to attract and engage more customers which will impact profitability.
	Increased digitisation will also impact sales personnel to assist customers in store. It is expected that the necessary IT infrastructure will require continuous software maintenance and upgrades, which can increase cost pressures and uncertainty. It will also likely increase exposure to cyber security threats.
	Competing for visibility in the market and also keeping customers engaged on products and services will be inevitable.

Key stakeholders impacted

Investors and analysts	Customers	Suppliers	Employees and contractors

How Cashbuild is reacting to/managing this material matter

The Group's digital channel focuses on 24/7 availability to customers. Cashbuild's range of products are now available to people in all areas we trade in. Customers can have the "in-store" experience on their phones, thereby being able to purchase without travelling to a store.

The Group uses data analysis to enhance its advertising processes and also to measure advertising activities.

By developing and offering our customers a digital channel, such as Online and Chat commerce, we enhance our customers' own experience via these alternative shopping methods.

Cashbuild continuously investigates system enhancements, such as "mobile checkouts", to better facilitate the customer's "in-store" shopping experience. Additionally, we are upgrading the current customer delivery system to enhance delivery quality to and communication with the customer.

Organic growth in "internet" visibility leads to new, non-traditional Cashbuild customers. We are also working on digital means to enhance methods of directing customers to our stores and digital channel. Our focus on online exclusive products remains a priority.

OUR STAKEHOLDERS AND RELATED MATERIAL MATTERS (CONTINUED)

5 Supply chain management

To prepare Cashbuild's supply chain for the future, the Group aims to understand existing and potential vulnerabilities of the supply chain, including upstream suppliers, and reassess supply networks if and when the need arises.

For the Group this means the ability to:

- understand potential vulnerabilities in the supply chain;
- diversify Cashbuild's supply base;
- manage supply chain transparency and traceability of product(s); and
- implement process automation to streamline procurement.

Key materiality considerations

Global and industry trends

- Global supply chain networks are transitioning through a period of intense change. Covid-19 acted as a catalyst for businesses to review and prioritise strategies around building more resilient supply chains that are fit-for-purpose in the context of increasing geopolitical volatility and pressures around ESG.
- It is expected that retailers will face increasing pressure for transparency regarding their ESG standards and targets, including supply chain management.

Stakeholder needs/requirements

Investors: Sustainability within Cashbuild's supply chain is top of mind.
The assessment of ESG and OHS risks within supply chain management, together with progress made towards localisation of supply chain should be prioritised.

Suppliers: Supply chain and procurement is top of mind, along with the streamlining of waste management.

Here the aim is ultimately to reduce waste by working toward circularity and managing Cashbuild's environmental footprint.

This requires strategic partnerships and is linked to responsible sourcing and supplier engagement.

UN SDGs impacted

8 DECENT WORK AND ECONOMIC GROWTH

Impact on value

Developing credible, realistic and measurable ESG commitments that address sustainability, including supply chain and wider societal issues is essential and will have a longer-term impact on value.

Rethinking Cashbuild's supply chain/delivery model to meet the demand and expectation of stakeholders will have a direct impact on profitability and long-term viability.

Key stakeholders impacted

Investors and analysts	Suppliers	Customers	Employees and contractors	Wider community

How Cashbuild is reacting to/managing this material matter

Cashbuild now provides supplier forecasting for longer periods due to product supply shortages and delays. Specific forecasts are also considered from specific suppliers.

Cashbuild supports suppliers where they manufacture more eco-friendly products, and where feasible, we adopt these products into our product ranges. Recent examples are implementing re-useable packaging, moving to smaller packing to reduce the use of plastic and introducing packing manufactured from recycled materials.

We continuously review both products and packaging with suppliers to reduce waste.

Another focus area being considered is improving transparency of our supply chain where we are requiring suppliers to disclose the conditions under which the products are produced and their compliance to environmental legislation.

6 Socio-economic impact

Cashbuild creates a wide range of local socio-economic impacts through its operations, its relationships with suppliers, local businesses, customers, and in the wider economy. Direct, indirect and wider impacts include supporting and enabling communities to renovate/build and improve resilience through jobs created or local taxes paid, local businesses supported, and social impact from community partnerships, respectively, are just a few examples of how Cashbuild achieves this.

Importantly, Cashbuild operates within a context, and issues around the impacts of a high unemployment rate, for example, continue to be considered, in order to manage the associated risks like crime or social unrest that could affect Cashbuild's assets and infrastructure.

For the Group this means the ability to:	▪ make a positive impact through our operations, our relationships with suppliers, local businesses, customers, and in the wider economy; ▪ create direct, indirect and wider impacts enabling communities to renovate/build; and ▪ assist in improving resilience through jobs created and local taxes paid.

Key materiality considerations

Global and industry trends

- Like other key sectors, building retailers continue to face challenging stakeholder expectations together with Government regulations seeking to enhance transformation, job creation and taxes paid/received.
- Communities, frustrated with rising unemployment, inequality and poor service delivery, turn increasingly to private sector employers to meet their expectations or resort to crime.
- Organised labour is also seeking to meet its mandate of securing better conditions and higher wages for members from a sector facing other significant challenges.

Stakeholder needs/requirements

Investors: Remuneration; progress made towards transformation and empowerment within the business; and monitoring and reporting of OHS within Cashbuild's operations are a key focus area.

Suppliers: Awareness of the social impact in areas of operation is important – understand your communities, price accordingly given the context, and ensure sustainable employment in line with empowerment frameworks.

Transformation is a key issue – engage with suppliers to agree on areas of interaction; and focus on employment of local labour and upskilling of employees (transferable skills) from a procurement perspective.

UN SDGs impacted

Impact on value

- Stakeholder expectations and Cashbuild's response to them will have a significant impact on legal considerations, and the organisation's social licence to operate, which in turn could impact investment decisions and profitability.
- Supporting communities to renovate/build will have impacts on the Group's bottom line.
- Crime and social unrest exposes the business assets and infrastructure to damage.

Key stakeholders impacted

Investors and analysts	Customers	Suppliers	Employees and contractors
Wider community	Regulators	Media	

How Cashbuild is reacting to/managing this material matter

Cashbuild has a documented three-year Employment Equity plan with focused developmental plans for identified individuals via our Management and Executive Development Programmes.

Cashbuild will continue to offer bursaries to previously disadvantaged individuals. These individuals are also placed on the Management Development Programme once they have completed their studies.

Cashbuild continues to enforce existing policies relating to local employment. This entails constantly focusing on employing local contractors, wherever possible, during store development projects as well as placing emphasis on existing contractors on store development projects. To enforce both upskilling and development of local labour, evidence has to be provided if sub-contractors are used.

Cashbuild will continue with ongoing training of unemployed people within the areas we trade through its NQF 2 learnership.

Cashbuild maintains both preventative, reactive and detective measures to minimise the impact of crime and social unrest on business, staff and customers.

OUR STAKEHOLDERS AND RELATED MATERIAL MATTERS (CONTINUED)

7 Product sustainability and responsibility

Distinguishing a "sustainable" product from one that is not, is a challenge that extends far beyond the traditional scope of product development.

Considerations include the breadth of scope of sustainability issues, many of which are beyond Cashbuild, or even a supplier's control. A large amount of information is required to evaluate product sustainability; and difficulty in quantifying the societal and ethical aspects of sustainability.

As such, Cashbuild procures regulated quality products (e.g. SABS approved products), products which adhere to predetermined safety and quality standards, and those that were produced by and/or support efficient and renewable energy consumption.

Obtaining risk, quality, health and safety, and sustainability-related information about products is a priority for Cashbuild.

For the Group this means the ability to:

- distinguish a "sustainable" product from one that is not;
- only procure and sell quality products approved, where applicable, by regulators; and
- obtain risk and quality, health and safety, and sustainability-related information about products.

Key materiality considerations

Global and industry trends

- Increased consumer awareness for sustainable products is expected to add pressure for retailers to improve their sustainability performance.
- Investors are increasingly demanding more action and visibility in terms of ESG performance, and the terms of corporate finance increasingly hinge on the outcome of ESG analysis.
- Retailers will be pressured to pursue actionable outcomes to reduce carbon emissions and harmful packaging materials amongst other goals.

Stakeholder needs/requirements

Investors: Cashbuild's response to ESG risks and impacts that climate change may have on its operations; reporting of targets and metrics associated with waste, water, energy and GHG emissions are top of mind.

Suppliers: Continually ensure that product quality and range are relevant across all Cashbuild and P&L Hardware stores.

Looking for cheaper and sustainable alternatives to packaged products is also a focus area for suppliers.

UN SDGs impacted

8 DECENT WORK AND ECONOMIC GROWTH

Impact on value

- Changing consumer behaviour has an impact on demand for products and in turn profitability. Increased demand for sustainable products is expected to have an impact on long-term value.
- Developing credible, realistic and measurable ESG commitments that address sustainability and wider societal responsibilities is essential for value creation.

Key stakeholders impacted

Investors and analysts	Customers	Suppliers	Regulators

How Cashbuild is reacting to/managing this material matter

Cheaper products are only considered when their purpose and required quality meets the requirements for the intended use. Cashbuild complies with legislation and was one of the few retailers that removed incandescent globes from our range and shelves by the required date.

Cashbuild constantly searches for approved alternative products that are both cheaper and more sustainable, provided that it adheres to both the building regulations, where applicable, and the strategic product range of the Group. Although we are not market leaders in the supply of alternative building methods, we ensure that we stay abreast of the latest developments and alternatives for implementation when appropriate.

Where specific standards are required for a product range, i.e. SABS for electrical items, we ensure that we comply. We will not sell non-SABS electrical products. Where possible, Cashbuild is moving away from single-use packaging, i.e. nails are now in re-usable containers. Where suppliers are able to move away from solvent-based products such as paint, to water-based, we will actively range such products in our stores and educate customers on the benefits.

All products that require warning labels are monitored to ensure that we comply with all legal requirements.

Cashbuild's management is actively investigating current water usage, waste generation and energy emissions and other environmental impacts to establish targets for the future. To ensure a common view and approach to ESG within the Group, this will extend to targets and goals impacting executive remuneration and incentives.

8 Governance

A hybrid of consumer and regulatory pressure will require ESG to be integrated into all business processes. Good governance should form the cornerstone of all business decisions and conduct.

Considerations like accountability, transparency, reward, i.e. remuneration, responsible citizen participation and policies that promote a strong code of ethics are important.

Within the South African context, good and inclusive governance to combat corruption within Cashbuild's value chain and operating context is also an imperative for the future – Cashbuild's response to breaking the rule of law is unwavering and its response to public affairs strategic in order to maintain the credibility and integrity of the business.

For the Group this means the ability to:	▪ integrate ESG into all business processes; and ▪ promote a strong code of ethics through accountability, transparency and appropriate policies.

Key materiality considerations

Global and industry trends

- Globally, retailers are faced with issues relating to ethical supply chains and logistics impact as well as ethical business and labour practices.
- With increasing digitisation, concerns regarding customer privacy and data security are increasingly dominating the sector.
- Regulatory bodies and associations on both the legislative and industry level are encouraging companies to source, develop, package, and distribute products, with sustainability at top of mind driving potential taxes and fees.

Stakeholder needs/requirements

Investors: Continued commitment to King IV™ and corporate governance best practices; governance in terms of policies and measuring; and monitoring KPIs are important.

Suppliers: Cashbuild always fulfils its commitment, thus building trust; once a commitment is made, it is important to demonstrate and disclose on performance to ensure transparency.

Ethics (rules, regulations and "employment issues") is also top of mind for suppliers.

UN SDGs impacted

Impact on value	
	Environmental and social practices of a firm increasingly affecting consumers' choice to buy from retailers, has a direct impact on value.
	Retailers need an intelligent costing solution to support material transparency in a sustainable world.

Key stakeholders impacted

Customers	Suppliers	Employees and contractors
Wider community	Regulators	Media

How Cashbuild is reacting to/managing this material matter

Continued commitment to King IV™ and corporate governance best practices.

Cashbuild has incorporated ESG elements into its Short Term Incentive Scheme for executive management.

Cashbuild ensures remuneration remains market-related through ongoing surveys and benchmarking exercises.

Addressing the wage gap by, amongst others, implementing a different cost-of-living increase model for executive management and directors, who receive a lesser percentage increase than other staff.

OUR STAKEHOLDERS AND RELATED MATERIAL MATTERS
(CONTINUED)

VALUE-ADDED STATEMENT

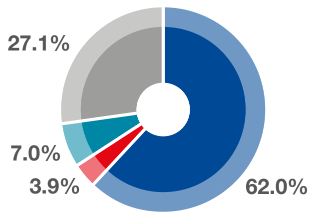
A measure of the wealth created by Cashbuild, for various stakeholders, is the amount spent on the cost of goods and services provided, the remuneration paid to its employees, money paid to providers of equity and debt, taxes paid to Government and capital reinvested in the Group.

R'000	**29 June 2025**	**% of total**	30 June 2024	% of total
Revenue	**11 477 631**		11 191 654	
Less: Cost of merchandise	**(9 771 318)**		(9 421 175)	
Value-added from trading operations	**1 706 313**		1 770 479	
Interest received from investments	**120 210**		113 558	
Total wealth created	**1 826 523**	**100.0**	1 884 037	100.0
Allocated as follows:				
To employees – salaries and benefits	**1 132 167**	**62.0**	1 069 047	56.7
To Government – company taxation	**71 749**	**3.9**	144 294	7.7
To providers of capital:	**128 379**	**7.0**	145 666	7.7
▪ Dividend to shareholders	**119 803**	**6.6**	145 806	7.8
▪ Interest on borrowings	**942**	**0.1**	886	-
▪ Minorities' interest	**7 634**	**0.3**	(1 026)	(0.1)
Wealth distributed	**1 332 295**	**72.9**	1 359 007	72.1
Retained for re-investment in the Group	**494 228**	**27.1**	525 030	27.9
▪ Depreciation, amortisation and impairment of property	**419 914**	**23.0**	569 356	30.2
▪ Retained income/(loss) in the business	**74 314**	**4.1**	(44 326)	(2.3)
Total wealth distributed and reinvested	**1 826 523**	**100.0**	1 884 037	100.0

Statistics	**29 June 2025**	Change %	30 June 2024
Number of employees	**5 357**	(2.1)	5 472
Wealth created per employee (R'000)	**341**	(1.0)	344
Wealth distributed per employee (R'000)	**249**	0.1	248
Revenue per employee (R'000)	**2 143**	4.8	2 045

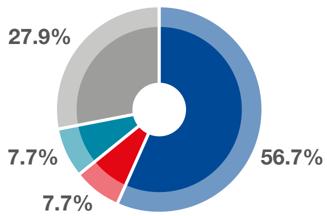
Wealth distributed and reinvested

2025



Employees
Government
Investors
Reinvested

2024



OUR STRATEGY

Cashbuild has identified a number of strategic business imperatives based on identified risks and opportunities, aimed at maximising the profitability and sustainability of the Group in the medium to long term. Cashbuild continuously reassesses its short and medium-term strategy to ensure that the majority of business risks and material matters are addressed.

OUR STRATEGIC BUSINESS IMPERATIVES

The key strategic initiatives, derived from business strategy, risks and opportunities, approved by the Board are:

- Sustainable customer base and customer loyalty
- Increased market share and continued customer growth
- Stable operating environments
- Internal excellence (people, processes, systems)
- Strategic relationships and partnerships
- Good governance and controls
- Staying ahead of the competition
- Store growth
- Supplier loyalty

WHAT IS MOST IMPORTANT TO OUR STAKEHOLDERS

- Availability of goods
- Excellent service
- Sustainability of community initiatives
- Good governance and compliance
- Clear and transparent reporting
- Growth of total shareholder returns
- Local employment opportunities
- Development and growth opportunities
- Economic empowerment and transformation
- Free local delivery

Naturally, no organisation operates in isolation and these strategic imperatives are therefore influenced directly and indirectly by the broader macroeconomic environments in which the Group operates. The Group invests significant time and effort to understand the complexities and potential impacts of these environments in order to place itself in the best possible position to deal with future events and the uncertainties that these might create.

STRATEGY FOR CORPORATE SUSTAINABILITY

In the broadest possible sense, sustainability is defined by Cashbuild as "maximising the Group's chances of continued profitable existence into the future". More specifically, and borrowing from the established definition of sustainable development, it can be defined as the utilisation of current resources without being detrimental to future generations.

For Cashbuild, the concept of sustainability is not limited to the Group's impact on investors, society and the environment, but also includes the impact of social and environmental considerations on the Group's ability to continue sustaining itself and supporting those individuals and organisations that depend on its success.

The value created by the Group is not limited to financial returns, but also includes the somewhat less tangible value that the Group adds through its operations to the communities in which its stores are located, as well as the value that can be created through mitigation of the Group's environmental impacts (for example through emissions reduction initiatives). These various measures of value, and the interdependencies that they represent, all play a significant role in the Group's efforts to grow and develop into the future.

The broader external environment in which the Group operates, including the various macroeconomic and geopolitical factors identified elsewhere in this Report, will of course influence the Group's attempts to create value for its stakeholders.

In response, Cashbuild will continue to proactively monitor these factors and take the required action, where necessary.

In developing any sustainability-related initiatives, the Board and Executive Management Team adopt a prudent approach. We ensure that the interests of Cashbuild and any of its key stakeholder groups are carefully considered in the decisions taken or strategies implemented by the Group.

OUR MATERIAL RISKS AND OPPORTUNITIES

RISK GOVERNANCE

The Board takes full responsibility for the governance of risk within the Group. This duty, confirmed in the Board Charter, is discharged by respective oversight committees such as the Audit and Risk Committee, IT Governance Committee and Social and Ethics Committee.

Risk Management, which is an integral component of Risk Governance, is an inherent function performed by all members of the Group's Management in compliance with directives contained in the Risk Management Framework approved by the Board via the Audit and Risk Committee. This function is managed and administered by the Risk and Audit Executive who has a dual reporting line to both the Group Chief Executive Officer and the Group Audit and Risk Committee.

The encompassing governance of risk is aligned with the Group's business strategy, core values, Code of Ethics, policies and procedures. This is ensured through the overview function performed by the Audit and Risk Committee which includes an annual review and approval of updates of the Risk Management Framework and Policy, and quarterly assessment of compliance thereto. The Audit and Risk Committee performs oversight on the execution of risk management service delivery as directed by the Risk Management Framework and Policy by:

- Assessing the outcome of risk identification, assessment and reporting.
- Ensuring that an inclusive view of business risks is maintained which includes opportunities in addition to potential hazards and uncertainty impacting on business objectives.
- Ensuring that the approved Group Risk Appetite and Tolerance Framework remains relevant, updated and consistently applied.
- Questioning management's response to identified risks and monitoring progress against applicable action plans.
- Considering the relevance and adequacy of external factors identified as having an influence on business objectives and risks.
- Providing guidance and direction on the execution of risk management principles as contained in the Risk Management Framework and Policy.

Key to the success of Risk Governance is the performance of an independent assessment of the Risk Management Policy and Framework, and execution thereof. Such independent assessment is conducted once every five (5) years with recommendations for improvement stemming from such assessment receiving the appropriate consideration.

The success of the Group's Risk Governance is evident in the ability to communicate and disclose to stakeholders the extent of identified risks having a potential impact on the business and actions taken to mitigate the likelihood and impact of these risks occurring with due reference given to the approved risk appetite and tolerance framework.

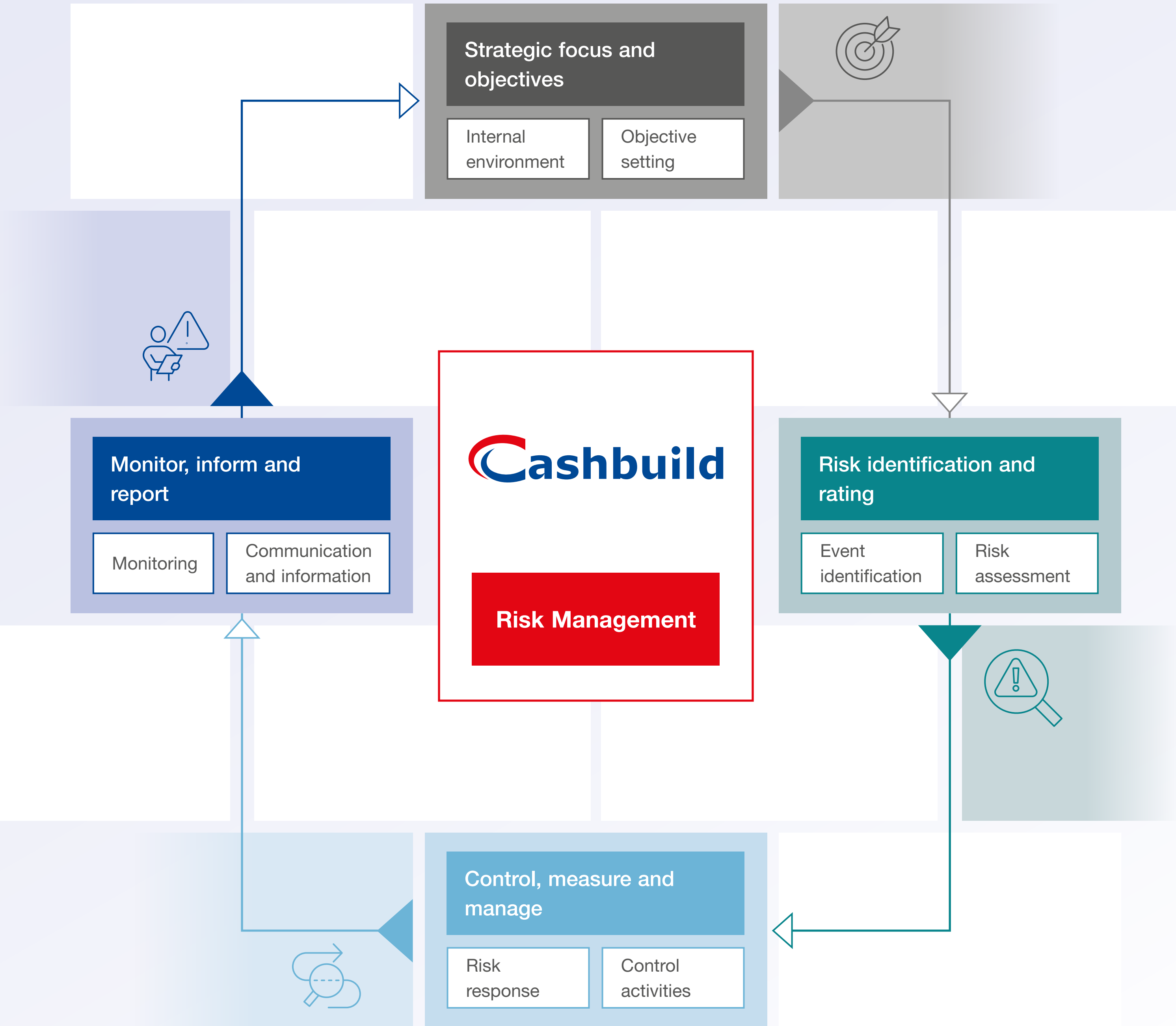
RISK MANAGEMENT PROCESS AND FRAMEWORK

Enterprise Risk Management and Compliance is a formal response to address corporate and external risks that may hamper the achievement of Cashbuild's strategic objectives. The Executive Management Team takes responsibility for managing Cashbuild's key material risks and its members follow a structured approach on an annual basis to revisit and determine the relevant material matters that could affect Cashbuild's ability to create value.

The Audit and Risk Committee assumes the oversight responsibility in this regard, and as such considers and approves the material risks prior to presenting it to the Board for its endorsement.

The risk management process also prioritised ESG matters, identified by Cashbuild, according to the impact on stakeholders and the impact on Cashbuild.

The ongoing risk management process illustrated on this page is discussed in the Audit and Risk Committee Report on pages 108 to 112 of this Integrated Report.



OUR MATERIAL RISKS AND OPPORTUNITIES (CONTINUED)

MATERIAL RISKS

Group material business risks identified are correlated with the Group's strategic imperatives and risk appetite and tolerance framework. During this financial year, Cashbuild has improved the business risk identification process. The business risk identification process takes due cognisance of materiality determination and the stakeholder engagement processes.
The Top 10 material risks identified, are reviewed on a continuous basis and managed by the Executive Management Team.

The table below sets out the Group's top risks as at 29 June 2025 and are ranked in order of risk level:

2025 No	2024 No	Status	Risk	Strategic imperative	Mitigation plan
1	1		Cost of the current store model under strain.	Financial Sustainability	▪ Focus on improvement of margin. ▪ Proactive roll-out of SMS model. ▪ Find locations with reduced rental cost and relocate identified high risk stores. ▪ Improving the staffing model to improve management of cost. ▪ Utilise a dedicated site-finding manager to assist with identification of potential new sites. ▪ Address rental increases, repairs and maintenance, and improve management of cost of new development (capex).
2	New		SAP S4 Hanna conversion not meeting business and project objectives.	Information Technology	▪ Appropriate planning and execution of the SAP S4 Hanna conversion project with action plans and required monitoring aimed at mitigating occurrence of this risk.
3	2		Economic challenges placing strain on achievement of business objectives.	Financial Sustainability	▪ Continued monitoring of the macroeconomic indicators and trends. ▪ Adapting business plans to take cognisance of the changing trading environment and associated risks. ▪ Focus on core strengths and execution of business models.
4	4		Potential loss of market share.	Growth/ Investment	▪ Improvement of the Group's operating model. ▪ Improving product range. ▪ Ensuring every day lowest prices (EDLP) on top 20 product category. ▪ Negotiating better prices with relevant suppliers to ensure better costing and maintaining margins. ▪ Capitec project providing loans to qualifying customers. ▪ Initiating special projects managed by various executives aimed at broadening and improving service to the target market.
5	11		Lack of adaptability of in-store PoS application.	Information Technology	▪ Interactive consultation with service provider to maintain service delivery and meet business expectations. ▪ Research of optimal long-term solution that optimises achievement of business requirements.

STATUS

High
(determined by probability and likelihood)

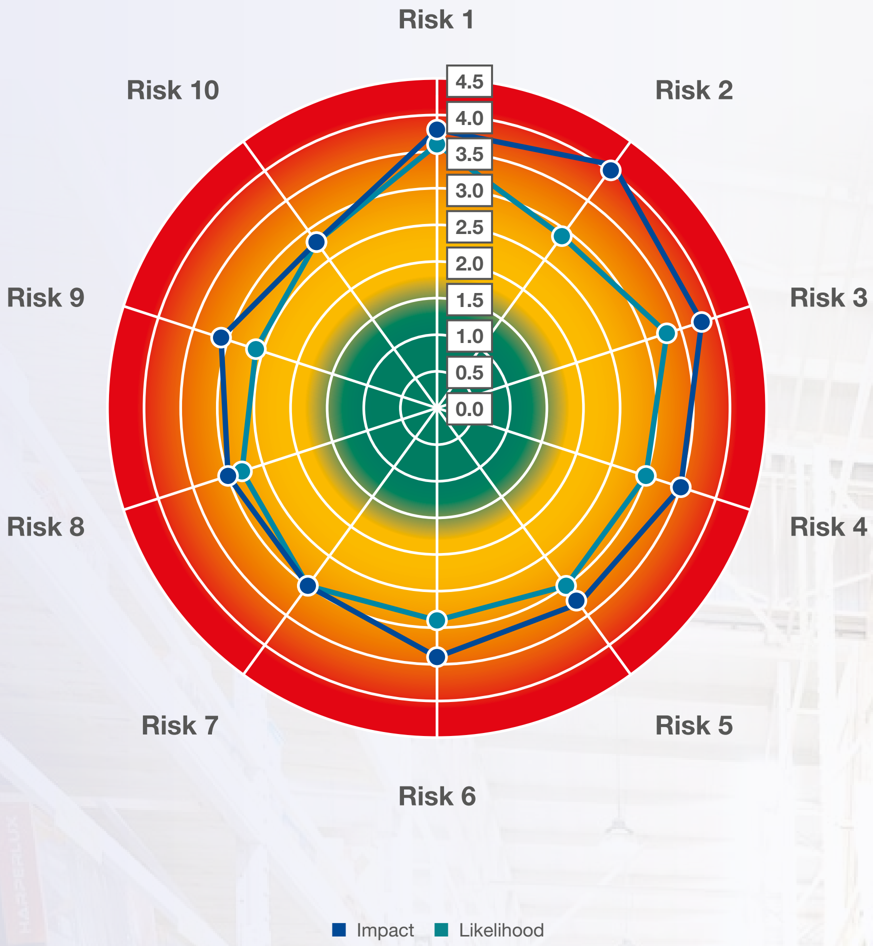
Medium
(determined by probability and likelihood)

Low
(determined by probability and likelihood)

2025 No	2024 No	Status	Risk	Strategic imperative	Mitigation plan
6	3		Cyber security threat.	Information Technology	▪ Regular review of Information Management systems, processes and controls based on the International Standard ISO/IEC 27001, including an incident response plan. ▪ Maintaining a comprehensive security posture that includes a combination of technologies such as firewalls, endpoint protection, intrusion prevention, access controls as well as cyber threat and vulnerability monitoring. ▪ Maintain and update processes and controls on a continuous basis. ▪ Continuous programme of increased cyber security awareness training.
7	27		Reliability and continuity of power and water supply.	Operational Sustainability	▪ Maintenance and upgrade of back-up power supply solutions installed. ▪ Maintenance of site-based water supply back-up solution. ▪ Anticipating impact of this risk on suppliers and customers and mitigating the consequence of risk feeding into supply chain.
8	New		National talent war impacting recruitment and retention of staff.	HR, IR and Training	▪ Well established management and staff training and development programmes and action plans. ▪ Adherence to employee value proposition that drives and directs attraction and retention of appropriate candidates.
9	New		Non-compliance with Employment Equity legislation applicable to South African legal entities.	Governance, Legal and Compliance	▪ An Employment Equity plan is to be deployed by 30 September 2025 and revised in 2030. ▪ Sensitising management regarding new legislation and incorporating targets into KPIs and related monitoring. ▪ Continuation of Management Development Programme and Executive Development Programme process. ▪ Reporting annual progress against plan to Department of Labour.
10	23		Civil unrest.	Operational Sustainability	▪ Continued monitoring of trading environment to detect and react to incidents timely. ▪ Prioritisation of safety and security of staff, customers and contractors during these instances. ▪ Follow due process by closing the stores for the safety of staff, customers and contractors as and when necessitated by events.

OUR MATERIAL RISKS AND OPPORTUNITIES (CONTINUED)

The Top 10 material risk diagram



KEY

High risk	Medium risk	Low risk

Ranking	Material risk	Category	Risk impact	Risk likelihood		Residual risk
1	Cost of the traditional store model under strain.	Financial Sustainability	3.8	3.6		13.6
2	SAP S4 Hanna conversion not meeting business and project objectives.	Information Technology	4.1	2.9		11.8
3	Economic challenges placing strain on achievement of business objectives.	Financial Sustainability	3.8	3.3		11.7
4	Potential loss of market share.	Growth/Investment	3.5	3.0		10.5
5	Lack of adaptability of in-store PoS application.	Information Technology	3.3	3.0		10.0
6	Cyber security threat.	Information Technology	3.4	2.9		9.7
7	Reliability and continuity of power and water supply.	Operational Sustainability	3.0	3.0		9.0
8	National talent war impacting recruitment and retention of staff.	HR, IR and Training	3.0	2.8		8.3
9	Non-compliance with EE legislation applicable to South African legal entities.	Governance, Legal and Compliance	3.1	2.6		8.2
10	Civil unrest.	Operational Sustainability	2.8	2.8		7.6

OUR MATERIAL RISKS AND OPPORTUNITIES (CONTINUED)

MACROECONOMIC CHALLENGES AND CONCERNS

The following table details the macroeconomic challenges and concerns relevant to Cashbuild's operations and activities, taking into account social and environmental risks as well as key concerns of various stakeholder groups.

Challenges/concerns	Potential impact	Probability	Response	Outcome
Current constrained economic conditions in the areas we trade.	Medium	High	Protect market share with competitive pricing and stringent cost control. Controlled and focused investment to protect and expand market share.	Eight (8) new stores opened, seven (7) Cashbuild stores and one (1) P&L Hardware store. Two (2) Cabifit stores (one in-store concept) were launched and opened. Eleven (11) P&L Hardware stores and one (1) Cashbuild store, total of 12 stores were closed. Group gross profit margin increased to 24.8% (2024: 24.7%).
High unemployment in the areas we trade.	Medium	High	By opening new stores, Cashbuild employs between 14 and 20 employees per new store.	1 024 new employees were employed in the current year. However, with retrenchments, dismissals, abscondments, retirements and resignations, the permanent workforce reduced by 115 people.
Macroeconomic developments such as exchange rate volatility, credit rating fluctuations and global economic slowdown.	Medium	High	Maintain a strong focus on supply chain diversity to mitigate impact of international unrest and strife. Capitalise on reduction of interest rates and inflation and resultant increase in customer spending power.	Well diversified supplier base. Ensure availability of good quality product at highly competitive price.
Skills shortage (including attraction, retention, and inadequate or sub-standard education and skills development).	Medium	High	Through Cashbuild's training courses as well as Learnership and Bursary Programmes, we uplift and empower our employees who are keen to further their skills and qualifications.	During the current financial year 4 974 (2024: 3 756) employees attended training courses. Learners employed: ▪ 35 NQF Level 2 learners ▪ 38 NQF Level 4 learners ▪ 7 students awarded bursaries
Water and electricity supply interruptions, as well as political instability.	Medium	High	Water and electricity supply interruptions continue to hamper trading conditions.	Generators have been in place to minimise the impact of loadshedding and water tanks installed to counter water outages. The year under review: ▪ 62 (2024: 99) social unrest incidents. We place the lives of our staff above assets and do not open stores in instances of community unrest. ▪ 51 (2024: 105) retail days lost. ▪ R4.9 million (2024: R7.8 million) in estimated potential lost sales and damages.

OPPORTUNITIES

Cashbuild's sustainable business model incorporates the identification of opportunities such as store expansion, relocation and refurbishment, customer growth and other opportunities.

The communication models incorporate factors as diverse as regional demographics, specialised retail advertising and corporate branding partnerships, all of which enable the Group to accurately develop, predict and take advantage of market trends, and thereby exceed customer expectations.

Store expansion, relocation and refurbishment

A critical element in the achievement of our strategic objectives is a sustained and sustainable increase in the number of Cashbuild stores, as well as the physical location of each store within its catchment area. As a result of the current downturn in economic activity as well as lack of new shopping developments, Cashbuild has revised its objective from opening on average 10 new stores per annum to opening four (4) traditional Cashbuild stores and 10 Cashbuild SMSs per annum. These additional stores are approved on the basis of identified locations showing clear potential to meet strict financial and operational criteria. Furthermore, from a human resources perspective, investment in a new store requires significant operational and store management experience to be available within the Group for deployment into new locations.

The Cashbuild store base is reviewed and critically analysed on an ongoing basis, particularly as and when leases are due for renewal. A decision is then made on whether to extend the lease, or relocate to a site with greater potential, or when deemed not viable to continue operating from a particular store, not extend the lease and close the store.

With regard to store refurbishments, Cashbuild's strategy is to refurbish and/or upgrade all stores on a rolling six-year basis. During the 2025 financial year, 26 Cashbuild stores (2024: 20 stores) were refurbished.

One (1) P&L Hardware store was relocated (2024: one (1) Cashbuild store). As in the case of new store openings, store relocations are only required when a store is relocated to a better trading area when the current location no longer meets the strict financial and operational criteria. Six (6) P&L Hardware stores were converted to Cashbuild stores during the year.

Acquisitions

On 7 April 2025, Cashbuild, through its wholly owned subsidiary Cashbuild Management Services (Pty) Ltd, subscribed for a 60% controlling interest in Allbuildco Holdings (Pty) Ltd (Allbuildco) for R93 million. Allbuildco owns three hardware and building material stores trading under the name Amper Alles in Silverlakes and Rayton (both located in Pretoria), and Groblersdal (located in Limpopo). The acquisition aligns with Cashbuild's strategy to become a market leader in the hardware and building material sector in South Africa across all LSM bands. Cashbuild believes that Allbuildco will provide the growth platform for Cashbuild to target a customer base not previously serviced by Cashbuild. Cashbuild's intention is to leverage its scale, experience and expertise to support the development of Allbuildco in line with the growth strategy for the business. The acquisition is subject to regulatory approvals.

e-Commerce and digital channels

Cashbuild's e-Commerce and digital channel initiatives continue to be successful, given the demographics of the Group's customers. For more information on these initiatives, refer to page 44 of the Integrated Report.

Rest of Africa expansion strategy

Cashbuild has an Africa expansion strategy. However, the process of opening a store cross border remains extremely onerous and time-consuming. The Group operated 29 (2024: 29) stores outside of South Africa.

Opportunities to expand into existing African countries will continue to be carefully considered and their viability assessed, as and when they become evident.

Customer growth

Cashbuild's customer model is one that encourages and enables communities to build, renovate, repair and decorate their homes and businesses throughout southern Africa.

The Group prioritises and actively supports the work of local councils and other local government bodies to build schools, clinics and housing in every community in which it trades.

The number of transactions increased during the year under review, although the average basket size declined as a result of a shift in customer profile, with more retail shoppers visiting the stores instead of "bakkie" builders.

The Group regularly reviews the product ranges in many categories and regularly advertises reduced pricing in a number of the major categories with specific focus on the category driving stock keeping units (SKUs). Product quality is constantly reviewed and changes are made to ensure that the ranges are fit-for-purpose. The Group is also actively pursuing alternative products within categories in order to offer its customers more affordable alternatives.

There has also been a major focus on growing the alternative sales channels in the business and good progress has been made in this regard. These methods are continually being refined and will continue into the future.

The "Be Great" customer service programme, introduced in 2018, continues and aims to improve customer service through positive "word-of-mouth" advertising.

OUR INTELLECTUAL CAPITAL

Investment in the Group's Intellectual Capital is intended to ensure that we continue to grow the Group's market share across all regions.

OUR BRANDS AND TRADEMARKS

Our aim is to ensure that our brands are synonymous with quality service and product delivery. Thus, enabling us to be the preferred DIY and building materials retailer in southern Africa whilst growing our customer base.

OUR MAIN TRADING BRANDS ARE:

OUR MAIN PRODUCT BRAND IS:

IT SYSTEMS

Information technology is critical to the strategic transformation and organisational performance of Cashbuild. The Group strives to ensure that the IT application systems are bespoke, well suited and maintained to adequately support and enhance the Group's operating, reporting and management requirements. The P&L Hardware IT system is effective in its reporting and monitoring of stock levels.

The knowledge and systems that we employ in order to generate returns for our shareholders are key to our business.

E-COMMERCE AND DIGITAL CHANNEL INITIATIVES

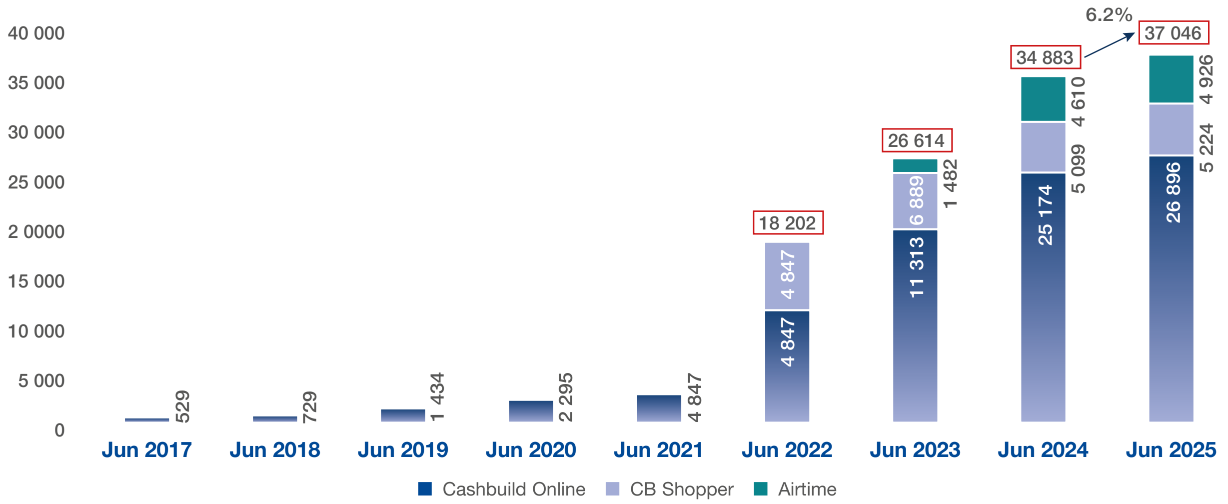
In getting to know our customers better and improve direct communication, Cashbuild launched the CB Shopper customer loyalty programme in October 2018. This encourages customers to provide their cell phone number at point of sale which has allowed us to analyse transactions and conduct focused marketing campaigns.

The Group has close to 10 million unique cell phone numbers in its CB Shopper database. This digital platform is used to reward our loyal customers. Each registered CB Shopper has a chance to win their share of R50 000 worth of prizes on a monthly basis each time they shop at a Cashbuild store. Since inception in October 2018 to date, we have rewarded 8 880 (2024: 7 730) shoppers to the value of approximately R3.7 million (2024: R3.0 million) worth of prizes. Prizes are increased during December months to further reward our customers. Random daily airtime rewards were awarded to 94 477 customers.

This, together with the product-focused campaigns, have proven extremely successful. Revenue from e-Commerce and digital channel sales increased by 6.2% from R34.9 million (2024) to R37.0 million, which equates to 0.32% (2024: 0.30%) of total revenue generated.

The following online sales have been recorded:

e-Commerce and digital sales
(R'000)



All our stores can fulfil a customer order received via our e-Commerce and digital channels. The Group continues to enhance CB Shopper to better reward our loyal customers with various value-added services and rewards, which are in line with the latest technology and product trends.

SPONSORSHIPS TO HELP BUILD OUR BRANDS

RENO RACE

The show "Reno Race", launched in 2017, is a TV reality show designed to inspire a DIY community. A key part of Reno Race's success has been the strong partnerships between Cashbuild and its partners, who act as co-sponsors of the show. Their support has been integral in making these transformative home renovations possible. Reno Race has not only celebrated the conclusion of the 10th successful season of this series, but also their first win at the South African Film and Television Awards (SAFTAs). The SAFTAs recognise and promote the creativity, quality, and excellence of South African film and television talent.

"Reno Race" won the award for Best Structured or Docu-Reality Show. The show has grown into an innovative and powerful platform that goes far beyond its initial vision of inspiring a DIY community. Each episode, produced by RichCon, tells the remarkable stories of deserving families who receive transformative home makeovers, showcasing the profound impact these renovations have on their lives. As a key player in the South African film industry, RichCon also contributes significantly to uplifting and empowering individuals across the country. Cashbuild has renovated over 250 homes.

Cashbuild's Marketing and Commercial Director, Wimpie van Aswegen, comments:

"It's great to work with a team that constantly innovates and ensures that the positive message of Reno Race remains relevant, even in season 10. They push boundaries, helping Cashbuild connect with new audiences, while also in a small way contributing to better the lives of our fellow South Africans."

"We're proud of the tangible impact Reno Race has had on South Africans. This SAFTA award acknowledges this impact, and we're committed to continuing to invest in initiatives that make a difference," said Werner de Jager, CEO.

Reno Race is featured on SABC 1 during the last quarter of the year!

OUR INTELLECTUAL CAPITAL (CONTINUED)

VAT JOU GOED EN TREK!

Since its debut on kykNET in 2015, Vat Jou Goed en Trek! has grown into the most successful and longest-running Afrikaans home renovation series in South Africa. Over the course of 12 seasons, the show has become a beloved fixture in Afrikaans homes, consistently delivering inspiring transformations and real impact for families looking to sell their properties. With 160 homes renovated to date, the show has not only uplifted individual homeowners but has also raised the standard for what home makeover television can achieve.

None of this would have been possible without the unwavering support of Cashbuild. As the show's main sponsor since Season 1, Cashbuild has been the driving force behind every single renovation. From cement to ceiling boards, paint to paving bricks, every transformation has carried the signature of quality and reliability that Cashbuild represents. Their national footprint and dependable supply chain have ensured that even under the pressure of the show's renovation format against the clock, the team always has the tools and materials needed to deliver exceptional results.

This partnership has been more than a sponsorship; it has been a cornerstone of the show's success. Cashbuild's involvement has allowed the production team to consistently deliver life-changing outcomes for families, all while showcasing the brand's relevance, accessibility, and commitment to community development. The synergy between Cashbuild and Vat Jou Goed en Trek! has created a formula that resonates deeply with viewers: one of trust, transformation, and tangible value.

As we look ahead, we remain proud of what we've built together and excited for what's still to come.

OUR MANUFACTURED CAPITAL

Cashbuild focuses on the Group's procurement policies to ensure the quality of the products sold in its stores are manufactured in line with its own values.

Cashbuild strives to do business with companies that conduct their activities in a responsible and ethical manner. This imperative is increasingly driven by the possibility of negative impacts or "risk by association" arising from doing business with companies that act unethically or irresponsibly.

PROPERTY

As at 29 June 2025, the Group had 318 stores. Of the 318 stores, the Group owns 64 (2025: 64) properties with the balance having standard lease agreements in place. Only 58 (2025: 58) of the owned properties have trading stores on them, with the remainder consisting of other tenants as well as some properties still undeveloped and available for possible future expansion of stores.

Cashbuild has a very specific store model, with most of the stores consisting of the following areas:

- trading: 1 200m^2;
- office and ablutions: 130m^2;
- yard: 850m^2;
- offloading area: 450m^2; and
- parking: to suit site with a minimum of 36 bays.

The smaller Cashbuild stores have a trading area of approximately 1 080m^2 and 900m^2 (SMS).

The P&L Hardware stores have variable store sizes with the following average spaces allocated to:

- trading: 600m^2;
- office and ablutions: 50m^2 to 80m^2;
- yard: 850m^2; and
- parking: to suit site.

A summary of the properties occupied by the Group:

	Units	**29 June 2025**	30 June 2024	% change
Total floorspace under roof for stores	m^2	**383 243**	380 125	0.8
Total land used for stores	m^2	**1 399 258**	1 408 724	(0.7)
Revenue from sales per m^2 under roof	R'000	**29 949**	29 442	1.7
Retail stores	number	**318**	322	(1.2)
Retail stores in South Africa	number	**287**	290	(1.0)

PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

Cashbuild's association with key suppliers has developed over a significant period of time, and is based on communication, trust and a mutual beneficial business relationship. The Group has, up to now, not identified a requirement to develop a quantitative method for assessing the environmental and social sustainability performance of its suppliers, but this will be investigated as part of Cashbuild's own ESG strategy. Where suppliers manufacture products that are more environmentally friendly (i.e. floor tiles using more natural products), we will support the suppliers.

A Supply Chain Finance platform is in place to assist our suppliers who might have funding requirements. This allows suppliers to activate early payment at a minimal cost and greatly assist them with working capital management.

An electronic data interchange programme is also now widely in use, and this ensures that the cost and time required from order to payment is greatly reduced.

PRODUCT RESPONSIBILITY

Cashbuild is not involved in the production or manufacturing process of the products it retails. The Group is committed to sourcing products that comply with applicable building industry standards, such as those developed by the SABS and other relevant certification agencies.

In line with Cashbuild's drive to be a responsible retailer, the Group only sources products that comply with legislative requirements related to product labelling, including warning labels. The production of the Champion branded products is outsourced to current suppliers. Cashbuild shares the labelling compliance with the manufacturers. However, Cashbuild collaborates on an ongoing basis with suppliers to ensure compliance in this regard.

In certain instances, particularly regarding products with finite lifespans, such as paint or cement, Cashbuild constantly updates its procurement and inventory management practices to eliminate wastage arising from the disposal of expired products that can no longer be sold.

OUR MANUFACTURED CAPITAL (CONTINUED)

Processes are in place to support suppliers to reduce the packaging usage and convert to more eco-friendly packaging. The Group has also moved to 100%-recycled shopping bags as part of its ESG initiatives.

Regarding customer communication, the Group is considering making use of in-store communication and signage, to both advise customers of inherent risks associated with certain products and to educate customers regarding their proper use. CB Shopper also enables us to communicate with our customers via SMS messaging. Social media and printed leaflets are the mainstream for communication. Several educational videos are also available to our customers to assist in the correct use of products.

SECURITY, CRIME PREVENTION AND COUNSELLING

Crime, in particular theft, at Cashbuild stores remains an ongoing challenge and the Group promotes continuous vigilance within stores to combat this issue.

An area of particular emphasis is the prevention of any instances of crime that directly or indirectly affect employees, customers or our community members.

Cashbuild remains committed to offering the victims of such crimes appropriate counselling at both an individual and a group basis through an external service provider. The majority of crimes committed at the Group's stores during the 2025 financial year included:

- 173 (2024: 229) burglaries, down 24.5%, amounting to R1.6 million (2024: R3.5 million), down 54.3%; and
- Eight (8) (2024: 33) armed robberies, down 75.8%, amounting to R0.14 million (2024: R0.33 million), down 58.0%.

The burglary cost per incident is down this year mainly as a result of less stock stolen, whilst the robbery cost per incident is up this year primarily due to more stock and money stolen during the armed robbery incidents. Cashbuild continues to improve security and processes around protecting our people and assets, thereby limiting damages.

Cashbuild subscribes to an anonymous tip-off service line where third parties and employees can report incidents of theft, fraud, mismanagement or unauthorised expenditure.

All tip-offs are investigated to identify their root causes and address the issues reported. The status of tip-offs logged is administered by Cashbuild's Group Risk Management department with regular updates provided to the Executive Management Team and quarterly reporting to the Social and Ethics Committee. During the past financial year, 98 (2024: 134) such incidents were reported, with each of these being directly addressed by the Group and the appropriate disciplinary action being implemented where warranted. From these tip-offs and other management investigations logged during the year, 19 (2024: 32) were classified as workplace corruption incidents which consists of dishonest or fraudulent behaviour.

This issue of tip-offs and corruption incidents is linked to the rate of employee turnover within Cashbuild. In the reporting year, a total of 414 (2024: 480) employees were dismissed across Cashbuild's operations, with the majority of these dismissals related to incidents of theft or corruption.

The Group outsources security personnel where needed and is not aware of any human rights violations committed by security personnel in the execution of their responsibilities.

During the 2025 financial year, Cashbuild had 62 (2024: 99) incidents of community unrest, which resulted in some of our stores being affected for a total of 51 (2024: 105) trading days throughout the course of the year. Of these affected trading days, stores were closed for 28 store days (2024: 41 store days). Trading days affected resulted in an estimated loss in sales and damages of R4.9 million (2024: R7.8 million).

An area that Cashbuild prides itself on is the management of shrinkage risk (defined as stock losses due to damages and theft). The Group has an objective to manage this risk and minimise shrinkage losses to below 0.30% of sales. This trend has been successfully managed to a level of 0.22% (2024: 0.19%).

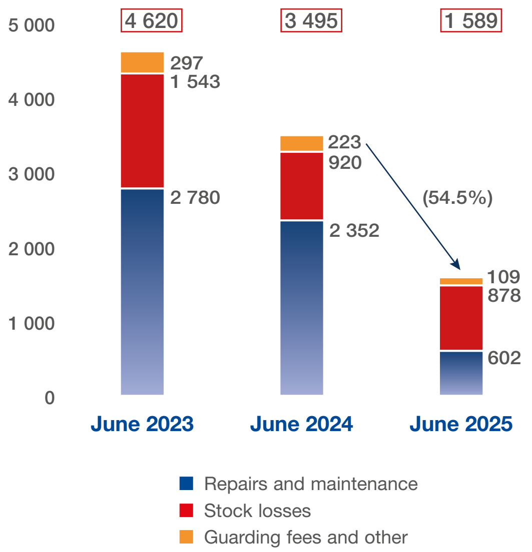
CUSTOMER COMPLAINTS

Customer complaints increased by 18.4% this year, rising from 632 (2024) to 748. While this represents a year-on-year increase, it is significantly more moderate than the over 50% surge recorded in the previous year. We take every customer complaint seriously and ensure that each is addressed promptly and appropriately.

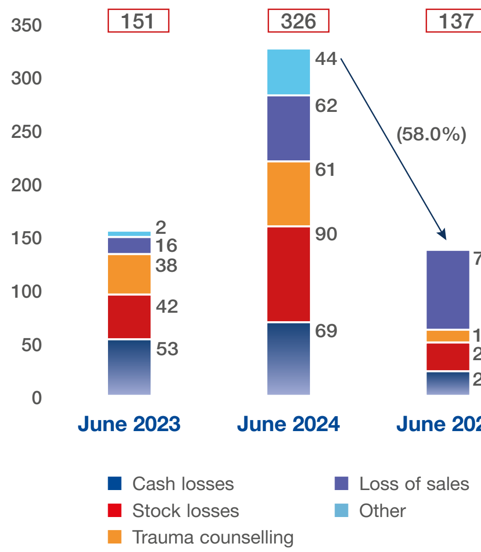
We have a Customer Relations Management (CRM) process to manage interactions with customers and potential customers. The goal is to improve customer service relationships and assist in customer retention and drive sales growth.

Losses associated with burglaries and armed robberies

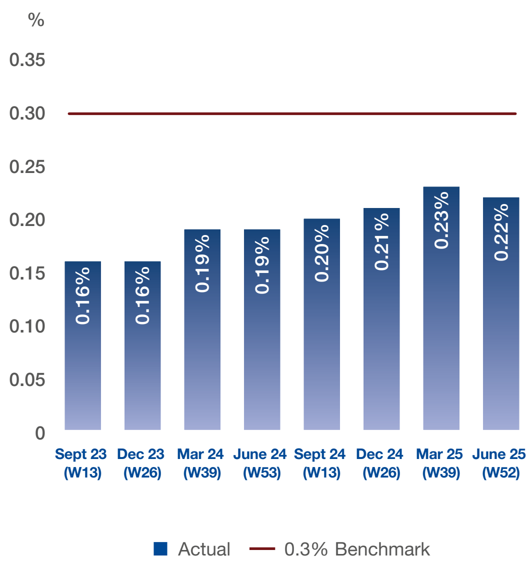
Burglaries
(R'000)



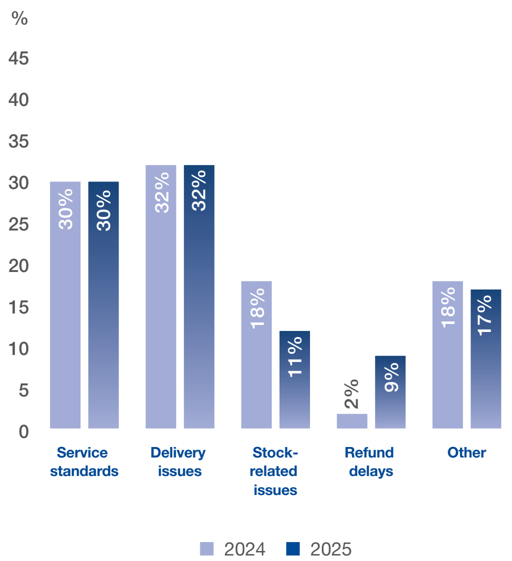
Armed robberies
(R'000)



Shrinkage
(defined as stock losses due to damages and theft)



Nature of complaints
(as a % of total complaints)



Below is a summary of the formal complaints received through our customer care hotline during the year under review.

	Unit of measure	**2025**	2024	2023	2022	2021
Formal customer complaints	number	**748**	632	409	532	771
Transactions	'000	**15 743**	15 114	14 732	15 886	19 672
Customer complaints per 1 000 transactions	number	**0.045**	0.042	0.028	0.033	0.039
Poor service customer complaints	number	**227**	189	173	197	224
Poor service customer complaints per employee	number	**0.042**	0.035	0.029	0.032	0.034
Product returns from customers	R'm	**404**	365	342	354	416
Average return value per transaction	Rand	**864.56**	674.75	618.04	801.81	580.93

03

ESG REPORT

"While we are committed to the principles of ESG, our value creation model is rooted in uplifting the lives of our employees and the communities around us – recognising that social development remains a critical priority in South Africa. We are equally dedicated to protecting the natural environment in all regions where we operate.

We continue to strengthen our ESG reporting in alignment with global best practices, guided by the understanding that people, planet, and profit are deeply interconnected. As a responsible corporate citizen, we embrace our duty of care across all three pillars of sustainability."

Dr DSS Lushaba | *Social and Ethics Committee Chairperson*

SOCIAL AND ETHICS COMMITTEE REPORT

DEAR STAKEHOLDERS

Cashbuild subscribes to the highest ethical standards of business practices and has a well-entrenched and defined business philosophy around its customers, staff, business partners, stakeholder and community engagements, systems and finances. The philosophy is underpinned by the Group's vision, mission, and values, as well as The Cashbuild Way.

CASHBUILD'S APPROACH TO SUSTAINABILITY

Cashbuild reports its corporate sustainability in terms of the Six Capitals as set out in the International < IR > Framework, as well as the UN SDGs.

The underlying objective of reporting using the Six Capitals is to ensure that Cashbuild focuses the appropriate degree of attention on each of these areas, considering the impact of each aspect on the Group's performance, as well as the impact that the Group has on its stakeholders in terms of value creation in each of these areas. This in turn ensures that Cashbuild maximises its opportunities for sustained financial and non-financial success in the short, medium and long term.

While the recently released global sustainability reporting standards, IFRS S1 and S2, are effective for companies reporting from 1 January 2025, they have not as yet been mandated by the JSE for application by South African listed companies. Also, given that Cashbuild is not involved in the production or manufacturing processes of the products available in its stores, and is not a heavy emitter of either Scope 1 or 2 GHGs, and no Scope 3 GHGs, the applicability of the IFRS standards, particularly IFRS S2, may be of limited pertinence to companies such as ours.

Cashbuild has thus opted to apply the JSE Sustainability Disclosure Guidance this year, which although closely aligned with the globally recognised GRI Standards on which prior years' reporting has been based, has moved towards a focus on sustainability in line with the work being done by the ISSB and the IFRS Foundation.

The sustainability policies and practices, which have been adopted and implemented by the Group, are robust and strive to channel the Group's sustainability efforts to where it is needed most. The Executive Management Team receives regular feedback, through the Employee Forum, regarding issues or opportunities in the communities in which our stores operate. This has proven to be one of the Group's greatest advantages and significantly assists in risk mitigation during the establishment of Cashbuild's operations in new, unknown, and often challenging environments.

The value drivers for enhanced sustainability performance and disclosure are ultimately to assist with managing both the financial and non-financial risks of the Group, improving productivity as well as contributing to the Group's sustainable growth to ensure stakeholder returns and value creation.

SOCIAL AND ETHICS COMMITTEE REPORT (CONTINUED)

Cashbuild's approach for mutually beneficial sustainability initiatives can be summarised as follows:

- Direct linkage to the Group's strategic objectives (i.e. providing tangible benefits to both the Group and its stakeholders), or directly addressing strategic risks and/or opportunities.
- Association with reputable suppliers who share similar values and principles.
- Influencing the Group's value chain (upstream and downstream).
- Investing holistically and in line with strategic objectives, rather than based on charity or philanthropy.
- Flexibility within the Group's sustainability model, to evolve as required and rapidly implement lessons learnt.
- Sensitivity to and respect for cultural nuances, particularly in communication with different stakeholder groups.
- The development of strong long-term relationships with all stakeholders and partner communities, and effective engagement to understand their issues and concerns.
- Displaying genuine responsible corporate citizenship with respect to all elements of ESG and to partner with other like-minded organisations.

SOCIAL AND ETHICS COMMITTEE (SECOM)

Chairperson
Dr DSS Lushaba

Members
- M Bosman (Ms)
- WF de Jager
- AJ Mokgwatsane
- WP van Aswegen

Independence
During the year under review, three SECOM members were Independent Non-Executive Directors, namely Dr DSS Lushaba, Ms M Bosman and Mr AJ Mokgwatsane. As social and ethics behaviour are integral to The Cashbuild Way, the Group is comfortable with the composition of the SECOM.

Meetings
Four times per annum

Role and function
The SECOM is a committee of the Board and its role is governed by Terms of Reference approved by the Board. These Terms of Reference are subject to an annual review by the SECOM and approval by the Board.

The SECOM's main objective is to assist the Board in monitoring the Group's performance as a good and responsible corporate citizen, thereby helping the Board to achieve one of its important values, namely doing business ethically. To do this, the SECOM monitors the sustainable development practices of the Group. It also monitors relevant legislation, legal requirements and prevailing codes of best practice relating to social and economic development, good corporate citizenship, labour and employment, the environment, health and public safety, and consumer relationships.

Responsibilities
The SECOM is responsible for developing and reviewing the Group's policies with regard to its commitment to governance and reporting of sustainable development performance, as well

as making recommendations to management and/or the Board in this regard.

Assurance

This report is prepared in accordance with the requirements of the Companies Act and describes how the SECOM has discharged its statutory duties in terms of the Companies Act and the additional duties assigned to it by the Board in respect of the financial year ended 29 June 2025. SECOM is satisfied that it has fulfilled all its duties during the year under review and has made progress in formalising all relevant policies and implementing identified plans.

ASSURANCES AND VERIFICATIONS

Please refer to page 55 for a comprehensive list on the sections within the Integrated Report that has been assured and verified by external parties.

ACTIVITIES UNDERTAKEN BY SECOM DURING THE YEAR

During the year, the SECOM reviewed, confirmed and improved (where required) the Group's:

- Code of Business Conduct and Ethics;
- Transformation Strategy, including the submission of the Employment Equity Report;
- Equality and Diversity Policy;
- Stakeholder Engagement Policy;
- Security and Crime Prevention Policy;
- Fraud Prevention Policy, including guidelines on Gifts;
- Corporate Social Investment Policy;
- Occupational Health and Safety Policy;
- Public and Investor Relations Policy; and
- Legislative Compliance.

Policies and procedures were updated to fulfil the requirements of POPIA.

The SECOM is also responsible for annually revising or determining, in conjunction with senior management, the Group's material sustainability issues.

In the execution of its statutory duties, the SECOM monitors the Group's activities, with regard to matters relating to:

- Social and economic development, including the Group's standing in terms of the goals and purposes of:
  - the 10 principles set out in the UN Global Compact Principles;
  - the 17 principles as set out in the UN SDGs;
  - the OECD (Organisation for Economic Co-operation and Development) recommendations regarding corruption;
  - Skills Development Act;
  - the Employment Equity Act; and
  - the Broad-Based Black Economic Empowerment Act.
- Good corporate citizenship, including the Group's:
  - promotion of equality, prevention of unfair discrimination and reduction of corruption;
  - contribution to development of the communities in which its activities are predominantly conducted or within which its products or services are predominantly marketed; and
  - record of sponsorships, donations, and charitable giving.
- The environment, health, and public safety, including the impact of the Group's activities and of its products or services.
- Stakeholder engagement and consumer relationships, including the Group's advertising, public relations, investor relations and compliance with consumer protection laws.
- Labour and employment, including:
  - the Group's standing in terms of the International Labour Organisation protocol on decent work and working conditions; and
  - the Group's employment relationships, and its contribution towards the educational development of its employees.

In fulfilling its functions, the SECOM has received and reviewed reports on:

Labour and employment practices

There have been no incidents of human rights abuses reported during the year under review.

The SECOM reviewed the employee headcount, progress of employment initiatives undertaken during the year, employment equity reporting, skills development reporting and legislative updates. Reports on Employment Equity were submitted timely to the Department of Labour.

During the year under review, Cashbuild offered a total of 99 learnerships to employed and unemployed individuals across the Group. In addition, 4 974 employees were trained in their positions as well as in back-up roles to mitigate the risk of unforeseen absences by key staff. The total cost of training was R8.5 million.

The three-year Employment Equity Plans for Cashbuild for the period October 2023 to September 2025 and for P&L Hardware for the period April 2023 to March 2025, were reviewed and monitored by the SECOM. Refer to pages 65 and 66 for an analysis of our B-BBEE management participation.

Cashbuild has appointed Inyosi Empowerment, an end-to-end B-BBEE solutions provider, to assist with the Group's supplier development programme.

Security and crime prevention

Cashbuild remained vigilant in maintaining compliance to policies and procedures which together with its Code of Ethics and core values form the basis of its crime prevention drive.

Crime, in particular theft, at Cashbuild stores remains an ongoing challenge and the Group promotes continuous vigilance within stores to combat this issue.

An area of particular emphasis is the prevention of any instances of crime that directly or indirectly affect employees, customers or our community members.

For more detail on security and crime prevention for the Group, please refer to pages 48 and 49 of the Integrated Report.

SOCIAL AND ETHICS COMMITTEE REPORT (CONTINUED)

TRANSFORMATION

The SECOM reviewed the Group's performance against the B-BBEE codes. Cashbuild is reviewed and measured under the Construction Sector and no longer to the generic codes.

During the year, the Group has formulated action plans and targets for the various elements of the B-BBEE Scorecard with particular emphasis on Preferential Procurement and Enterprise & Supplier Development areas. For our transformation initiatives, please refer to page 65.

CORPORATE SOCIAL INVESTMENT

The Group's CSI strategy was revisited to ascertain areas of focus and a revised plan was approved. The expenditure on planned initiatives during the year was assessed and found to be satisfactory.

The Group remains committed to positively impacting the lives of people in communities in which it trades. In the current year, Cashbuild made various donations, both monetary and in time, through the Cashbuild Give-a-Brick Trust and directly to beneficiaries identified in the various communities where our business operates. Cashbuild's total CSI and SED spend, which includes donations and social upliftment projects, amounted to R202.1 million (2024: R188.0 million), a pleasing increase of 7.5% from the prior year.

ANTI-CORRUPTION, ETHICS AND COMPLIANCE

During the year, the SECOM received various reports on ethics and compliance, and it was further noted that relevant information is being communicated to all employees through workshops and have been incorporated into The Cashbuild Way. Additionally, the External Auditor provided feedback on how they ensure quality control within their operations and ensure that the highest ethical standards are achieved and maintained.

OHASA

Compliance and Incident Reports, including incidents pertaining to the public, were reviewed at all meetings and incidents were recorded and appropriately dealt with. Refer to pages 64 and 65 of the Integrated Report.

CUSTOMER RELATIONSHIPS

The SECOM received and reviewed reports on the Group's advertising and public relations activities together with stakeholder relations initiatives. Analysts and customer feedback, including complaints, were also reviewed and plans to correct issues raised and implemented.

For further details on formal customer complaints, please refer to pages 48 and 49 of the Integrated Report.

LEGISLATION

An update of legislative compliance is provided to the SECOM at quarterly meetings, incorporating relevant acts and legislation of neighbouring countries in which Cashbuild trades. The Cashbuild Compliance Officer conducts compliance adequacy assessments to ensure that all legislation affecting the Group is periodically monitored and remedial actions implemented where deemed necessary.

On occasion, the SECOM will draw matters within its mandate to the attention of the Board and report to the shareholders at the Annual General Meeting on the matters within its mandate.

DIVERSITY, INCLUSION AND GENDER EQUALITY

Cashbuild's approach towards achieving gender equality is guided by the principle of fairness which incorporates acceptance of equal and inalienable rights of all women and men as defined in the Bill of Rights of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). Gender equality concerns both women and men. It involves working with both to ensure equitable behaviours are practiced at home and in the workplace. Genuine equality cannot be measured by parity in numbers, but rather by improving overall quality of life so that equality is achieved without sacrificing gains for males or females.

Our core values and fundamental principles of good governance as well as the rule of law, form the basis when assessing gender equality to ensure that we treat everyone with respect and understanding to ultimately motivate economic and social development.

In terms of diversity, the Group will continue to develop and promote HDSAs through its development programmes and on-the-job training. Cashbuild recognises that there is strength in diversity and that this will contribute towards a successful and sustainable organisation in the future.

ASSESSMENT

The SECOM is satisfied that it has fulfilled all its duties during the year under review and has made significant progress in formalising or improving all relevant policies and implementing identified plans. Targets for certain ESG initiatives will be assessed during the next financial year in accordance with good practices for the industry we trade in.

Dr DSS Lushaba
Social and Ethics Committee Chairperson

1 September 2025

ASSURANCES

Although this Integrated Report has not been independently assured as a whole, the following external assurances and verifications were received from the providers listed in the table below:

Compliance category	**External assurance and verification provider**
B-BBEE Scorecard	Empowerdex
Finance	Deloitte provides auditing services to the Group. For the Independent Auditor's Report refer to pages 117 to 120.
Carbon Tax	COVA Advisory
ESG	SANAS B-rating for energy efficiency received for Cashbuild's Corporate and Support Offices.
Health and safety	Health and safety are a key focus area on which verification is provided by Cashbuild Internal Audit. Additional, albeit limited, assurance together with advisory services is provided by SHE Consultants (Scott Safe).
IT	IT Internal Audit is outsourced to Ernst & Young Inc. (EY). Assurance is provided by EY on risk-based key focus areas included in a three-year rolling Internal Audit Plan. NTT Data and BCX provide IT support services.
JSE Listings Requirements	Nedbank CIB ensures that Cashbuild complies with the JSE Listings Requirements.
Legal	Webber Wentzel Incorporated and Van der Vyver Incorporated provide legal services. Exclaim Innovations & Solutions provides software to perform internal legal reviews performed by the Compliance Officer on relevant pieces of legislation.
Payment Card Industry (PCI) Data Security Standard	Galix Networking (Pty) Ltd provides attestation annually of compliance for merchants.

Non-compliance issues and recommendations arising from audits or reports from external advisers are managed closely to ensure compliance is achieved and maintained through management interventions.

UN SUSTAINABLE DEVELOPMENT GOALS

During the financial year ended 29 June 2025, Cashbuild assessed its operational and sustainable development processes as well as its CSI initiatives against 17 of the main UN SDGs as well as the underlying 169 sub-UN SDGs. In line with the outcome of this analysis, and in improving our reporting journey and alignment with the UN SDGs, we have narrowed our scope to include only those UN SDGs that are deemed relevant to the Group, as mapped against the targets relating to these specific UN SDGs.

Cashbuild is committed to sustainable operational practices to ensure that our operations contribute to the upliftment of people and places.

UN SDGs CENTRAL TO ACHIEVING OUR STRATEGY

4 QUALITY EDUCATION

Since 2001, Cashbuild has supported school infrastructure development by donating building materials to schools in communities where new stores are opened or re-opened.

Over the years, Cashbuild has also partnered with, and continues to partner with, other organisations in support of the development and improvement of schools infrastructure as well as various other initiatives in the pursuit of improving the quality of education in the areas it operates.

Refer to pages 67 to 77 on our CSI initiatives.

5 GENDER EQUALITY

Gender equality and equal opportunities for women are key pillars of our Human Resources Policy. We are committed to gender diversity and actively promote the inclusion of women in managerial roles. We are proud to report that the representation of HDSA women in management is 21.0%.

Refer to pages 65 and 66 for more information.

8 DECENT WORK AND ECONOMIC GROWTH

The Group is committed to promoting a safe and secure working environment. At Cashbuild, occupational health and safety is regarded as a core responsibility of all management representatives, including the CEO. We are pleased to report that no fatalities occurred during the year.

Employment within the communities where we operate remains central to our business model. Despite the closure of some stores during the year, we successfully created 1 024 new job opportunities.

Refer to pages 64 and 65 for more information.

10 REDUCED INEQUALITIES

The Group actively works to reduce income inequality by closing the salary and wage gaps between male and female employees.

Refer to page 97 for more information.

ENVIRONMENTAL INITIATIVES

As a responsible corporate citizen, Cashbuild recognises the need to minimise its environmental impacts through whatever available and financially viable means, so as to maximise both the economic and non-economic value generated by the Group for key stakeholder groups.

Cashbuild has identified energy consumption as its principal environmental issue. The Group continues to reduce energy consumption across its operations, at individual stores, Corporate Office and Support Office level. A solar photocoltaic system was implemented at the Support Office in October 2024, and at the Corporate Office in June 2025.

Where applicable, ESG goals and metrics will be linked to the relevant Executive Management Team member as part of their performance evaluation in determining short-term incentives.

ENERGY AND CARBON MANAGEMENT

In all its operations, Cashbuild is primarily dependent on electricity supplied by national or municipal electricity generation utilities. As a result, the Group has historically found itself constantly subject to electricity supply interruptions, which remains a challenge, and price increases. To minimise disruptions in operations, each Cashbuild store is equipped with an auto-start generator and each P&L Hardware store with a manual-start generator, which are tested at least once a week.

In regard to Cashbuild's carbon footprint, the overwhelming bulk of the electricity supplied by the national power utility to Cashbuild stores is generated from low grade coal, resulting in significant inefficiencies in the generation process and consequently, high levels of carbon emissions per kWh consumed by the Group.

The stores open at 07:00 and close at 18:00 weekdays and are open on weekends. The nature of this timetable means that the electricity usage during peak periods is limited, especially in the evenings as the peak period falls between 18:00 and 20:00.

Furthermore, a large contributor to store usage is lighting and Cashbuild has been able to reduce store consumption by installing energy efficient LED lighting or Low Voltage Induction fittings in the majority of its stores. P&L Hardware has also commenced installing energy efficient LED lighting or Low Voltage Induction fittings in their stores.

Electricity usage

Cashbuild's total direct electricity consumption from non-renewable fuels burned decreased by 26.8% to 36 578.40GJ compared to the previous year's 49 967.86GJ. This decrease was primarily due to lower diesel consumption as a result of reduced loadshedding relative to the prior year.

In accordance with the Group's goal of improving energy efficiency, Cashbuild continues to roll out energy efficient LED lighting as it reduces the average energy used in lighting by between 40% and 50%.

As at 29 June 2025, 290 stores (2024: 284 stores) had been retro-fitted with energy saving High Bay LED or Low Voltage

ENVIRONMENTAL INITIATIVES (CONTINUED)

Induction fittings. In terms of the SANAS rating, Cashbuild's Corporate Office and Support Office received a C-rating and B-rating, respectively.

The Group has implemented several pilot projects at some of its stores to assess the best and most efficient way to utilise solar and batteries as an alternative source to complement electricity from Eskom and be further self-reliant during times of power outages.

All new and refurbished stores are specified to receive energy efficient LED light fittings from the start to ensure that they are electricity-efficient.

Carbon footprint assessment and Carbon Tax

The Carbon Tax Act outlines the structure to determine the Carbon Tax liability of an entity which is based on activities which result in the release of GHG (Greenhouse Gas) emissions. The schedules in the Act outline the minimum thresholds for these activities according to the South African Greenhouse Gas Reporting System (SAGERS) (2017) as well as the total permissible tax-free allowances for these activities.

The threshold stipulated in the regulations for stationary combustion installations is 10MWth. This means that if the combined energy input of the generators under the Group's control exceeds 10MWth, then Cashbuild is required to report the emission from these installations to the Department of Environment, Forestry and Fisheries (DEFF).

Cashbuild's activities were reassessed in the year under review to determine whether Cashbuild still exceeds the threshold and whether the Group is required to maintain its registration for Carbon Tax and reporting requirements. Cashbuild has a diesel generator installed at each of its stores across the country and at its Corporate and Support Offices. The Group has 24 different generator models throughout the country and is in the process of standardising them to a specific or limited range of generator models, based on efficiency and availability of spares.

Cashbuild's total installed capacity was calculated to be 14.23MWth (2024: 13.83MWth). Due to the Group exceeding the 10MWth threshold, Cashbuild continues to report its GHG emissions to the DEFF via SAGERS. It must be noted that the CO_2e calculations for the DA180 environmental levy are for a calendar year, namely from January to December. The Group's total emissions for January 2024 to December 2024 were calculated to be 738.63 tonnes (2024: 2 121.29 tonnes) of CO_2e (carbon dioxide equivalent). The 65.2% reduction in Scope 1 emissions is due to less diesel volumes being consumed. The biggest factor for this reduction is the more stable power grid and less power outages during the year under review compared to previous years. (Source: Eskom)

Cashbuild registered and submitted its DA180 environmental levy form with SARS and renewed its Carbon Tax licence in November 2024. Cashbuild had a Carbon Tax liability of zero given that the only emissions generated are from diesel, which has already been taxed and included in the pump price.

Although electricity usage is recorded at each of its stores, Cashbuild is unable to determine the electricity usage of the 44 stores that use the prepaid meter system.

A summary of the Group's carbon footprint for the calendar year ended 31 December is tabled below:

Carbon emissions	Unit	**2024**	2023	% change
Scope 1 (vehicles, mobile machinery, stationary fuels)	tonnes	**738.63**	2 121.29	(65.2)
Scope 2 (electricity – location)[1]	tonnes	**–**	–	
Total carbon emissions		**738.63**	2 121.29	(65.2)
A summary of the Group's electricity consumption and Carbon Tax paid for the financial year ended June is tabled below:		**2025**	2024	% change
Electricity consumed[2]	kWh	**15 529 499**	14 002 490	10.9
Carbon Tax paid	R'm	**–**	–	–

1. *Not calculated.*
2. *Prepaid electricity meter readings are not included as this information cannot be accurately recorded.*

TRANSPORTATION

Cashbuild stores

The distribution of products to the network of Cashbuild stores is the responsibility of the Group's suppliers and is in most instances outsourced to specialist logistics and transportation companies. In this regard, Cashbuild has implemented a number of practices with its suppliers, aimed at optimising transportation efficiencies and therefore minimising the respective carbon footprints of these suppliers.

The services provided by delivery drivers subcontracted to deliver products to customers presents a minimal opportunity for the Group to introduce or apply improvement interventions. The delivery drivers are not employed by Cashbuild, which makes the measurement of their carbon footprint difficult. Cashbuild already assists the drivers in minimising their emissions through effective route planning and scheduling of deliveries. For the year under review, Cashbuild had 431 (2024: 377) drivers across southern Africa.

Cashbuild's CRM (Customer Relationship Management) system manages and improves the relationship with its customers, streamlining the sales process, with a specific emphasis on deliveries, as well as enhancing customer satisfaction and loyalty. After a delivery purchase order is completed on the CRM system, a customer is notified via an sms that their order is being processed. Should the customer wish to communicate with the store, i.e. inform the store who will accept the delivery, they can simply do so on the chat function. When the order is invoiced and is being loaded for delivery, the customer is then notified that their delivery is on the way. After the delivery is made, the customer is able to rate the service. This CRM process helps the Group to better understand and serve its customers.

P&L Hardware stores

At the end of July 2024, P&L Hardware disposed of its own fleet of four-tonne and eight-tonne trucks as well as LDVs or bakkies that transport smaller loads. A total of 18 trucks were sold. Subcontracted delivery drivers are used to make deliveries, if required by a customer.

WATER USAGE AND CONSERVATION

Cashbuild acknowledges that it operates in countries that are considered water scarce. Given the nature of its operations, Cashbuild does not have a material impact on freshwater withdrawal. The Group mitigates water interruptions in the following ways:

- for the stores that regularly experience water outages, water storage tanks are installed to ensure continuous supply to the stores; and
- the Corporate (10 000L) and Support Offices (14 440L) have water supply tanks to ensure that in the case of water interruptions, the bathroom facilities can still be used.

The Group is cognisant of the fact that the construction industry, on which its core business relies, is particularly water intensive, in both the upstream and downstream components of the value chain. Cashbuild works with suppliers and customers to minimise the water footprint of their activities, but given the nature of the business, the opportunities for meaningful interventions remain limited.

The failure by municipalities to timeously read water meters results in delays in identifying water leaks or losses. Remote water meters have been installed at certain stores to monitor consumption and reduce losses.

The Group's water usage increased marginally by 0.2%.

	Unit	**2025**	2024	Change
Water usage	kl	**148 824**	148 503	0.2%

WASTE GENERATION AND RECYCLING

Cashbuild does not currently measure the volume of waste generated in its operations. However, as a matter of policy, the Group contracts with responsible waste collection agencies (whether public or private) to remove, recycle and dispose of waste, mostly bulk packaging materials that are generated, particularly at our stores. Our stores in South Africa make use of plastic shopping bags (made of 100% recycled plastic), with the aim of reducing waste to landfill, which is becoming a critical issue in South Africa given the lack of landfill space in the majority of local municipalities.

At the Corporate and Support Offices, used paper is confidentially shredded through outsource partners and pulped, and the proceeds from this process are donated to various charity organisations by the Group. Other recycling initiatives are in place.

As a retail operation, Cashbuild's opportunities to meaningfully influence the environmental impacts arising from either the manufacture or application of its products are limited. However, Cashbuild remains committed to making full use of those opportunities that do present themselves to affect positive changes particularly in the following areas:

- the circular economy;
- energy efficiency;
- greenhouse gas emissions reductions;
- water conservation;
- waste management;
- product stewardship (in both manufacture and disposal); and
- biodiversity conservation.

SOCIAL INVESTMENT

Cashbuild's Human Capital strategy is integral to the Group's overall sustainability strategy and actively contributes to value creation for key stakeholders in the short, medium and long term.

The Group's mature procedures and processes in this area, in particular The Cashbuild Way, drive institutional imperatives of internal excellence, entrepreneurship and innovation.

The Group established a variety of Social Capital initiatives to create support, involvement and commitment from the communities in which the Group's stores are located. We focus on recruiting local talent into all our stores from the regions in which we trade.

Through investment in our Human Capital, we ultimately will enhance our Intellectual Capital where we support HDSAs through a Bursary Programme, learnerships, as well as a variety of other initiatives.

OUR EMPLOYEES

The recognition and reward of employees is a key component of Cashbuild's pursuit of employee excellence. Our employee share schemes, the Cashbuild Empowerment Trust and the Operations Management Member Trust are incentive schemes aimed at encouraging excellence and teamwork at all levels of the Group, while at the same time financially empowering employees, encouraging loyalty and improving retention.

Cashbuild acknowledges and rewards exceptional performance throughout the Group. At store level, each manager identifies and recognises an 'Employee of the Month'. At the annual Cashbuild Hall of Fame awards event, employees are financially rewarded for extended length of service (in excess of 20, 30 and 40 years) as well as for exceptional performance by individuals and teams. At the awards ceremony, the Group recognises, based on internal criteria covering growth in profits, expense management and controls, audited financial results and growth in new stores amongst others, the top five Store Managers and top three Divisional Managers.

Recruitment and succession planning is based on an 18-month view which considers internal development and planned store growth and is closely aligned to the Group's transformation objectives and short to medium-term growth strategies. This ensures the necessary Human Capital to successfully execute its ongoing programme of store expansion and development.

The Group's HR policies can be summarised as follows:

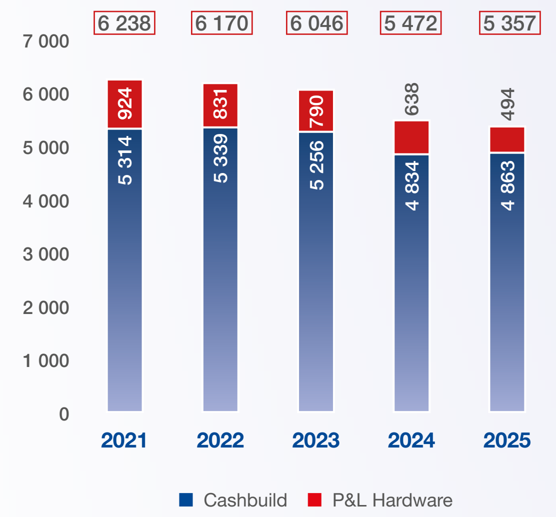
- We employ directly and locally where each of our stores are located.
- We make extensive use of decentralised employee forums to promote fair internal growth and development, with significant support from our Social and Ethics Committee as well as Corporate and Support Offices driving a transformation agenda.
- We provide ongoing opportunities for training through our internal skills development and learnership programmes, with the firm intention that once qualified, learners will be absorbed into the Group as permanent employees.
- As at 29 June 2025, Cashbuild employed 5 357 (2024: 5 472) individuals across the Group. These individuals have clearly demonstrated that they constantly strive to understand and meet their customers' needs, and they are the right people for Cashbuild.
- The Group's Employee Forum Steering Committee continues to facilitate harmonious working relationships within the Group by providing a formal communication structure between management and employees.
- The Group has 16 (2024: 17) full-time HR employees who are responsible for supporting line managers in (and holding them accountable for) the ongoing training and development of all employees. We are extremely proud of the success that has been achieved by the growing wealth of enthusiastic, committed and capable talent that the Group has attracted and retained over many years, at all levels of the business.

The ongoing promotion of continued adherence to The Cashbuild Way, as well as various incentive and reward schemes based on revenue and profit growth, have all resulted in improved employee productivity and retention.

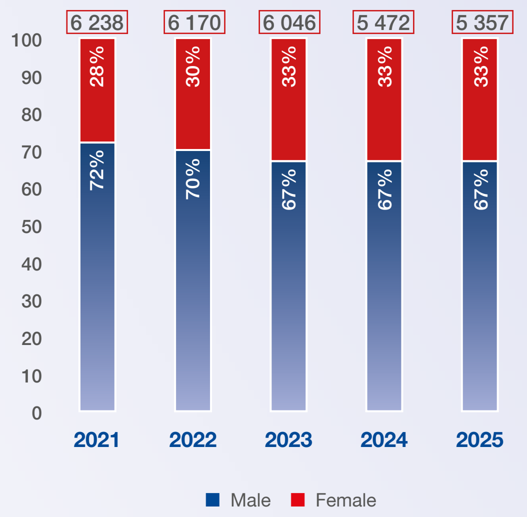
Employment statistics

for the year ended 29 June 2025

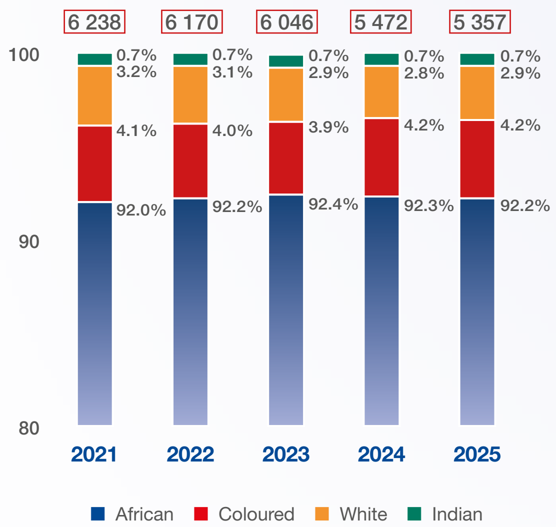
Total employees



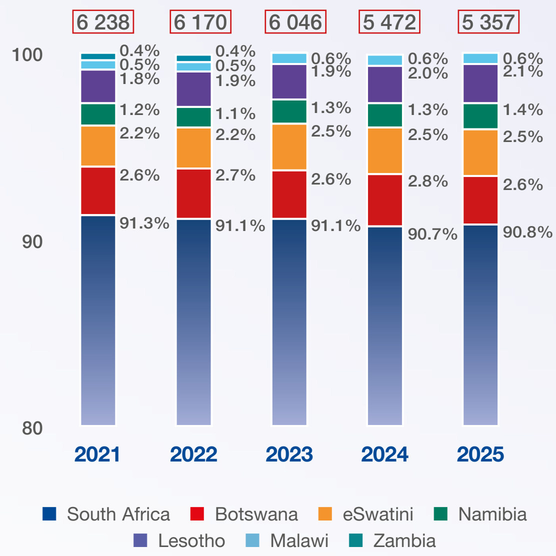
Employees by gender



Employees by ethnic group

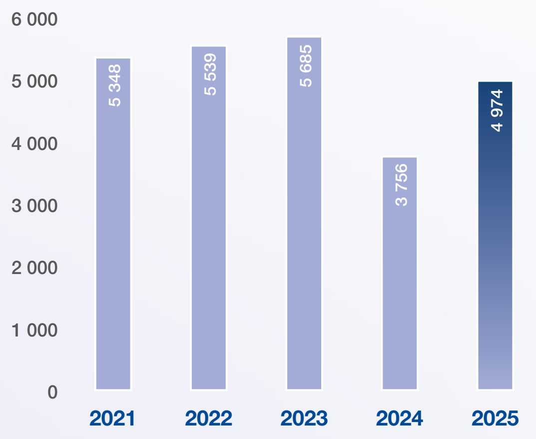


Employees by geography

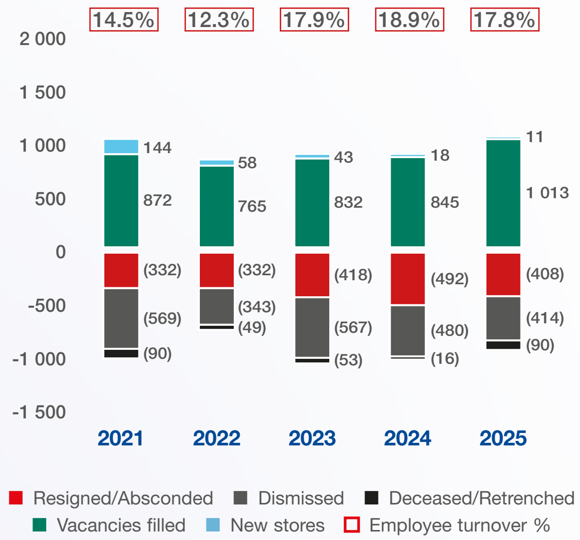


SOCIAL INVESTMENT (CONTINUED)

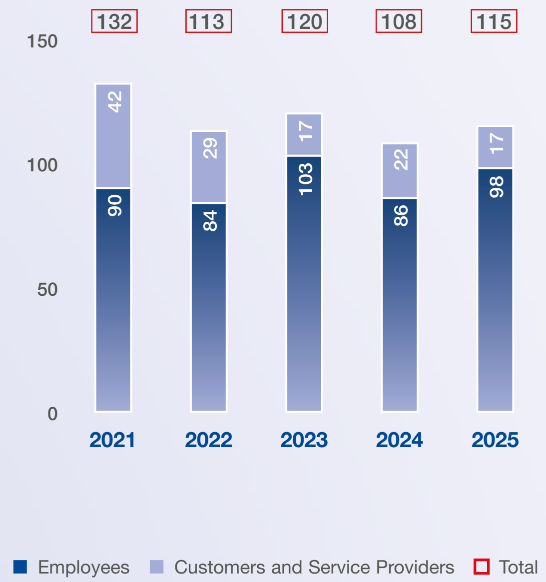
Employees trained



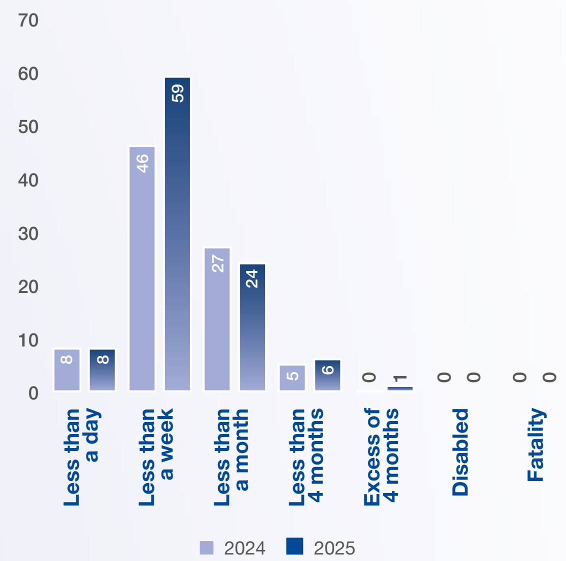
Employee turnover



Reported injuries



Seriousness of employee incidents, measured in terms of recovery period



Human capital challenges

Cashbuild continues to be affected by the general skills shortage in the country's labour market, and the resulting challenges related to employee retention.

Cashbuild's policy of promotion of staff from within, aimed at creating and maintaining an organisational culture based on employee loyalty and growth, has to some degree inhibited the Group's ability to transform the structures of the Cashbuild Corporate and Support Offices due to low staff turnover. To address this issue, the Group's medium- to long-term HR strategy directs significant levels of investment into the development of the current employee base to fill vacancies as they arise over time.

A detailed transformation and succession strategy relating to Executive Directors, Executive Management and key personnel has been developed. This strategy is reviewed and updated on a regular basis. All Executive Directors, Executive Management and key personnel have identified back-ups for any short-term or unforeseen absences.

Cashbuild's influence over suppliers regarding their respective transformation programmes is limited and considered adequate at these levels.

The retrenchments that took place were as a result of some store closures where staff were unable to accept transfers to other stores or locations within the Group.

Employee training and development

Cashbuild staff members undergo training courses in areas such as customer service, management, role-specific functional training and product knowledge enhancement.

Cashbuild is an accredited training provider with the Wholesale and Retail SETA. A total of 99 (2024: 56) learnerships were offered to employed and unemployed individuals across the Group. In addition, 4 974 (2024: 3 756) employees were trained in their positions as well as in back-up roles to mitigate the risk of unforeseen absences by key staff. The total cost of training was R8.5 million (2024: R7.1 million).

To further facilitate effective long-term succession planning, we have seven (7) employees who completed a 24-month Executive Development Programme in the year gone by.

CASE STUDY NOMPUMELELO PORTIA XULU

Nompumelelo Xulu is 30 years old and from Kwampumulo in KwaZulu-Natal. She went to Durban Girls Secondary School.

She holds a Diploma in Retail and Marketing, an Advanced Diploma in Retail and Marketing and Post Graduate Diploma in Business Administration. She is also enrolled for an MBA.

Nompumelelo aspires to be an Executive at Cashbuild in the next few years and is working her way towards achieving her dream. She has performed most of the roles in Cashbuild stores in her desire to learn about the business and she is currently doing research on the economy of local SMEs.

When she is not delighting in her baby girl, Nompumelelo enjoys reading and watching television.

SOCIAL INVESTMENT (CONTINUED)

Learnership programmes

Cashbuild's learnership programme is implemented through the Wholesale and Retail SETA and is intended to support staff continuity and succession planning.

Since the inception of learnerships in the Group in 2010 for unemployed individuals, 1 756 NQF level 2 learnerships have been successfully completed. As at the end of the 2025 financial year, 113 of these learners are still employed within the Group.

The table below illustrates the learnerships granted during the current year:

NQF	2025	2024
Level 2	35	25
Level 4	38	31
Level 5	–	–
Total	**73**	56

Bursaries

In 2014, Cashbuild established a Bursary Programme extended to the children of HDSAs. The bursary includes all tuition, books and accommodation, and where required, a monthly allowance. In addition, Cashbuild guarantees employment to its bursars on successful completion of their studies.

Cashbuild will continue to spend approximately R1 million per annum on its bursary programme. Twenty-five (25) students have been put in the programme since inception, fourteen (14) have passed, seven (7) are still on the programme and three (3) have failed to complete their courses and one (1) cancelled. Of the 14 students that have passed, seven (7) are employed within the Group, three (3) are Bookkeepers, one (1) Accountant, one (1) Trainee Manager and two (2) Assistant Store Managers.

CASE STUDY — SENAMILE SNIKIWE HADEBE

Senamile Snikiwe Hadebe, 20 years old from Pietermaritzburg, KwaZulu-Natal, is a Cashbuild bursar who went to Wartburg Kirchdorf School in Pietermaritzburg and is currently studying for a BCom in Management Sciences with Business Management at the North-West University.

Senamile is currently in her third year of studies. During her second year of studies, she attained seven (7) distinctions out of nine (9) subjects.

As part of her bursary conditions, Senamile works as a Price Change Clerk within the Cashbuild Procurement Department during university holidays.

Senamile is from a family of five and has two brothers. In her spare time, she enjoys reading and watching sports.

Her aspiration is to be a top entrepreneur in South Africa and Africa, a dream which Cashbuild is proud to have played a role in.

Occupational health and safety

Cashbuild considers occupational health and safety to be a direct responsibility of all management representatives within the Group, including the office of the CEO. The Group's policies and practices in this area are enforced at all levels and across all operational areas, through intensive and ongoing training as well as retaining an external service partner possessing specialist health and safety skills.

Health and safety representatives, with at least one appropriately trained and qualified first aid provider, are appointed for each store and nine representatives have been appointed to perform the function at the Corporate and Support Offices. The Group also strictly adheres to appropriate regulatory requirements and OHASA guidelines regarding the availability of medical and first aid supplies at Cashbuild stores as well as the Corporate and Support Offices.

Injuries in the year totalled 115 (2024: 108) and largely impacted our staff, mainly as a result of non-compliance to Cashbuild's OHASA policy. Appropriate disciplinary action was taken against these staff members. The Group encourages awareness through weekly communication via the CB Mail, a drive and focus by the Executive Management Team to ensure that there is compliance with regards to reporting of such incidents and improved collaboration between our insurers and the Group Risk Management Department, ensuring that all incidents are logged with the insurers and recorded internally. No incidents were identified where the Group deviated from its legal or regulatory responsibilities.

The seriousness of employee incidents is measured by the recovery period. The injuries did not result in any disruption or any downtime to our operations and there were no permanent disabilities or fatalities as a result of these reported injuries.

Cashbuild is committed to continued improvement in this area, and to maintaining a safe working environment for its employees, customers and service providers.

The Group's safety statistics were as follows:

Description	Unit	2025	2024
Medical treatment cases (MTCs, i.e., injuries on duty leading to medical treatment, but no lost days). This was taken as injuries where the employee went to the doctor for treatment and returned to work with no lost working days.	Number	**8**	8
Lost Time Injuries (LTIs, i.e., injuries on duty leading to at least one lost day)	Number	**90**	78
Total recordable injuries, including MTCs, LTIs and fatalities – reported	Number	**98**	86
Total recordable injuries, including MTCs, LTIs and fatalities – calculated	Number	**98**	86
Fatal Injury Frequency Rate (FIFR, i.e., number of fatalities per 200 000 person hours worked) – reported	Number	**0**	0
FIFR i.e., number of fatalities per 200 000 person hours worked) – calculated	Number	**0**	0
LTIFR i.e., number of LTIs per 200 000 person hours worked) – reported (lost days)	Number	**1.89**	1.57
LTIFR i.e., number of LTIs per 200 000 person hours worked) – calculated	Number	**1.89**	1.57
Total Recordable Injury Frequency Rate (TRIFR) – reported all injuries	Number	**2.06**	1.73
TRIFR – calculated	Number	**2.06**	1.73
Does the company report a LTIFR and/or TRIFR target?	Y/N	**N**	N
Employee injuries per 1 000 transactions	Number	**0.006**	0.006

Ethics

Our culture of ethics and integrity defines who we are as a Group, and how we as colleagues treat each other, our customers and our suppliers. Our business success rests on a foundation of values – upholding integrity, serving our customers, growing our people and accepting responsibility – and our reputation depends on us continuing to make the right choices, every day. Our values set us apart from others and have become a competitive advantage that we can never compromise in our actions and decisions. Our Code of Ethics contains principles that provide guidance for our behaviour.

As a team, it is our responsibility to continue building on our already strong ethical foundation and retain and further enhance Cashbuild's standing as an excellent and highly ethical organisation. With this in mind, an ethics awareness and a diversity management training programme is in place to increase support and enhance the ethics within the Group.

Each store, Corporate and Support Offices department facilitates communication and training programmes for employees on values, standards and compliance to procedures. Proficiency in these areas is taken into consideration when assessing the suitability of prospective employees and candidates for promotion and in delegating discretionary authority. Cashbuild has a zero-tolerance approach towards fraud, theft, corruption, illegal behaviour, and non-compliance to our ethical standards as recorded in our philosophy, values, and The Cashbuild Way.

Any employee found behaving in a manner contrary to our ethical standards is subject to disciplinary proceedings, which may lead to dismissal from the Group.

Compliance with The Cashbuild Way is monitored through our Internal Audit function. Frequency of audits at stores is based on quarterly updated risk status associated with each store. High risk stores are audited four times per annum, medium risk stores three times per annum, and low risk stores twice per annum. A similar risk-based approach is applied at the Corporate and Support Offices with high-risk business support focus areas audited twice per annum, medium risk focus areas once per annum and low risk focus areas once during every 18 to 24-month period. Cashbuild has contracted Tip-offs Anonymous, which provides a secure system for the reporting of unethical or risky behaviour. All tip-offs logged are investigated and action taken to address any instances of non-compliance.

Acceptance of gifts from third parties is governed by a policy requiring detailed declaration and approval that is targeted towards removing any potential conflicts of interest.

The directors are fully committed to the ethical principles entrenched in the Group and support unwavering enforcement thereof.

Transformation and B-BBEE

Cashbuild remains fully committed to the principles and practices of empowerment and transformation. The broad geographical footprint of our stores provides us with a richly diverse workforce.

Cashbuild is an equal opportunity employer, promoting non-discrimination and fair and equal treatment in all employment and HR practices, in line with the Group's commitment to the UN Global Compact Principles as well as the UN SDGs.

SOCIAL INVESTMENT (CONTINUED)

As at 29 June 2025, the Group (South Africa only) had 629 (2024: 628) HDSAs in management level positions, which equates to 82.8% (2024: 82.7%) of management level employees or 15.8% (2024: 11.8%) of total employees. Women HDSAs in management positions equate to 21.0% (2024: 23.5%).

	Race				
Occupational level	African	Coloured	Indian	White	**Total**
Top Management	1	0	0	4	**5**
Senior Management	2	0	0	12	**14**
Professionally Qualified	30	8	5	50	**93**
Skilled Technical	518	38	27	65	**648**
Semi-skilled	3 873	176	8	24	**4 081**
Unskilled[1]	24	1	0	0	**25**
Grand total	4 448	223	40	155	**4 866**

This table is as per legislated Employment Equity reporting for Cashbuild (South Africa) (Pty) Ltd and P&L Hardware (Pty) Ltd and excludes subsidiaries in neighbouring countries.

1. *Unskilled numbers relate to unemployed individuals employed on the NQF 2 learnership programme.*

Cashbuild continues to give preference to local suppliers drawn from the areas in which stores are located, and is constantly increasing its support for targeted B-BBEE initiatives. The Group also continues to develop and implement the HR strategies necessary to drive internal cultural change, transformation and wealth creation amongst employees.

Cashbuild's B-BBEE rating is a Level 7 (2024: Level 8) on the Construction sector scorecard. P&L Hardware is rated as a Level 8 (2024: Level 8). Strategies have been put in place to improve on these ratings over the short term. The Group has put a supplier and enterprise development improvement strategy in place. The Group has implemented an EE aligned and targeted recruitment plan, particularly, at management level. Cashbuild is committed to economic empowerment and plans to continually improve its transformation efforts.

Industrial relations

Union membership within the Group is 2.4% (2024: 2.6%). Discussions regarding remuneration, working conditions and other relevant issues take place primarily through the Group's Employee Forum. For more information regarding the role, function and composition of this Forum, refer to page 88 of this Report.

Cashbuild manages its industrial relations internally and we use outsourced service providers for any specialist or technical advice.

Cashbuild follows the principles of the International Labour Organisation protocol on decent work and working conditions. It involves opportunities for work that are productive and derive a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organise and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

Cashbuild subscribes to the UN Global Compact Principles.

Communication with employees takes place through a number of channels, including the monthly Employee Forum meetings, weekly CB Mail, weekly P&L Hardware news via email, and through the intranet, with all this being aimed at informing employees of developments taking place within the Group.

Gender equality

Cashbuild's policy and goal towards achieving gender equality is guided by a vision of fairness and acknowledges the principle that gender plays no part in merit and will actively manage its HR development to ensure women and men have equal opportunity to participate in management at all levels. Cashbuild's female to male ratio of 33%:67% remained unchanged.

Neither women nor men can be considered as a homogenous group and individual capabilities will drive advancement. Women and men have different skill sets whereby either or both can be developed for the advancement of the Group. However, our policy acknowledges that the means of developing various gender skills may require different emphasis and practices. Cashbuild rejects any form of unfair discrimination based on gender in the Group. Refer to the Group's website for the Gender Equality Policy.

Employees with disabilities

As at 29 June 2025, Cashbuild employed seven (7) (2024: 12) people with disabilities. Our Group is committed to fostering an inclusive workplace by actively supporting and accommodating individuals with disabilities, ensuring equal opportunities for all. We recognise the value that diverse abilities bring to our team and are dedicated to creating an environment where employees with disabilities can thrive and contribute meaningfully.

Other UN guidelines and principles

In line with its commitment to the UN Global Compact Principles and the UN SDGs, the Group has a zero-tolerance policy with regard to child labour and forced or compulsory labour amongst the delivery contractors, delivery drivers and suppliers that the Group conducts business with.

OUR COMMUNITY INVOLVEMENT

Our store locations are embedded within the heart of communities, and our CSI and SED initiatives are intentionally designed to uplift the areas surrounding our stores. Community support is deeply ingrained in the Company's DNA, which is why our efforts remain focused on creating sustainable, positive impact.

We are committed to a range of initiatives across CSI, supplier development, and entrepreneurial support, each aimed at delivering meaningful, mutual value. As our Financial Capital grows, it enables us to increase our investment in Social Capital. These initiatives also strengthen our Human Capital by enhancing the communities where our employees live and where their children attend school.

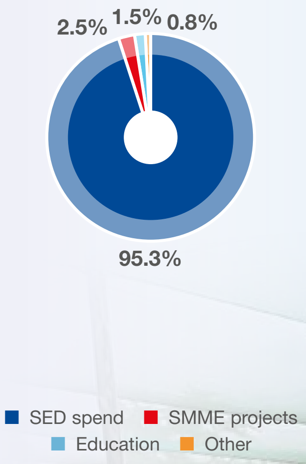
By investing in our Owner Driver Programme, we contribute directly to building Social Capital, empowering local entrepreneurs while improving service delivery in the communities we serve.

Cashbuild's total CSI and SED spend, which includes donations and social upliftment projects, amounted to R202.1 million (2024: R188.0 million), an increase of 7.5% from the prior year.

The amount was spent as follows:

		% change	**June 2025**	June 2024
Number of schools contributed to		55.9	**198**	127
Value of school donations	R'000	55.1	**2 955**	1 905
SMME projects	R'000	>100.0	**5 000**	21
Other	R'000	(12.6)	**1 537**	1 759
Payments to delivery drivers	R'000	4.5	**192 652**	184 361
Total CSI and SED spend	R'000	7.5	**202 144**	188 046

The categories that were supported were as follows:



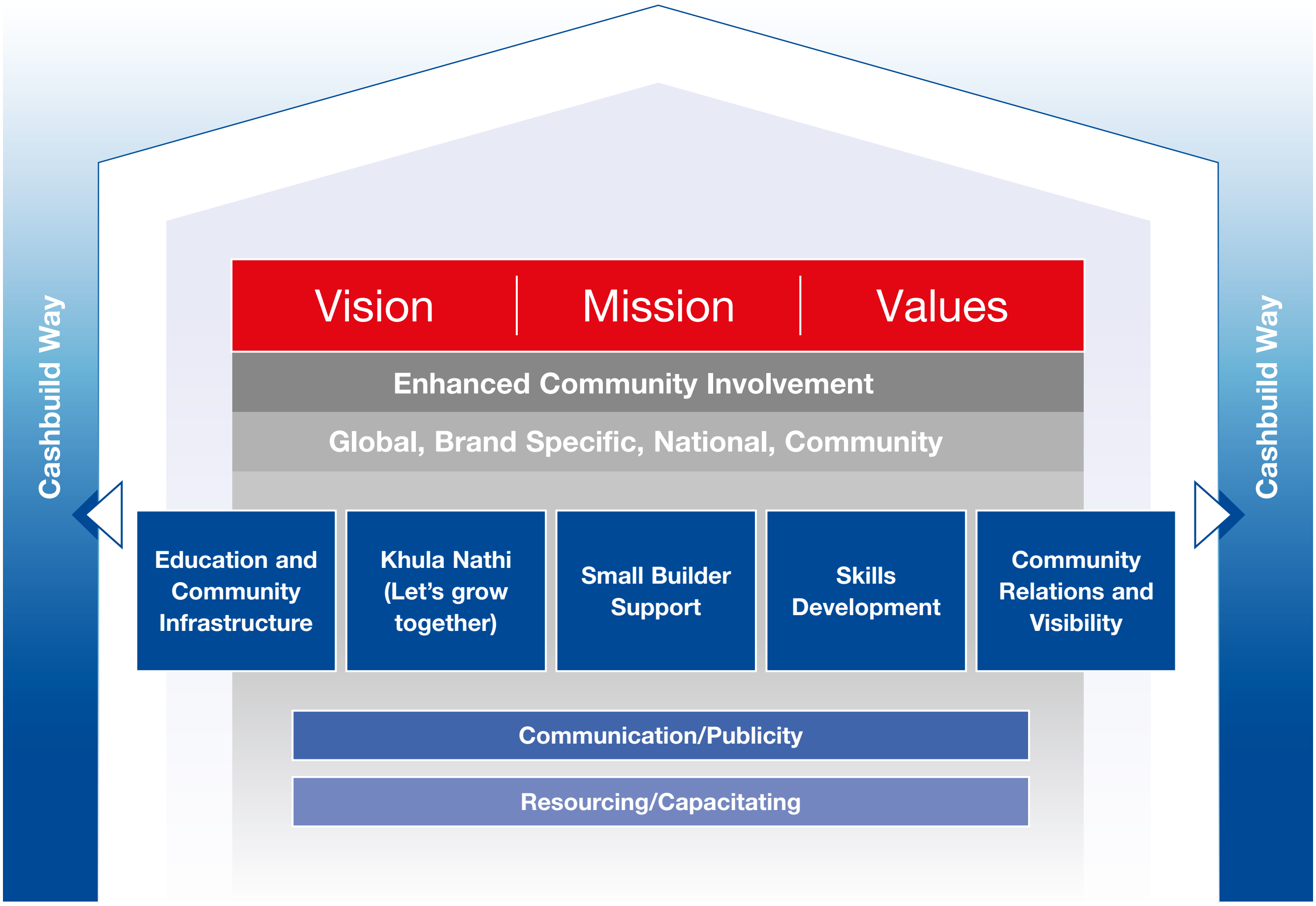
CSI AND SED

A key catalyst for many of the CSI and SED initiatives is the launch of new stores, the relocation of existing ones, or the reopening of refurbished locations. Each of these events follows a well-defined sequence of activities designed to maximise benefits for both Cashbuild and the surrounding communities. Store management actively engages with local community leaders before and after the store opening to ensure meaningful collaboration and impact.

Cashbuild has a focused and effective CSI and SED strategy, which is delivering measurable results.

Our CSI and SED strategy, which underpins the broader Group strategy, is strengthened by a dedicated focus on education, community infrastructure, support for small builders, skills development, and impactful community engagement initiatives. These efforts aim to create a lasting legacy in the communities where we operate.

SOCIAL INVESTMENT (CONTINUED)



Our projects are designed to support local enterprises in the communities where we operate, aligning closely with South Africa's National Development Plan (NDP), which envisions expanded employment opportunities and a thriving economy. Recognising the vital role that SMMEs play in job creation, our Khula Nathi programme is focused on nurturing sustainable local businesses. Through this initiative, we contribute meaningfully to the country's national goals and support the broader vision of inclusive economic growth.

Our commitment to equipping local enterprises with practical skills and knowledge was demonstrated through targeted workshops for small, community-based brick and block makers. These sessions represent the first step in our broader Supplier Development Programme. While we may not be able to provide direct support to every small block yard, we ensure that all participants receive accurate, actionable information to help them grow and sustain their businesses independently.

Measuring our impact is a cornerstone of our work, linking strategic objectives to long-term goals. Through consistent impact measurement and monitoring, we are able to sharpen our focus, refine our approach, and manage expectations effectively. It also fosters a shared understanding among stakeholders of what we aim to achieve.

Authentic, lasting change occurs when our initiatives are aligned with long-term outcomes, and that is our ultimate goal. This renewed emphasis on impact measurement guides our engagement with communities and partners, serving as both an evaluation tool for new initiatives and a foundation for planning future social interventions.

We recognise that the journey toward meaningful change is complex and non-linear. It requires meeting key preconditions, activating critical enablers, and tracking specific indicators that signal progress. This is our pathway to change, marked by deliberate steps, informed decisions, and a clear vision of the destination.

Cashbuild remains committed to ensuring that our CSI programmes deliver meaningful and measurable impact. We apply clear methodologies and mechanisms to avoid superficial involvement. Our goal is not to simply to "tick-the-box", but to ensure that real, lasting benefits reach the communities we serve. Impact and long-term sustainability are the guiding principles of our community investment strategy.

The growth of thriving local enterprises is a powerful driver of social good, benefiting not only Cashbuild, but also the communities surrounding our stores.

ZAKHELIKHAYA

Zakhelikhaya
Building Your Dream Home

Cashbuild teamed up with Capitec and the National Housing Finance Corporation (NHFC) to introduce Zakhelikhaya, a project designed to enhance investment in the affordable housing market.

Zakhelikhaya seeks to address South Africa's pressing affordable housing shortage by offering accessible housing options. Capitec has launched the Capitec Home Improvement Loan product across the South African DIY store network. The programme aims to alleviate South Africa's significant housing backlog, which, as of September 2024, included approximately 3.3 million households or individuals registered on the National Housing Needs Register (NHNR). Nearly half of this backlog is concentrated in Gauteng, the country's economic centre. A standout feature of Zakhelikhaya is its provision of customisable house plan options. This allows customers to select designs that best fit their personal preferences and requirements. Cashbuild ensures these plans are affordable and provides clients with extensive support and financial assistance.

The Zakhelikhaya project has begun to yield positive outcomes, albeit at a slow pace. As at the reporting date, R148.6 million has been approved and disbursed by our partner, the NHFC, with R36.8 million generating revenue and the balance awaiting spend from customers. The Capitec Home Improvement Loan product has proven to be a driver of customer purchases across the Cashbuild and P&L Hardware network.

In the financial year ended 29 June 2025, a total of R530 million in Capitec loans was disbursed to our customers.

SOCIAL INVESTMENT (CONTINUED)

SMALL BUILDER DEVELOPMENT INITIATIVES

Empowering small businesses through skills development: Khula Nathi Workshop in Elukwatini

As part of our ongoing mission to empower small businesses within the construction ecosystem, Cashbuild hosted the Khula Nathi Brick and Block Maker Workshop in Elukwatini, Mpumalanga. The event attracted nearly 40 participants, including emerging entrepreneurs and small-scale business owners, and served as a dynamic platform for skills transfer, business development, and networking.

Participants gained valuable insights from industry experts across several key areas of business growth and sustainability. Workshop highlights included:

- Cashbuild's VIC Programme – Introduced to provide procurement and operational support to small-scale contractors.
- Lefika-Ntswe Concrete – Shared practical strategies for running a sustainable brick and block production business.
- Mamba Cement – Offered guidance on optimising cement mixes for improved quality and cost-efficiency.
- National Home Builders Registration Council (NHBRC) – Emphasised the importance of compliance and quality assurance in construction.
- Capitec Bank – Delivered financial literacy training, including cash flow management and access to SME funding.
- SARS Education Division – Provided expert advice on tax compliance, available incentives, and best practices for financial record-keeping.
- Inyosi Empowerment – Provided them an interest free loan of R5 million for SME development.

The workshop also featured an engaging "Question and Answer" session, allowing participants to interact directly with speakers and deepen their understanding of the topics discussed. The event concluded with a networking session, fostering collaboration and peer learning among attendees.

> **"The turnout and enthusiasm were truly inspiring. It's encouraging to see entrepreneurs actively investing in their growth. The Khula Nathi Workshop is a powerful reminder of how collaboration and education can drive grassroots economic development."**

Angel Masangu | *Store Manager, Cashbuild Elukwatini*

COMMUNITY VISIBILITY PROGRAMMES

Cashbuild remains committed to responding to urgent and high-impact community needs across the regions we serve. This year, our donations and social investment initiatives have supported a diverse range of causes, reflecting our dedication to social upliftment and meaningful impact.

Sports Kit Donation Programme

As part of our ongoing commitment to youth development through sport, Cashbuild proudly donated sports kits to 18 local teams across South Africa. The donations supported soccer, netball, and hockey teams, with recipients selected at store level by Store and Divisional Managers to ensure local relevance and impact.

A standout beneficiary was Danville Primary School in Mafikeng, North West. Since its establishment in 2001, the school has cultivated young hockey talent, with several players advancing to provincial and national levels. The hockey team received full kits, empowering students to compete with confidence, pride, and a renewed sense of purpose.

> "This sponsorship is invaluable. It allows our players to perform at their best and represents a meaningful investment in their futures. We are truly grateful to Cashbuild."
>
> **HS Bloemstein** | *School Representative*

SOCIAL INVESTMENT (CONTINUED)

NHFC and Bathebeleng Children's Home (Ivory Park, Tembisa)

In partnership with the National Housing Finance Corporation (NHFC), Cashbuild marked Mandela Day (18 July 2024) by donating building materials to renovate Bathebeleng Children's Home. Contributions included paint, ceiling boards, window frames, floor tiles, and cisterns, enhancing the safety and dignity of the home for vulnerable children.

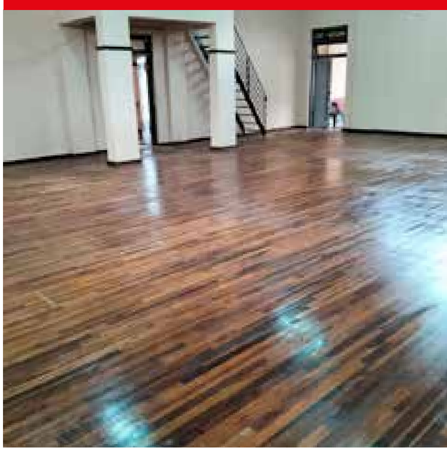



SAPS Diepkloof Police Station (Johannesburg)

Responding to a request from the Station Commander, we donated two 2 450L water tanks, taps, pump boosters, and installation kits to help the station manage water shortages during Johannesburg's ongoing outages, demonstrating our support for essential frontline services.

Team Hope South Africa (Paul Kruger Community Hall, Mogale City)

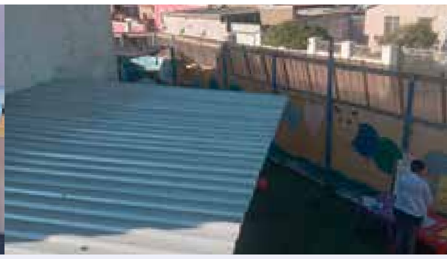





In collaboration with Team Hope, we refurbished the Paul Kruger Community Hall, officially reopened on 27 March 2025. The revitalised facility now serves as a hub for education and social upliftment, offering free meals, clothing, mentorship, exercise programmes, and youth workshops.

Agora International Club
(Botswana)

In our first international donation, we supplied building materials to the Mochudi Resource Centre for the Visually Impaired. Partnering with Agora, a women's empowerment club, this initiative reinforces our cross-border commitment to education and inclusion.



Mini Footsteps Kindergarten
(Western Cape)

We provided roofing materials to replace a rust-damaged structure at Mini Footsteps Kindergarten. Beyond early education, the centre also operates a soup kitchen and serves as a safe haven for abused or neglected children, making this support vital to community welfare.

Diepkloof Athletics Club
– Comrades Marathon Sponsorship

We sponsored branded gear for athletes and supporters of the Diepkloof Athletics Club (DAC) during the 2025 Comrades Marathon. Founded in 1985, DAC continues to nurture township-based athletic talent. Our sponsorship ensured brand visibility across television, social media, and the national expo.

> "We deeply appreciate Cashbuild's support of our club and its runners. Your involvement highlights true corporate citizenship."
>
> **Diepkloof Athletics Club.**

SOCIAL INVESTMENT (CONTINUED)

Inyathi Primary School (Duncan Village, Eastern Cape)

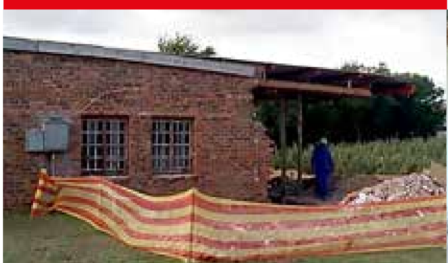
We donated building materials to Inyathi Primary School, located in one of the province's most under-resourced communities. Many learners live in informal settlements and are raised by elderly guardians reliant on social grants. Our contribution aimed to create a safer, more conducive learning environment.

Phuthaditjaba Care for Youth and Aged (Alexandra, Gauteng)

While event sponsorship is not standard practice, we honoured community stalwart Mr Linda Twala on his 80th birthday by donating soft drinks for the celebration. Over 1 000 pensioners received food parcels, underscoring our respect for legacy and leadership in social development.

Humble and Kind NPO (Grabouw Valley, Western Cape)

We allocated R297 565 to refurbish a donated facility that will serve as an Early Childhood Development Centre. Led by professionals in finance, education, and business, the organisation is well-positioned to deliver long-term, measurable community impact.



SOCIO-ECONOMIC DEVELOPMENT IMPACT

Liquefied Petroleum Gas (LPG) Installation – Hakem Energies Partnership

In partnership with Hakem Energies, Cashbuild funded the installation of LPG systems in 11 schools, with a total investment of R246 201. This initiative aimed to improve the safety, efficiency, and reliability of school kitchen operations, particularly in areas with inconsistent electricity supply.

The intervention included:

- Installation of fully compliant LPG infrastructure
- Upgrades to existing cooking facilities
- On-site training for safe handling and usage
- Issuance of Certificates of Compliance to ensure regulatory standards

This project directly supports school nutrition programmes and contributes to a safer, more functional environment for both learners and staff, reinforcing our commitment to sustainable, community-focused development.

SUPPLY AND ENTERPRISE DEVELOPMENT

Inyosi Empowerment Partnership

As part of our commitment to inclusive economic growth, Cashbuild has partnered with Inyosi Empowerment to fulfil our Supplier Development obligations under the B-BBEE Codes. Inyosi Empowerment is one of South Africa's leading facilitators of Enterprise and Supplier Development (ESD), with a proven track record since 2012. To date, it has disbursed over R1.4 billion in loans to qualifying black-owned businesses, providing them with access to funding, markets, and skills.

Together, Cashbuild and Inyosi Empowerment have developed and implemented a targeted Supplier Development Plan, focused on both compliance and the spirit of transformation. This plan supports nine carefully selected construction-sector enterprises, each playing a vital role in the broader value chain:

- POFU Supply on Demand – Specialises in corrosion control, infrastructure maintenance, pipeline inspections, cathodic protection, and civil repairs.
- Kapablock – Supplies consumables used in the production of galvanised wire for the construction industry.
- Isivuvu Technical Solutions – Delivers engineering solutions across energy, transportation, health, and construction sectors.
- Gordian Fence – A well-established contractor in fencing, civil works, and minor building projects, with over 30 years of experience.
- Amsterdam Wholesalers – Provides premium timber products tailored for the construction sector.
- Makaza Concrete Mixers – Offers sand and stone supply, bituminous products, and vehicle hire services including flatbeds, tautliners, tippers, and lowbeds.
- Cape Plumbing & Bath – Imports and supplies a wide range of plumbing and bathroom accessories.
- WRD Distributors – Supplies bespoke ceramics, PVC products, and plumbing materials.
- Roma Bricks – Manufactures clay face and semi-face bricks, and supplies a custom range of bricks to Cashbuild.

This partnership not only ensures compliance with B-BBEE requirements but also drives real transformation by empowering black-owned businesses and strengthening the construction supply chain.

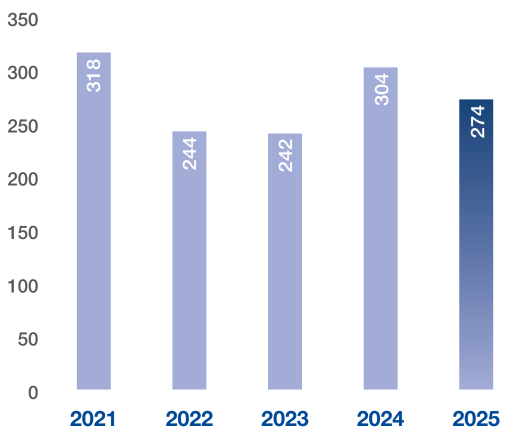
SOCIAL INVESTMENT (CONTINUED)

Opportunities for local artisans

The Group remains committed to its programme of supporting local artisans and entrepreneurs, including brick makers, glass cutters and glazers. This programme offers entrepreneurs the opportunity to produce products such as bricks, blocks and lintels, which are purchased and re-sold by Cashbuild. It also offers glass cutters and glazers the chance to work rent-free on Cashbuild premises.

Cashbuild remains committed to identifying and supporting other beneficiaries through its supplier development initiatives. We have developed a due diligence framework with the assistance of providers such as BEE123 and Raizcorp, ensuring suitable candidates are included in the programme.

Number of glass cutters



Store openings and refurbishments

In the year under review, eight (8) (2024: six) new stores were opened and 12 (2024: two) stores were closed due to underperformance. Cashbuild refurbished 26 (2024: 20) stores during the year under review.

These new stores created between 14 and 20 new local employment opportunities per store opening.

For every new store we empower our communities in the following ways:

- new staff are employed;
- local delivery drivers, formally contracted by Cashbuild, are provided with support in the development of their own enterprises; and
- local artisans (glass cutters, brick makers, etc.) are trained and supported in the establishment and development of their own enterprises, either on the Cashbuild premises, or in close proximity to stores.

For every new, relocated and refurbished store opened, Cashbuild:

- donates R120 000 worth of building materials to various schools in the neighbouring community;
- awards, through the Group's Art@Heart programme, prizes to local scholars. Their artwork is displayed in the store for a period of six years; and
- actively engages, through the store management team, the local community leaders prior to and following the store opening.

The children's artwork, by means of a colouring-in book provided to them, will be displayed at the store for a period of three years.

As previously mentioned, P&L Hardware will be donating R5 000 in the form of in-store accounts to five schools with each new store opening, refurbishment or relocation as per the Group's policy, bringing the total donation amount to R25 000 per event.

Indigenous rights

The Group is committed to community engagement and makes every effort to respect and collaborate with local leadership structures, both elected and traditional (where relevant). In this regard, Cashbuild is not aware of any incidents of violation of indigenous rights, across any of its operations and in particular during the establishment of new stores, during the reporting period.

We employed 1 024 new employees in our stores to fill vacancies due to staff turnover. The total number of staff is marginally down on the previous year due to the closure of 12 stores.

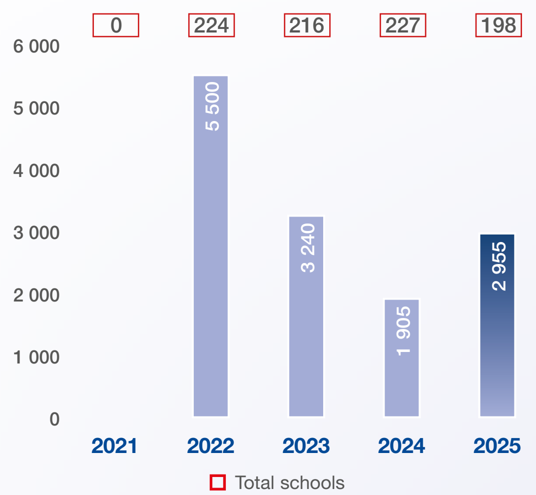
Delivery driver contractors

Cashbuild's policy of offering free local deliveries continues to provide a valuable service to customers while actively supporting local entrepreneurship and job creation. By the end of the financial year, 431 delivery drivers were contracted across the Group's stores, up 14.3% from the 377 delivery drivers in 2024. The Group invested R192.7 million in this service (2024: R184.4 million), reflecting a 4.5% year-on-year increase.

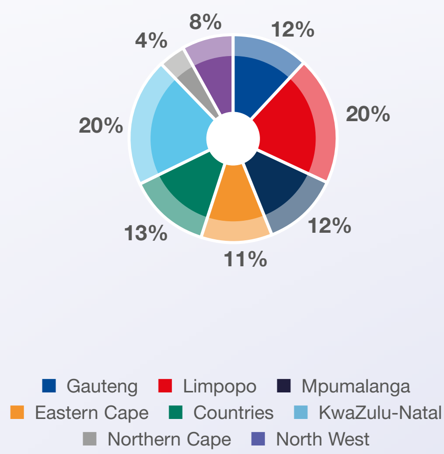
School donations

Since 2001, Cashbuild has supported school infrastructure development by donating building materials to schools in communities where new stores are opened or re-opened. To date, Cashbuild has donated R56.70 million across 4 312 schools. All donations are carefully managed by the respective Cashbuild Store Managers to ensure they are used solely for their intended purpose of improving school facilities.

School contributions
(R'000)



School contributions by province and country



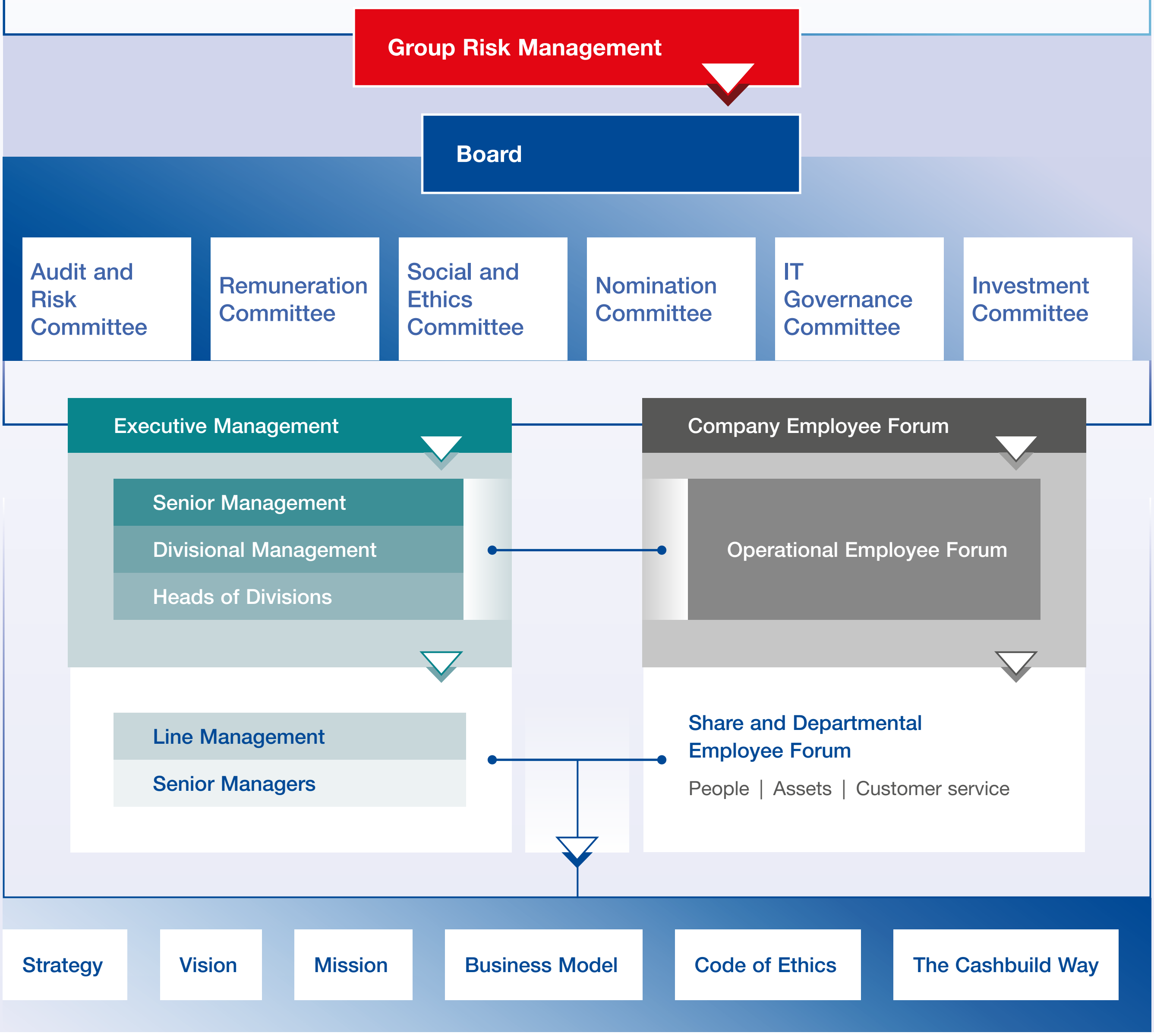
GOVERNANCE

We believe that our governance practices are sound and comply with the JSE Listings Requirements, King IV™ as well as guidelines provided by the IIRC's International < IR > Framework in terms of reporting according to the Six Capitals.

There are no material changes to the contents of the governance section of the Integrated Report compared to the 2024 Integrated Report.

Cashbuild endorses and continuously assesses the principles of King IV™ and, where applicable, tailors these as appropriate to the organisation.

GOVERNANCE FRAMEWORK AND STRUCTURE AT A GLANCE



KING IV™ APPLICATION ASSESSMENT

The assessment of compliance against King IV™ Principles is available on the Cashbuild website.

The principles are:

	Description
1	Ethical leadership – The governing body should lead ethically and effectively.
2	Organisational values, ethics and culture – The governing body should govern the ethics of the organisation in a way that supports the establishment of an ethical culture.
3	Responsible corporate citizenship – The governing body should ensure that the organisation is and is seen to be a responsible corporate citizen.
4	Strategy implementation and performance – The governing body should appreciate that the organisation's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.
5	Reports and disclosure – The governing body should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation's performance, and its short-, medium- and long-term prospects.
6	Primary role and responsibility of the governing body – The governing body should serve as the focal point and custodian of corporate governance in the organisation.
7	Composition of the governing body – The governing body should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively.
8	Committees of the governing body – The governing body should ensure that its arrangements for delegation within its own structures promote independent judgement, and assist with the balance of power and the effective discharge of its duties.
9	Performance evaluations – The governing body should ensure that the evaluation of its performance and that of its committees, its chair and its individual members, support continued improvement in its performance and effectiveness.
10	Delegation to management – The governing body should ensure that the appointment of, and delegation to, management contribute to role clarity and the effective exercise of authority and responsibilities.
11	Risk governance – The governing body should govern risk in a way that supports the organisation in setting and achieving strategic objectives.
12	Technology and IT governance – The governing body should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives.
13	Compliance governance – The governing body should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen.
14	Remuneration governance – The governing body should ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.
15	Assurance – The governing body should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the organisation's external reports.
16	Stakeholders – In the execution of its governance role and responsibilities, the governing body should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time.

GOVERNANCE (CONTINUED)

BOARD OF DIRECTORS

Board responsibilities

The Board is accountable and responsible for the performance and affairs of the Group. The terms of reference outlining its responsibilities are contained in the Board Charter. The Board takes responsibility for guiding and monitoring compliance with all applicable laws, regulations and codes of business practices, maintains oversight over compliance and risk management, but delegates operational control to management.

The Board has delegated relevant matters to the Executive Directors and senior management based on detailed authority levels and believes it has full and effective control over the Group and oversight of management activities. The Board meets on a quarterly basis. All directors have to attend each meeting, other than where a valid reason is provided for not being able to attend.

The directors are bound by, and comply with, the JSE Listings Requirements.

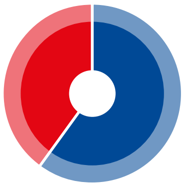
Board composition

The Board operates a unitary board structure comprising four Executive and six Independent Non-Executive Directors. The Chairman of the Board is an Independent Non-Executive Director and the role of Chairman and Chief Executive Officer is separated. The Nomination Committee reviews the composition of the Board annually, in accordance with the King IV™ recommendations and it considers the number of directors, and the collective knowledge, skills and experience required for conducting the business of the Board. The Nomination Committee is satisfied with the composition of the Board and its committees. The Independent Non-Executive Directors, who are trained and experienced, bring insight and expertise to Board deliberations. There is a policy in place which ensures a clear balance of power and authority at Board level and that no one director has unfettered powers of decision-making.

The Board acknowledges its responsibility towards equality and diversity at Board level. Cashbuild strives for a diversified Board that is not dominated by a specific grouping, be it race, gender or age, with due consideration of the Equity and Diversity Policy.

Directors

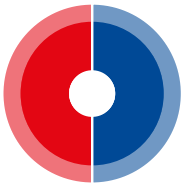
40%
Executive Directors



60%
Independent Non-Executive Directors

Demographics

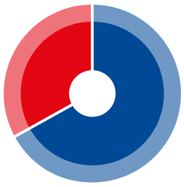
50%
Black Independent Non-Executive Directors



50%
White Independent Non-Executive Directors

Gender

33%
Female Independent Non-Executive Directors



67%
Male Independent Non-Executive Directors

Independent Non-Executive Director tenures

0 to 5	6 to 10	>11
2	2	2

Years

GOVERNANCE (CONTINUED)

BOARD OF DIRECTORS

Executive Directors

WF de Jager (54)

Chief Executive Officer

Appointed: 1 March 2012

CA(SA)

Werner obtained his CA(SA) qualification in 1994 and completed his articles with PwC.

He joined Cashbuild on 1 December 2004 as Financial Director. Prior to joining Cashbuild, he worked in the retail industry where he gained invaluable knowledge. On 1 March 2011, he was appointed Marketing and Procurement Director and on 1 March 2012, Chief Executive Officer of the Group. Werner is a board member of the Global Home Improvement Network.

H Bester (46)

Chief Financial Officer

Appointed: 1 July 2024

CA(SA), MCom (SA and International Tax)

Hanré completed his articles at PwC in 2003 where he specialised in taxation as a multi-disciplined tax practitioner. Prior to joining Cashbuild as Chief Financial Officer, he held senior finance positions in the distribution and warehousing sectors of the Building and Construction industry, as well as Information and Communications Technology industry.

SA Thoresson (62)

Chief Operating Officer

Appointed: 27 March 2007

Shane joined Cashbuild on 22 August 2005 and has over 30 years of operations experience in the retail sector, over 20 years of which was in sub-Saharan African countries. He has worked for well-respected retail companies such as Woolworths, Foschini and the Mr Price Group. He was appointed as the Operations Director on 1 March 2007 and as the Chief Operating Officer effective 1 January 2025.

WP van Aswegen (58)

Commercial and Marketing Director

Appointed: 2 April 2018

CA(SA)

Wimpie obtained his CA(SA) qualification and completed his articles at PwC. He joined Cashbuild in April 2008 as General Manager Creditors. In 2010 he became Procurement Executive and was appointed as the Commercial and Marketing Director of Cashbuild on 2 April 2018. Wimpie is also responsible for Procurement and the Digital Channel in the Group.

Independent Non-Executive Directors

AGW Knock (74)

Chairperson of the Board and of the Nomination Committee

Appointed: 1 July 2011

Pr Eng (ret), BSc (Eng) (Wits), MSc (Eng) (Wits), MDP (Cape Town)

Alistair is a former board member of the Mining SETA, Chairman of the SAP African User Group NPO and the Minerals and Mining Standards Generating Body as well as Council Member of the Association of Mine Managers. He was appointed as Chairman of the Board effective 3 September 2019.

M Bosman (Mr) (68)

Chairperson of the Audit and Risk Committee and of the Investment Committee

Appointed: 1 March 2019

B.Acc (Hons) (SU), CA(SA)

Marius was with the Shoprite group for more than 25 years, serving on the boards of the material subsidiaries and served as Shoprite Holdings' Chief Financial Officer from 2014 until his retirement in July 2018.

M Bosman (Ms) (54)

Appointed: 1 August 2021

B.Acc (Hons) (UJ), CA(SA)

Melanie is a non-executive director of Land Bank Insurance Company and Land Bank Life Insurance Company SOC Limited, as well as Chairperson of the Audit Committee of the Discovery Health Medical Scheme. She is a former board member of Credit Guarantee Insurance Corporation of Africa and Escap SOC Limited (a subsidiary of Eskom).

DSS Lushaba (Dr) (59)

Chairperson of the Social and Ethics Committee and of the Remuneration Committee

Appointed: 1 July 2011

BSc. Adv. Biochemistry (Hons) (Zululand), GDip (Co Dir), PGD (Digital Marketing), MSc (LJMU), MBA (Wales), DBA (UKZN), CD (SA)

Simo is a Governance Specialist at the Institute of Directors of South Africa where he performs board assessments and director development programmes. He has 22 years of boardroom experience in different industries including mining, technology, waste management, sporting bodies and water utilities. He has worked for, amongst others, Transnet, Rand Water and Lonmin.

AJ Mokgwatsane (47)

Appointed: 1 August 2021

Integrated Marketing and Communications Diploma (AAA School of Advertising), MBA (Oxford University)

Abey is the Group Chief Marketing Officer of Investec. His previous roles include that of Managing Executive: Brand and Communications of the Vodacom Group, CEO of Ogilvy South Africa, CEO of VWV Group, Group Marketing Manager of South African Breweries, and board member of the Vodacom Foundation.

GM Tapon Njamo (47)

Chairperson of the IT Governance Committee

Appointed: 2 April 2018

BCom (UCT), CA(SA)

Gloria has over 20 years' experience as a Financial Executive and business leader. She is a non-executive director of Clinix Health Group and Lonsa Everite Group. She was previously CEO of Santam Partnership Solutions and has also worked for JP Morgan, Woolworths Financial Services, Sturrock Grindrod Maritime and GE Transportation.

GOVERNANCE (CONTINUED)

Board appointments

The appointment of new directors is approved by the Board as a whole on the recommendation of the Nomination Committee. Directors are appointed through a formal and transparent process, outlined in the Board Charter, which includes the identification of suitable candidates and conducting background verifications prior to nominations. Executive Director appointments are formalised through an agreed contract of service between the Company and the director.

Directors have been and will be nominated based on their calibre, knowledge, experience and the impact they are expected to have, as well as the time and attention they can devote to their roles. New directors are taken through an induction programme and are provided with all the necessary background and information to familiarise them with issues affecting the Board.

Board meetings

The Board met four times during the year. The Chairman of the Board and the Chief Executive Officer meet monthly. The Chairman of the Board and the Chief Executive Officer, in consultation with the Company Secretary, take responsibility for setting the agenda for each Board meeting. Board meetings are scheduled well in advance and management ensures that Board members are timeously provided with all the relevant information and facts necessary to enable them to meet their objectives and make well-informed decisions.

Board and Board Committee meetings attendance:

Name	Board	Audit and Risk Committee	Remuneration Committee	Social and Ethics Committee	IT Governance Committee	Investment Committee	Nomination Committee
Non-Executive							
AGW Knock	C – 4/4	I – 4/4	M – 3/3	I – 4/4	M – 4/4	I – 1/1	C – 2/2
M Bosman (Mr)	M – 4/4	C – 4/4	–	–	–	C – 3/3	M – 2/2
M Bosman (Ms)	M – 4/4	M – 4/4	–	M – 4/4	–	–	–
DSS Lushaba[1]	M – 4/4	M – 2/2	C – 3/3	C – 4/4	–	–	–
AJ Mokgwatsane	M – 4/4	I – 4/4	–	M – 4/4	M – 4/4	–	–
GM Tapon Njamo	M – 4/4	M – 4/4	M – 3/3	–	C – 4/4	M – 3/3	–
Executive							
WF de Jager	M – 4/4	I – 4/4	I – 3/3	M – 4/4	M – 4/4	M – 3/3	I – 2/2
H Bester	M – 4/4	I – 4/4	I – 3/3	I – 1/1	M – 4/4	M – 3/3	–
SA Thoresson	M – 4/4	I – 4/4	–	–	I – 4/4	–	–
WP van Aswegen	M – 4/4	I – 4/4	–	M – 4/4	I – 4/4	–	–

1. Dr Lushaba did not offer himself for election as a Member of the Audit and Risk Committee at the Annual General Meeting held on 25 November 2024.
C Chairperson of the Board/Committee.
M Member of the Board/Committee.
I Attendance by invitation.

Independence of directors

King IV™ requires the Board to holistically review the independence of Non-Executive Directors. The Board conducted the review for the financial year and was satisfied that all of the Non-Executive Directors are independent of the Company. The matter of independence of directors is addressed during the recruitment process and revisited annually when directors are required to declare any conflict of interests. No conflict of interest or any factor hampering independence of any director has been identified during the 2025 financial year.

Board and committee performance evaluation

Cashbuild undertakes an annual Board evaluation, as recommended by King IV™. During the year under review, the internal evaluation process was conducted as follows:

- By the Chairpersons of the various Committees, using questionnaires completed by each member and attendee. The results of which were deliberated upon at each relevant committee and presented to the Board for its consideration.
- By the Chairperson of the Board using questionnaires completed by each member on the Board. The results of which were presented to the Board for its consideration.
- Through one-on-one discussions between the Chairperson of the Board and each member of the Board. The results of which were reported on formally to the Board for its consideration.
- By Board members (excluding the Chairperson), evaluating the performance of the Chairman. The results of which were formally reported to the Board by the Chairperson of the Remuneration Committee.

Each of the performance assessments indicated that the Board, its Committees, its members and its Chairperson were performing their duties and responsibilities effectively and efficiently.

Directors' appointments and rotation

In terms of the MOI, one-third of the Independent Non-Executive Directors retire by rotation every year and, if eligible and available, offer themselves for re-election by the shareholders at the Annual General Meeting. Amongst other matters, the Board considers the performance of each director due for re-election at the Annual General Meeting. Directors appointed during the financial year are required to be ratified by the shareholders at the first Annual General Meeting after their appointment. The details of the directors due for re-election, and directors appointed during the year are as reflected in the Notice of Annual General Meeting to be held on 24 November 2025.

The Board applies its Gender and Diversity Policy in filling directorship positions with a view of ensuring a balance of gender, race and ethnic diversity on the Board. Cashbuild reviewed its Board Gender and Diversity Policy during the 2025 financial year and reaffirmed its voluntary target as being that the Board should not be dominated by any one specific grouping, be it race, gender or age.

Conflicts of interest and other directorships

The directors declare actual, potential and perceived conflicts of interest to their fellow directors and ensure that the declarations are included in the minutes of Board meetings. They also recuse themselves from the relevant Board meeting while their fellow directors deliberate on the specific matter.

Executive Directors do not hold directorships outside the Group and participate in various industry bodies and associations in different capacities. The Board believes that other directorships held by Independent Non-Executive Directors do not affect their ability to fully discharge their responsibilities as Cashbuild directors. Details of other directorships held by Cashbuild directors are provided on pages 82 and 83 of this Report.

Dealing in securities

The Company has a dealing in securities policy requiring all directors, management, prescribed officers and the Company Secretary to obtain prior written clearance from the Chairperson (or the respective delegated individual) to deal in the Company's securities. Should the Chairperson wish to deal in Cashbuild securities, he in turn obtains prior written clearance from the Chairperson of the Audit and Risk Committee. Closed periods (as defined in the Listings Requirements) are observed as prescribed. During these periods, the directors, management, prescribed officers, the Company Secretary and employees privy to price sensitive information are not permitted to deal in the Company's securities. Additional closed periods are enforced when the Group commences with a corporate activity and where a cautionary announcement (as defined in the Listings Requirements) is published.

Legal compliance and compliance with applicable laws

The Board takes full responsibility for legislative and regulatory compliance in the Group. There were no cases of material legislative or regulatory non-compliance during the year and no penalty sanctions were imposed on the Group or any of its directors or officers during the year.

Cashbuild is:

- compliant with the provisions of the Companies Act or laws of establishment, specifically relating to its incorporation; and
- operating in conformity with its MOI and relevant constitutional documents.

Access to information

Directors have full and unrestricted access to all relevant Company information. Independent Non-Executive Directors enjoy unrestricted access to the Executive Management Team and frequently meet with the Executive Management to discuss Group affairs. All directors have unrestricted access to independent professional advice at the Company's expense, by arrangement with the Chief Financial Officer and the approval of the Chief Executive Officer.

Company Secretary

The Company Secretary provides guidance to the Board as a whole and to individual directors, in the ordinary course of the discharge of their responsibilities.

The Company Secretary is empowered to fulfil his duties and the Board is satisfied that the responsibilities of the Company Secretary are exercised in a meaningful and competent manner. The Company Secretary is not a director of the Company and maintains an arms-length relationship with the Board.

The Company Secretary is Mr T Ṋengovhela. The Board considered his competence, qualifications and experience at its meeting held on 1 September 2025, and is satisfied that he is competent and has the appropriate qualifications and experience to serve as the Company Secretary.

BOARD COMMITTEES

The directors have delegated specific functions to committees to assist the Board in meeting its oversight responsibilities. The committees all have documented mandates which are reviewed annually. The Chairperson of each committee reports back to the Board on matters discussed in the committees at every Board meeting.

The Board has six committees, namely the:

- Audit and Risk Committee;
- Remuneration Committee;
- Nomination Committee;
- Social and Ethics Committee;
- IT Governance Committee; and
- Investment Committee.

GOVERNANCE (CONTINUED)

All of these committees are chaired by an Independent Non-Executive Director and operate in accordance with their respective terms of reference which are approved by the Board. The committees operate independently and report to the Board. Each committee is evaluated annually by its Chairperson using questionnaires completed by each member of the committee and reports the outcomes thereof to the Board.

Audit and Risk Committee

Members: Mr M Bosman (Chairperson); Ms M Bosman and Ms GM Tapon Njamo

In terms of the Companies Act, the members of the Audit and Risk Committee were individually elected at the Annual General Meeting on 25 November 2024. The members of the Committee will be standing for election at the Annual General Meeting to be held on 24 November 2025.

Deloitte is the current external auditor. The Committee will make a recommendation at the Annual General Meeting, to be held on 24 November 2025, for the re-appointment of Deloitte, represented by Mr James Welch as the Designated Auditor.

The Audit and Risk Committee performs its statutory duties in accordance with section 94(7) of the Companies Act. Further details of the role, responsibilities and functions of the Audit and Risk Committee are set out in the Audit and Risk Committee Report on pages 108 to 112 of this Integrated Report.

Remuneration Committee

Members: Dr DSS Lushaba (Chairperson); Mr AGW Knock and Ms GM Tapon Njamo

The Remuneration Committee is responsible for providing an overview and oversight of the Remuneration Policy and related processes in meeting the strategy of the business. The scope of this responsibility includes incentive schemes, the pension fund, and medical aids associated with Cashbuild.

Further details pertaining to the responsibilities and functions of the Remuneration Committee are set out in the Remuneration Report on page 89 of the Integrated Report.

Nomination Committee

Members: Mr AGW Knock (Chairperson) and Mr M Bosman

The Nomination Committee is responsible for developing selection criteria and identifying appropriate candidates for appointment to the Board.

Further details of the role, responsibility and functions of the Nomination Committee are set out in the Nomination Committee Report on page 104 of the Integrated Report.

Social and Ethics Committee

Members: Dr DSS Lushaba (Chairperson); Ms M Bosman; Mr AJ Mokgwatsane; Mr WF de Jager and Mr WP van Aswegen

The Social and Ethics Committee operates in terms of section 72(8) of the Companies Act. The details pertaining to the Committee's duties, responsibilities and functions are set out in the Social and Ethics Committee Report on page 52 of this Integrated Report.

The Companies Amendment Act, 2024 introduced, amongst other things, the new section 72(9A) to the Companies Act with effect from 27 December 2024. The new section 72(9A) requires that public companies elect a Social and Ethics Committee, the composition of which must satisfy the requirements of section 72(7A), at each Annual General Meeting of such company. Therefore, the members of the Committee will be standing for election at the Annual General Meeting to be held on 24 November 2025.

IT Governance Committee

Members: Ms GM Tapon Njamo (Chairperson); Mr AGW Knock; Mr AJ Mokgwatsane; Mr WF de Jager and Mr H Bester

The details pertaining to the responsibilities and functions of the IT Governance Committee are set out in the IT Governance Committee Report on page 102 of this Integrated Report.

Investment Committee

Members: Mr M Bosman (Chairperson); Ms GM Tapon Njamo; Mr WF de Jager and Mr H Bester

The Investment Committee is responsible for assessing investment opportunities to ensure that the Group makes sound capital investments taking into account all risks pertaining to such transactions.

EXECUTIVE MANAGEMENT

Executive Management responsibility

Authority has been granted by the Board to the Chief Executive Officer, supported by the Executive Management Team, to determine and implement Group strategy. The Board is apprised of progress through Board meetings and communication with management.

Formal Executive Management Team meetings chaired by the Chief Executive Officer are held once a week (every Monday) with members of the Executive Management Team invited on an “as required” basis to monitor and review progress and achievement of business objectives, which includes the appropriate discharge of corporate governance responsibilities in all areas of the business.

The Cashbuild Executive Management Team takes full responsibility for corporate governance within the Group and consists of Executive Directors and the following members:

Executive Management of Cashbuild

Samantha Bowen (44)
Procurement Executive

Peter Champion (58)
Human Resource Executive

Fanie Craggs (40)
Operations Executive

Anton Hattingh (59)
Operations Executive

André Havenga (58)
Risk and Audit Executive

Disemelo Masala (55)
Divisional Director Operations

Zandile Matolo (45)
Financial Executive: Group Reporting

Ian Mc Kay (59)
Senior Operations Executive

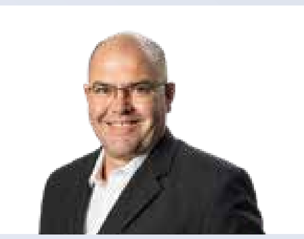
Tyron Myburgh (52)
Operations Executive

Attie Nel (52)
Procurement Executive

Anthony Prins (43)
Trainee Operations Executive

Mark Scholes (61)
Operations Executive

Hennie Steenberg (53)
IT Executive



Roger Wentzel (49)
Store Development Executive

Takie Ṋengovhela (39)
Governance & Compliance Executive and Company Secretary

GOVERNANCE (CONTINUED)

Succession/emergency planning and continuity of management

The Board regularly participates in the review of succession and/or emergency planning for key senior executive positions. The directors periodically discuss succession planning and are re-evaluating that, in the event of any executive and senior management transition, plans are in place to ensure a smooth transition.

No member of the Executive Management Team has given an indication of his/her intention to resign or retire between 29 June 2025 and the date of this Report.

Prescribed officers

Prescribed officers are defined as Cashbuild employees who:

- report to the Chief Executive Officer and exercise executive control; and
- exercise general management control over members of Cashbuild senior management; or
- have general management control over a significant portion of Cashbuild's business as defined; and
- are eligible for appointment as a director or prescribed officer in terms of section 69 of the Companies Act.

The Group did not have prescribed officers at 29 June 2025.

Employee Forum

Cashbuild's Employee Forum structure allows Store Representatives direct access to the Senior and Executive Management Team.

Role of the Employee Forum

Employee Forum meetings are established to facilitate interaction and consultation between management and employees in the workplace. The role of the Store Employee Forum is to discuss and reach agreement on store and departmental specific issues with regards to the results of operations, shrinkage, audits, customer service issues, training needs, staff scheduling, back-up/succession planning and general issues of concern raised by employees within the store or department.

The role of the Employee Forum is to ensure store forums are functioning effectively, and to discuss Group specific issues and any general issues of concern raised by employees within divisions, that are not resolved at divisional level, are dealt with. This committee monitors, implements and ensures the achievement of agreed strategies.

It also forms the Training Committee for the Group to identify consolidated training needs in line with its strategy. The Forum monitors implementation and achievement of agreed strategies, and forms the Group Employment Equity Committee to be consulted with by the Group as required by the Employment Equity Act. Employee Forums form an integral part of the Cashbuild Governance Framework and aim to optimise the governance relationship between Cashbuild management and staff.

The Cashbuild Employee Forum constitutes the principal means of communication between employees and the Executive Management Team.

In addition, various mechanisms exist for employees and other stakeholders to engage directly with members of the Board (particularly Independent Non-Executive Directors). The most direct of these is the Group's Annual General Meeting. In extraordinary circumstances, however, the possibility exists for stakeholders to engage directly with Independent Non-Executive Directors.

REMUNERATION REPORT

SECTION A

BACKGROUND STATEMENT

The Remuneration Committee (the Remco) strives to ensure that our Executive Directors through to our staff are fairly remunerated to ensure that we retain competent skills within the Group.

REMCO

Chairperson

Dr DSS Lushaba

Members

AGW Knock; GM Tapon Njamo

Independence

All Remco members are Independent Non-Executive Directors.

Meetings

Three times per annum.

For this financial year, three meetings were held.

Role and function

The Remco's role is delegated to it by the Board to ensure that:

- the Remuneration Policy is kept current;
- remuneration packages are in line with industry norm; and
- criteria for performance measurement and remuneration packages for Cashbuild's Executive Management Team is maintained and updated.

In addition, the Remco:

- facilitates a transparent process of performance review and evaluation for Executive Directors on behalf of the Board;
- ensures that remuneration, in particular as it relates to Executive Management, is motivated by the dual criteria of delivering sustainable financial returns to shareholders and the recognition and reward for outstanding performance; and
- ensures that executive compensation is linked to the achievement of both the organisation's financial and non-financial goals.

Responsibilities

The Remco's responsibilities include:

- that all positions are graded using the Paterson grading methodology;
- remuneration packages are benchmarked every three years by way of formal salary surveys using external remuneration specialists;
- Cashbuild's policy is to remunerate staff at the 50th percentile, with scarce skills being pitched at the 75th percentile; and
- that the Executive Directors' remuneration mix, in respect of "guaranteed pay" and "non-guaranteed/variable pay", is appropriate, so as to align the directors' interests with those of shareholders.

Assurance

The Remco is governed by good corporate governance principles and the Group's value statement. The members of the Committee hereby confirm that they were diligent in exercising their duties of care and skill and that they have taken reasonable steps to ensure that they performed their duties in accordance with the Committee's mandate.

In terms of King IV™, the Company obtains a non-binding advisory vote from its shareholders pertaining to the Company's Remuneration Policy and the Implementation Report at the Annual General Meeting. If 25% or more of the total votes cast by the shareholders, present and/or by proxy, are against either resolution, the Company will issue an announcement on SENS inviting shareholders who voted against the resolution(s) to meet with the members of the Committee. The process to be followed will be set out in a SENS announcement (if applicable).

The Company's Remuneration Policy remained consistent for the 2025 financial year in all material respects with the prior year, but enhancements to the policy are proposed as from the 2026 financial year as detailed below.

The Company's Remuneration Policy and Implementation Report received support from the shareholders at the most recent and prior Annual General Meetings as follows:

Percentage of "For" votes	**25 November 2024**	27 November 2023
Endorsement of the Remuneration Policy	**81.61%**	75.65%
Endorsement of the implementation of the Remuneration Policy	**81.59%**	79.50%

REMUNERATION REPORT (CONTINUED)

For the year, the Company remains open to engaging with dissenting shareholders on these resolutions, on the basis of publicly available information to ensure increased support of the Remuneration Policy and its implementation.

The most material feedback received from shareholders in the near past, together with our responses to their feedback are tabled below:

Shareholder issue	Response
There are no ESG vesting conditions for the LTI.	ESG condition/s with a 10% weighting for the Performance Shares will be included as from the 2026 awards.
There are no minimum shareholding requirements (MSR).	An MSR policy has been implemented for the 2026 financial year.
Disclosure of STI performance conditions.	We have provided enhanced disclosure of STI conditions and outcomes, especially on an ex-post basis, and of LTI conditions in advance and on vesting.
LTI performance targets that decreased.	We are comfortable that the current targets are in line with or better than appropriate comparators, and that growth targets plus our dividend yield provide competitive shareholder returns.

INTERNAL AND EXTERNAL FACTORS THAT INFLUENCED REMUNERATION

Companies Act Amendments and King IV™

The South African Companies Amendment Act 16 of 2024 (Companies Amendment Act) was signed into law by the South African President on 30 July 2024, and the implementation dates for certain sections of the Act were announced on 27 December 2024. However, the implementation date of the changes to the sections of the Companies Amendment Act affecting remuneration governance and disclosure are yet to be announced.

Amongst other things, the Companies Amendment Act makes material changes to the accessing of company records of certain private companies, and remuneration reporting by and corporate pay gap disclosures for listed and state-owned companies. Key changes for private companies include the disclosure of, amongst others individual remuneration of Executive Directors and prescribed officers which is available to any member of the public on payment of a nominal fee. Key changes for public companies and state-owned entities include:

- mandatory preparation of remuneration policies and reports which require binding shareholder approval by ordinary resolution;
- annual pay gap disclosures; and
- increased accountability for remuneration committee members, including a "two-strike" rule for Non-Executive Directors on the remuneration committee where a remuneration report is voted against in two consecutive years.

Although these changes are not yet effective, we are preparing for the implementation of these amendments.

An updated version of the King IV™ will be launched on 31 October 2025, and although it is not effective as of the publication date of this report, any updated governance principles in King V™ will be applied going forward.

YEAR IN REVIEW

Cashbuild demonstrated a resilient performance under challenging conditions, with solid growth trends. While margins remain under pressure, effective cost controls helped mitigate some of the impacts. The average cost-of-living increase for general staff was 6.1% for the 2025 financial year whilst the 2026 financial year cost-of-living increase is 4.5%.

ACTIVITIES UNDERTAKEN BY THE REMCO DURING THE YEAR

During the year under review, the Remco reviewed the Remuneration Policy to ensure that it is aligned with applicable regulations and remuneration principles contained in the Group's value statement as well as corporate governance guidelines.

The Remuneration Report is aligned to the King IV™ Principles to articulate and demonstrate the link between strategy, value creation, performance and remuneration.

The Remco also reviewed the remuneration packages and structure of executives to ensure that they are competitive in the market and are aligned with shareholders' interests as well as with the Group's strategy and performance. An extensive remuneration survey was also conducted for every position within the Group, which provided the assurance that our remuneration is market-related throughout the Group. In an effort to improve the LTI Scheme and strengthen the impact of performance in the actual payable awards to align with best practice and greater alignment to Group strategy, Remco engaged the services of an independent remuneration expert to strengthen the 2015 Share Plan Rules by implementing the Remuneration Policy Enhancements for 2026, as outlined in the table below.

Following the review of our Remuneration Policy, and on consideration of best practice, and the effectiveness of our Remuneration Policy to support our business strategy, and in response to shareholder feedback, the following Policy enhancements are proposed for the 2026 financial year.

Remuneration Policy enhancement for 2026	Reason for change
We have retained the current 2015 Share Plan Rules, and implemented Deferred Bonus Shares, subject to the STI performance conditions on award to replace 30% of the annual Performance Share award.	The forfeitable shares used in the current Share Plan are viewed as the most effective long-term incentive instrument to be used in South Africa and are used by many well regarded South African listed companies. Deferred Bonus Shares are viewed locally and globally as an effective reward instrument to align management and shareholder interests, and to enhance the employee value proposition, whilst ensuring that all variable remuneration is 100% subject to performance.
The disclosure of the annual performance outcomes for the STI and the related Deferred Bonus Shares in the Implementation Report, has been enhanced.	Enhanced disclosure of the performance conditions governing incentive outcomes improves the transparency of our reward governance and is in line with emerging best practice in South Africa.
The performance conditions for the Performance Shares have been updated, to use HEPS rather than EPS, to include ESG measures and Strategic Initiatives, each with a 10% weighting.	▪ HEPS are viewed as a more reliable indicator of the sustainable profitability of a company than EPS. ▪ Credible LTI measures with a weighting of 10% to 20% of ESG which are aligned to the purpose and values of the company are viewed as best practice by most local and global shareholders. ▪ The introduction of strategic measures ensures that the long-term growth prospects are prioritised and executed.
A MSR policy has been introduced, as detailed in the applicable section below.	MSR policies are becoming best practice for South African listed companies and ensure that management has "skin in the game" to align their interests with shareholders.

REMUNERATION REPORT (CONTINUED)

SECTION B

REMUNERATION POLICY

In order to achieve the Group strategy and maintain the high performance expected of individuals within Cashbuild, the attraction, motivation and retention of staff at all levels is critical. Reward and recognition play an important role in the achievement of these objectives. All permanent employees qualify for an annual cost-of-living increase, irrespective of individual performance.

The average CPI percentage over the preceding 12 months plus an agreed factor is used as the basis for the calculation of the annual cost-of-living increase. This formula and final percentage cost-of-living increase is discussed with and agreed to by the Employee Forum. This year, the cost-of-living increase was implemented in July 2025.

A potential exceptional performance salary increase may be given over and above the annual cost-of-living increase, to those employees who display and deliver exceptional performance.

In addition, there are monthly and quarterly bonuses that employees at stores can earn, based on store and divisional performance. An annual bonus is available to all store and divisional management, based on their areas' performance with Corporate and Support Offices' staff as well as Executive Management qualifying for annual bonuses based on the Group's results and performance.

EXECUTIVE EMPLOYEE CONTRACTS

All Executive Directors and managers have employment contracts requiring one month's notice of resignation and do not contain any restraint of trade clauses in the ordinary course of business.

The Group has a Malus and Clawback Policy which forms part of the Remuneration Policy and allows for the adjustment, reduction or recoupment of the variable incentive remuneration benefits awarded to participants, and sets out the circumstances where the Remco may, amongst others:

- adjust or cancel benefits that have been awarded to participants before vesting and/or settlement of the award (Malus); and/or
- recover the cash value of the benefits or variable pay from participants after they have vested or settled to the participant (Clawback). The Clawback period is up to three years after the vesting or settlement of an incentive remuneration award.

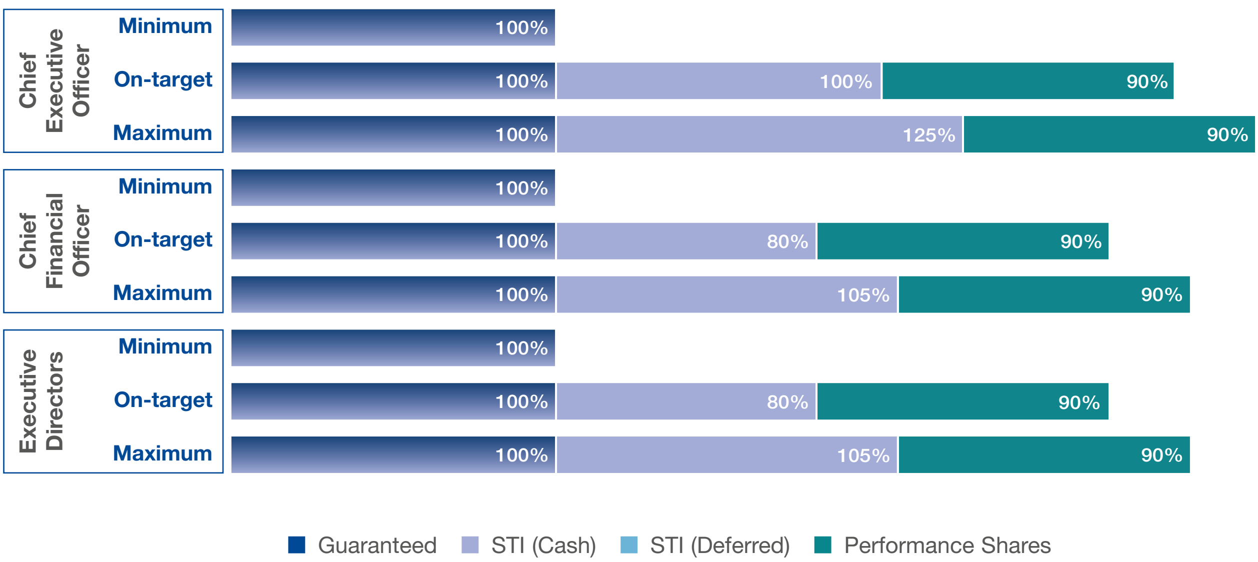
REMUNERATION STRUCTURE

Remuneration in the Group is structured between guaranteed and non-guaranteed or variable pay and the balance between these categories varies depending on the employee's Paterson grading within the organisation. Guaranteed pay consists of basic pay, allowances and employee benefits whilst the components of non-guaranteed pay consist of short-term incentives (STI), the bonus scheme for all staff and long-term incentives (LTI) comprising the Cashbuild Empowerment Trust, the Cashbuild Store Operations Management Member Trust, the Forfeitable Share Plan 2015 (FSP), and the Cash-Settled Share Scheme (CSSS).

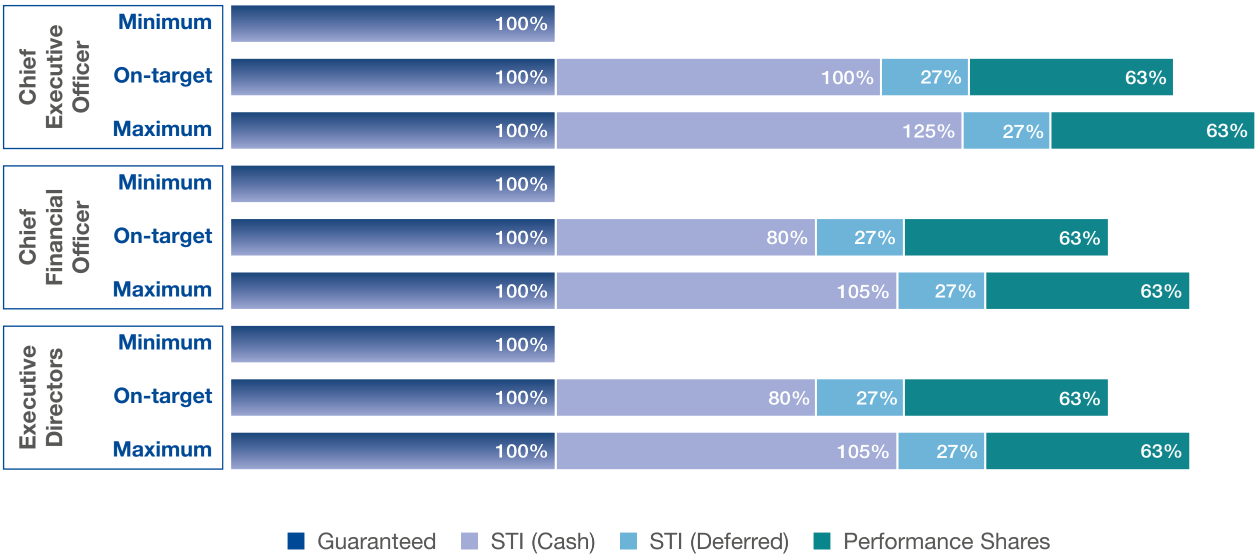
There are specific contract workers, in the Group's contractor stores, whose remuneration structure consists of a base pay and performance-based commission.

The chart indicates the components of the remuneration structure for various roles of employees in the Group.

The pay mix for the 2025 financial year for the Executive Directors is illustrated graphically below:



The updated pay mix for the 2026 financial year is as follows. Please note that the aggregate total reward opportunities, based on the applicable performance scenarios has remained unchanged:



GUARANTEED PAY

BASIC SALARY

Management and staff are paid on a cost-to-company basis. The guaranteed cost-to-company package for all employees is set in line with the three-yearly salary survey conducted by an external remuneration specialist. The last salary survey was conducted during the 2024 financial year. However, ad hoc surveys are done as and when required.

Executive Directors and senior management packages are benchmarked bi-annually against pre-agreed companies listed on the JSE. A benchmarking exercise was conducted during the 2024 financial year.

The rationale behind this benchmarking exercise is the retention of key members of the Company's Executive Directors and senior management.

The sustainability of the business is paramount in determining remuneration. The Board is satisfied that the current structure of remuneration for Executive Directors and senior management does not encourage increased or undue risk taking.

Details of all Executive Directors' remuneration and Independent Non-Executive Directors' fees are detailed on pages 99 and 100 of this Report.

The set performance of the Chief Executive Officer is assessed against pre-defined performance criteria, by the Board, while the performance of Executive Directors and senior managers is evaluated against similar performance criteria set by the Chief Executive Officer and reviewed by the Remuneration Committee. Any increases given over and above the July cost-of-living increase are directly related to the individual's performance as well as market remuneration levels.

RETIREMENT FUNDS

Membership of the retirement fund is compulsory for Cashbuild employees, but voluntary for P&L Hardware employees. The retirement fund is part of the AlexForbes Umbrella Fund. The Fund has performed well in comparison to other such funds and benchmarks set. The Fund is managed by a Management Committee that meets twice a year and consists of 50% employer and 50% employee elected representatives. In order to facilitate financial decision-making aligned to Group policies, the Group's Board Chairman, Chief Executive Officer and Chief Financial Officer are employer elected members of this committee.

MEDICAL AID

Membership of the medical aid scheme is voluntary. The medical aid schemes offered to all employees are Discovery and Momentum. Approximately 2% of employees have elected to join these medical schemes and this level is consistent with that of the prior year.

SHORT-TERM INCENTIVE SCHEME (STI)

Operations management and staff participate in a monthly, quarterly and annual STI scheme which is directly related to the financial performance of their operating unit.

The criteria for these awards relate to sales, transaction and gross contribution targets. The Executive Directors' targets are set on the Group's performance. Management and staff targets are set on either Cashbuild or P&L Hardware performance depending on the area of responsibility. Once the criterion has been met and dependent on the occupational level, an incentive of between 9% and 50% of annual cost-to-company for employees is calculated, with stretch performance targets set allowing this to increase to 17% and 90%, respectively.

REMUNERATION REPORT (CONTINUED)

Composition of STI

Category	Weighting	Objectives	Approximate sub-weighting
Group financial	30%	PBT	100%
Company financial/ departmental	50%	Departmental/divisional target (specific)	100%
Personal	20%	Cost growth (<5% on prior year for existing stores)	50%
		Special projects based on individual's role	50%
	Total 100%		

CASHBUILD EMPOWERMENT TRUST

The philosophy of having all staff share in the success of the Group, and in so doing create a sense of belonging and ownership, is embodied in the Cashbuild Empowerment Trust to which all permanent staff, irrespective of seniority or length of service, belong. Additionally, it aligns the goals of staff with those of the shareholders.

This Trust owns 1 764 999 shares, 7.52% of the issued share capital at 27 June 2025.

Dividends are paid when declared by Cashbuild Limited (historically twice per year) to all members of the Trust on an equal basis. In the last financial year, a total of R9.9 million (2024: R11.6 million) was paid and shared between all permanent members of staff. Since inception in 2005, the Trust has disbursed a total of R372.8 million to staff.

STORE OPERATIONS MANAGEMENT MEMBER TRUST

The Store Operations Management Member Trust was established in 2011. Its objectives are to:

- promote the continued growth and profitability of stores within the Group, and the growth of the Group, by recognising and rewarding qualifying members;
- empower and retain management members in the Group;
- foster an ethical mindset of ownership, responsibility and accountability within the Group; and
- promote Black Economic Empowerment and increase broad-based and effective participation in the Group by HDSAs.

This Trust pertains to management of stores, divisions and operational areas achieving predetermined targets for the financial year as set out in the Trust Deed. The managers of these areas receive a share of profits in excess of predetermined targets generated by their store, division or operations area, divided equally into cash and shares. The share portion will vest on the third anniversary of the financial year in which these were awarded, on condition that the employee is still employed by Cashbuild at the time of vesting. Dividends accrue to the individual from date of award.

Since inception in 2011, a total of R86.4 million has been earned by 361 store managers and divisional managers.

Scheme	Number of shares	Share and cash value	Employees qualified
2025	**10 018**	**R3.1 million**	**16**
2024	3 128	R1.0 million	13
2023	11 461	R1.9 million	4
2022	4 337	R2.2 million	13
2021	85 617	R47.4 million	123
2020	2 580	R0.7 million	7
2019	9 007	R5.1 million	27
2018	4 996	R3.2 million	21
2017	1 594	R1.1 million	16
2016	13 343	R9.5 million	56
2015	9 685	R5.8 million	35
2014	3 524	R1.2 million	8
2013	2 980	R0.2 million	3
2012	16 760	R4.0 million	19
Total	**179 030**	**R86.4 million**	**361**

LONG-TERM INCENTIVE SCHEME (LTI)

In line with local and global best practice, as approved by shareholders in 2015, Cashbuild has a share incentive plan, namely the Cashbuild Forfeitable Share Plan 2015 (FSP) for Executive Directors and Executive Management. For positions with a Paterson grading of D2 – D5 a Cash-Settled Share Scheme, which uses the same criteria as the FSP was introduced in 2022. However, shares are not issued but rather cash to the equivalent value had shares been offered.

Under the FSP, participants become owners of the share award from the award date and immediately benefit from dividends and have shareholder voting rights in respect of the shares over the vesting period. The shares cannot be disposed of by the participants prior to the vesting date and will be subject to forfeiture conditions until the vesting date.

The annual LTI award for 2026 onwards for the Executive Directors and Executive Management will comprise:

- Performance Shares, which vest after a three-year period, subject to continued employment, and the fulfilment of Company performance conditions; and
- Deferred Bonus Shares, which are awarded based on the STI performance conditions, and then vest in three years, subject to continued employment and a personal performance underpin.

LTI awards to participants below the level of the disclosed officers are subject to performance conditions applicable to their role.

The number of performance shares awarded to a participant is based on the participant's annual salary and job grade.

The vesting of the performance shares vesting in 2025 was subject to predetermined performance conditions and the employment conditions. The performance conditions are as follows:

Criteria	Weighting of LTI	Threshold (30% vesting)	Maximum (100% vesting)
EPS	30%	CPI p.a.	CPI +5% p.a.
Relative TSR	30%	Median of own peer group*	Upper quartile of own peer group*
ROCE	40%	Cashbuild WACC	Cashbuild WACC +5% p.a.
	Total 100%		

* Own peer group approved annually by the Remco which is currently: Afrimat, Astral Foods, AVI, Hudaco, Italtile, KAP Industrial, Raubex, and Truworths International.

REMUNERATION REPORT (CONTINUED)

The performance conditions for the performance shares to be awarded in the 2026 financial year will be:

Criteria	Weighting of LTI	Threshold (30% vesting)	Maximum (100% vesting)
Financial			
HEPS	30%	CPI p.a.	CPI +5% p.a.
Relative TSR	20%	Median of own peer group	Upper quartile of own peer group
ROCE*	30%	Cashbuild WACC	Cashbuild WACC +5% p.a.
Strategy			
Store openings – organic	6%	Eight new stores per annum	14 new stores per annum
Omnichannel/ digitisation	4%	Full implementation of Cashbuild Marketplace	Full onboarding of at least five suppliers on the Cashbuild Marketplace
ESG (measured over three years)			
Electricity reduction (kWh): Eskom and diesel use	6%	10% saving on overall electricity and diesel use	15% saving on overall electricity and diesel use
Transformation: B-BBEE rating points**	4%	2.5 points improvement on total points	5 points improvement on total points
	Total 100%		

* *Pre-tax returns and capital employed, both adjusted for IFRS 16 items against a pre-tax WACC.*
** *Measurement is of the improvement in total B-BBEE score/points for the measurement period.*

Linear vesting will be applied for performance between the above levels provided threshold has been achieved. The Remuneration Committee will set appropriate performance conditions, performance periods, employment conditions and employment periods as relevant for each award taking into account the business environment at the time of making the awards. These will be conveyed to the participant in their award letter. The rules of the FSP are flexible in order to allow for settlement in any of the following manners:

- by way of a market purchase of shares;
- use of treasury shares; or
- issue of shares.

The employer companies remain responsible to procure the settlement of shares under the FSP to the participants employed by them at all times, at the expense and cost of the employer companies. In order to affect any forfeiture of awards, performance shares and retention shares are held by an escrow agent on behalf of the participants until the vesting date.

The maximum aggregate number of shares which may at any time be allocated in respect of this FSP together with the Group's existing share scheme to all participants shall not exceed 5% of the issued shares.

The maximum number of shares allocated to any participant in respect of all vested and unvested awards under the FSP together with the Group's existing share scheme shall not exceed 0.5% of the issued shares.

Limits apply to shares allocated in total over multiple award years, it is still not envisaged that any limits will be exceeded in the foreseeable future.

The Remuneration Committee may alter or vary the rules of the FSP as it deems fit. However, in the following instances, the FSP may not be amended without the prior approval of the JSE and a resolution by the shareholders of 75% of the voting rights:

- the category of persons who are eligible for participation in the FSP;
- the number of shares which may be utilised for the purpose of the FSP;
- the individual limitations on benefits or maximum entitlements;
- the basis upon which awards are made;
- the amount payable upon the award, settlement or vesting of an award;
- the voting, dividend, transfer and other rights attached to the awards, including those arising on liquidation of the Group;
- the adjustment of awards in the event of a variation of capital of the Group or a change of control of the Group; and
- the procedure to be adopted in respect of the vesting.

Cashbuild Cash-Settled Share Scheme (CSSS)

Cashbuild introduced a CSSS for management at a D2 and above Paterson grading as approved by the Remuneration Committee on 3 October 2022.

The CSSS is based on the same rules and principles as the FSP and in terms of the CSSS, the value of the vested shares and dividends would be redeemed in cash equivalents.

The management at D2 and above Paterson grading that formed part of FSP tranche 6 (awarded in 2021) exited the FSP with the vesting of their last awards.

Minimum Shareholding Requirements (MSR) Policy

The Executive Directors are subject to a MSR policy, from 1 July 2025, whereby they are required to build up personal holdings of Company shares over time to the value of:

- 200% of Guaranteed Pay for the CEO, and
- 100% of Guaranteed Pay for the other Executive Directors.

The Executive Directors are afforded six years in which to accumulate shares up to the required level from their own resources or from long-term incentive awards that they commit to hold. The Executive Directors will be required to hold at least 50% of LTI awards that vest after this date until the target holdings are met. Unvested long-term incentive awards are not considered for this purpose. The share price used to assess the value of the holdings will be set to the original acquisition price for own holdings, or to the five-day volume-weighted average price on the commitment date for LTI shares.

SECTION C

IMPLEMENTATION REPORT

Guaranteed Pay

The increase in Guaranteed Pay for the Executive Directors and Executive Managers for the 2026 financial year is 3.7%, compared to 5.4% for the 2025 financial year.

Description R'000	**2025**	2024	2023	2022	2021
Average compensation per Executive Director – excluding the value of the Share Scheme	**8 932**	7 444	5 764	4 962	6 445
Value of the Share Scheme vested to Executive Directors	**1 184**	2 988	6 087	7 145	660
Compensation paid to Executive Directors – including the value of the Share Scheme	**36 912**	32 764	29 143	26 994	32 886
Average compensation per Executive Director – including the value of the Share Scheme	**9 228**	8 191	7 286	6 749	6 577
Total compensation paid to prescribed officers – excluding the value of the Share Schemes[1]	**–**	1 123	3 454	5 986	4 228
Average compensation per Executive Director and prescribed officers – excluding the value of the Share Schemes	**8 932**	7 131	5 302	5 133	6 076
Value of the Share Schemes – prescribed officers[1]	**–**	–	297	1 746	74
Average compensation per Executive Director and prescribed officers – including the value of the Share Schemes	**9 228**	7 820	6 579	5 788	6 198

REMUNERATION REPORT (CONTINUED)

Description Ratios	2025	2024	2023	2022	2021
Income disparity ratio: average compensation paid to Executive Directors relative to average compensation paid to employees – excluding the value of the Share Schemes	**43.22**	36.34	31.71	32.20	36.17
Income disparity ratio: average compensation paid to Executive Directors relative to average compensation paid to employees – including the value of the Share Schemes	**45.02**	40.91	40.10	43.73	36.87
Companies Act Wage Gap – average compensation per Top 5% of all employees (including executives)	**1 127 484**	1 035 032	942 348	860 604	834 828
Companies Act Wage Gap – average compensation per Bottom 5% of all employees (including executives)	**67 406**	63 539	56 088	54 204	50 628
Companies Act Wage Gap – ratio of average compensation per Top 5% to average compensation per Bottom 5% of all employees	**16.7**	16.3	16.8	15.9	16.5
Average compensation per male employee	**R168 509**	R157 587	R142 632	R132 432	R130 284
Average compensation per female employee	**R183 742**	R168 693	R150 552	R142 356	R138 372
Gender pay gap – ratio of average compensation per male to average compensation per female	**0.92**	0.90	0.95	0.93	0.94

1. *Effective 17 October 2023, DS Masala is no longer a prescribed officer. The directors have not nominated a prescribed officer into office since. Thus, at year-end, Cashbuild had no prescribed officers.*

Short-term incentive outcomes

The performance outcomes for the STI were as follows:

Category	Weighting	Objectives	Target for FY2025	Achievement in FY2025	CEO and other Directors
Group financial	30%	PBT	100%	25%	7.5%
Company financial/ Departmental	50%	Departmental/ Divisional target (specific)	100%	75%	37.5%*
Personal	20%	Cost growth (<5% on prior year for existing stores)	50%	100%	10.0%
		Special projects based on individual's role	50%	Person specific	10.0%*
	Total 100%				65%

* *All directors: Various strategic initiatives relating to store development, alternative channels, new business, cost saving and compliance initiatives.*

Long-term incentive outcomes

The performance outcomes for the LTI awards for 2025 were as follows:

Criteria	Weighting of LTI	Threshold (30% vesting)	Maximum (100% vesting)	Achievement in FY2025
EPS	30%	CPI p.a.	CPI +5% p.a.	0%
Relative TSR	30%	Median of own peer group	Upper quartile of own peer group*	0%
ROCE	40%	Cashbuild WACC	Cashbuild WACC +5% p.a.	0%
	Total 100%			

Total single figure of remuneration

The total single figure of remuneration of the Executive Directors who served during the year under review was as follows:

R'000	Year	Basic salary	Bonus[1]	Shares vesting value	Expenses and travel allowance	Medical benefits	Company's pension scheme contributions	Total
Executive Directors								
WF de Jager	**2025**	**7 950**	**5 940**	**587**	**167**	**460**	**755**	**15 859**
	2024	7 586	3 073	1 186	142	388	717	13 092
H Bester[2]	**2025**	**4 486**	**2 465**	**–**	**24**	**–**	**470**	**7 445**
	2024	–	–	–	–	–	–	–
SA Thoresson	**2025**	**4 536**	**1 545**	**303**	**164**	**–**	**390**	**6 938**
	2024	4 106	799	612	223	–	359	6 099
WP van Aswegen	**2025**	**4 238**	**1 545**	**294**	**198**	**–**	**395**	**6 670**
	2024	4 012	799	516	208	–	374	5 909
AE Prowse[3]	**2025**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
	2024	4 948	1 524	674	142	–	376	7 664
Total	**2025**	**21 210**	**11 495**	**1 184**	**553**	**460**	**2 010**	**36 912**
	2024	20 652	6 195	2 988	715	388	1 826	32 764

The directors have not nominated a prescribed officer into office for the financial year.

Notes

1. *Bonus accrued for the current year.*
2. *Appointed effective 1 July 2024.*
3. *Retired effective 30 June 2024.*

REMUNERATION REPORT (CONTINUED)

INDEPENDENT NON-EXECUTIVE DIRECTORS

Independent Non-Executive Director fees are recommended by the Remuneration Committee, supported by the Board, and approved at the Annual General Meeting. Independent Non-Executive Directors are remunerated based on an annual retainer; per Board and Board Committee meeting attendance; and per hour for ad hoc governance meetings, dependent on the seniority of the committee and their position as member or chairperson.

During the 2025 financial year, the shareholders approved an average increase of 5.4% for the Non-Executive Directors' fees.

The fees paid to the Independent Non-Executive Directors who served during the year under review are as follows:

	2025 R'000	2024 R'000
Independent Non-Executive Directors		
M Bosman (Mr)	**924**	963
M Bosman (Ms)	**737**	745
AGW Knock	**1 125**	1 287
DSS Lushaba	**953**	1 013
AJ Mokgwatsane	**617**	603
GM Tapon Njamo	**877**	922
Total	**5 233**	5 533

FSP SHARES AWARDED TO DIRECTORS, EXECUTIVE MANAGERS AND PRESCRIBED OFFICERS

The table sets out the FSP awards granted to the Executive Directors, Executive Managers and prescribed officers since inception of the FSP:

	Scheme	Vesting date	Share price Rand	Awarded R'000	Vested R'000	Forfeited* R'000	Balance at 29 June 2025 R'000	Number of shares at 29 June 2025
Executive Directors								
WF de Jager	Scheme 6	04/10/2024	255.77	6 358	893	5 465	–	–
	Scheme 7	03/10/2025	201.18	7 372	–	7 372	–	–
	Scheme 8	23/10/2026	143.63	7 902	–	–	7 902	55 020
	Scheme 9	04/10/2027	163.99	8 329	–	–	8 329	50 791
Total				29 961	893	12 837	16 231	105 811
H Bester	Scheme 9	04/10/2027	163.99	4 320	–	–	4 320	26 343
Total				4 320	–	–	4 320	26 343
SA Thoresson	Scheme 6	04/10/2024	255.77	3 282	461	2 821	–	–
	Scheme 7	03/10/2025	201.18	3 833	–	3 833	–	–
	Scheme 8	23/10/2026	143.63	4 109	–	–	4 109	28 610
	Scheme 9	04/10/2027	163.99	4 331	–	–	4 331	26 411
Total				15 555	461	6 654	8 440	55 021
WP van Aswegen	Scheme 6	04/10/2024	255.77	3 182	447	2 735	–	–
	Scheme 7	03/10/2025	201.18	3 833	–	3 833	–	–
	Scheme 8	23/10/2026	143.63	4 109	–	–	4 109	28 610
	Scheme 9	04/10/2027	163.99	4 331	–	–	4 331	26 411
Total				15 455	447	6 568	8 440	55 021
Grand total				65 291	1 801	26 059	37 431	242 196

* *These shares are subject to forfeiture restrictions based on the Group's performance.*

FSP Scheme 7 – vesting award outcome

The performance conditions applicable to the FSP Scheme 7 – 2022 award outcome are noted below:

Measurement	Threshold (30%)	Target (100%)	Actual result	Vesting	Weighted vesting
Growth in EPS (30% weighting) from the financial year ended June 2022 to the financial year ended June 2025 compared to a margin above CPI.	**4.47%**	**9.47%**	**(20.75%)**	–	–
The Company's TSR (from share price growth and dividends) (30% weighting) compared to own peer group over the three-year period ended June 2025.	**42.38%**	**73.74%**	**(29.20%)**	–	–
The average of the Company's ROCE (40% weighting) for the 2023, 2024 and 2025 financial years compared to the average of WACC in those years.	**13.99%**	**18.99%**	**13.26%**	–	–

Based on the above, the vesting percentage of the FSP Scheme 7 – 2022 award is 0%.

INTERESTS OF DIRECTORS IN THE SHARE CAPITAL OF CASHBUILD

The aggregate beneficial holdings of the directors of the Company and their immediate families in the issued ordinary shares of the Company are detailed below. There have been no changes in these shareholdings between 29 June 2025 and the date of approval of this report.

	Number of shares held			
	29 June 2025		30 June 2024	
	Direct	**Indirect**	Direct	Indirect
Beneficial				
WF de Jager	**22 706**	**–**	20 837	–
AJ Mokgwatsane	**1 135**	**–**	1 135	–
SA Thoresson	**19 855**	**–**	18 052	–
WP van Aswegen	**12 336**	**–**	11 400	–
Total	**56 032**	**–**	51 424	–

There are no interests held by associates, and no non-beneficial shareholdings for the abovementioned directors.

Dr DSS Lushaba
Remuneration Committee Chairperson

1 September 2025

INFORMATION AND TECHNOLOGY GOVERNANCE REPORT

Information Technology is critical to the strategic transformation and organisational performance of Cashbuild. The Information and Technology Governance Committee (ITGov) strives to ensure that the IT application systems are well suited and maintained to adequately support and enhance the Group's strategic objectives.

ITGOV

Chairperson
GM Tapon Njamo

Members
AGW Knock; AJ Mokgwatsane; WF de Jager; H Bester

Independence

Three of the ITGov members are Independent Non-Executive Directors, namely Ms GM Tapon Njamo, Mr AGW Knock and Mr AJ Mokgwatsane. As this is a committee of the Board and integral to the day-to-day operations of the Group, the Board is comfortable with the composition of the ITGov.

Meetings

Four times per annum.

Role and function

The ITGov assists the Board in monitoring Cashbuild's governance and risk management of its responsibilities of the IT infrastructure.

Responsibilities

ITGov is responsible for the oversight of:

- the governance of the Group's IT environment including related projects;
- how IT enables the strategic objectives of the business;
- the value delivery of IT focusing on optimising expenditure and proving the value of IT;
- risk management addressing the identification, assessment and monitoring of Group-wide IT risks, including cyber risk;
- IT resource management, which includes optimising IT knowledge and infrastructure;
- business continuity management (BCM) plans formulated and validated through testing of the IT service continuity process; and
- selects IT outsource partners.

Assurance

This report is prepared in accordance with the requirements of the Companies Act and describes how the ITGov has discharged its statutory duties in terms of the Companies Act and the additional duties assigned to it by the Board in respect of the financial year ended 29 June 2025. The ITGov is satisfied that it has fulfilled all its duties during the year under review and has made further progress in formalising all relevant policies and implementing identified plans.

Activities undertaken by ITGov during the year

During the year under review, the ITGov:

- continued monitoring the achievement of its objectives at its meetings held quarterly as IT governance is an integral part of the Group's business;
- oversaw the review of the Committee Performance Evaluation;
- ensured that the appropriate IT risks and related business objectives were properly addressed;
- monitored the execution of the rolling three-year IT Audit Plan identified during ongoing IT risk assessments conducted by the IT audit function, a service currently outsourced to EY;
- continued to evaluate the best means of monitoring cyber-crime trends and the appropriate application of defences to mitigate risks and threats;
- monitored the continued improvement of the Group's cyber risk awareness and resilience;
- monitored the performance of the IT Project Management Office that serves to ensure effective management of IT project deliverables that are presented quarterly to the ITGov to ensure that the IT projects deliver value to the business for the benefit of improved client experience and are linked to the business strategy;
- oversaw the continuous refinement and improvement of the Group's integrated Active Retail, Linx/AS and SAP All-in-One solutions. Business imperative items received continued and focused attention including daily balancing of transactional data between Active Retail, Linx/AS and SAP;
- monitored the execution of the IT Strategy and ensuring alignment to the Group's Business Strategy;
- monitored the performance and improvement of key IT service delivery components, ensuring alignment to the Group's IT services requirements;
- continued monitoring of the requirements for PCI Compliance, thereby ensuring that card holder data is effectively secured to prevent unauthorised dissemination of information;
- monitored the successful execution of the annual Disaster Recovery fail-over tests;
- monitored the planning of the schedule associated with the SAP S4/HANA roadmap and related activities;
- monitored the adequacy of the toolsets and virtual applications which empower personnel to work efficiently within the structure of a hybrid working environment;
- monitored the continued guidance and education of personnel regarding the risks relating to data privacy and security awareness; and
- monitored the Group's business transformation initiatives such as e-Commerce, customer relationship management and the Cashbuild Shopper platform.

GM Tapon Njamo
Information and Technology Governance Committee Chairperson

1 September 2025

NOMINATION COMMITTEE REPORT

The Nomination Committee (the Nomco) has an independent role and ensures that the Board has the appropriate composition; that directors are appointed through a formal process; that directors' induction and the ongoing training and development of directors takes place; and that formal back-up/emergency/succession plans for the Board, Chief Executive Officer, Executive Directors and Executive Management are in place.

NOMCO

Chairperson
AGW Knock

Members
M Bosman (Mr)

Independence
All committee members are Independent Non-Executive Directors.

Meetings
At least two per annum.

Responsibilities
The Nomco's responsibilities include:
- Recommendations to the Board on the appointment of Executive Directors and the re-appointment of Independent Non-Executive Directors; including the assessment of the appropriate balance between Executive and Independent Non-Executive Directors.
- Ensuring the establishment of a formal process for the appointment of Independent Non-Executive Directors, the Chief Executive and the Chief Financial Officers.
- Annually reviewing the independence of Non-Executive Directors, taking into account all applicable corporate governance requirements.
- Assessing back-up/emergency/succession planning at Executive and Senior Management levels. The Chief Executive Officer, in consultation with the committee, is responsible for ensuring that adequate plans are in place.
- From time-to-time, reviewing the Board structure, size and composition.
- Recommendation of the directors retiring by rotation for re-election at the Annual General Meeting.
- Overseeing the development of a formal induction programme for new directors and a continuous development programme for directors.

Assurance
The Nomco is governed by good corporate governance principles and the Group's value statement. The members of the Nomco hereby confirm that they were diligent in exercising their duties of due care and skill and that they have taken reasonable steps to ensure that they performed their duties in accordance with the Committee's mandate.

Activities undertaken by the Nomco during the year
The Nomco reviewed amongst others:
- emergency plans for the positions of Chief Executive and Chief Financial Officers, Commercial and Marketing Director, Chief Operating Officer, Executive Management and satisfied itself, and the Board, that adequate plans were in place in this regard;
- the Board and Chairman back-up/emergency/succession plans and recommended them to the Board for approval; and
- the Group's policy on diversity and satisfied itself of its adequacy and relevance.

AGW Knock
Nomination Committee Chairperson

1 September 2025

ANNUAL FINANCIAL STATEMENTS

04

"Despite a challenging year marked by margin pressures, we demonstrated resilience in a demanding operating environment. Our ability to deliver positive sales growth while effectively managing costs, reflects the strength of our business model and operational discipline. Our Balance Sheet remains strong.

A series of internal initiatives will position us well for the upcoming financial year, and we remain optimistic about the opportunities ahead.

We continue to uphold our dividend policy, maintaining a cover of 1.5 times earnings, in line with our commitment to sustainable shareholder returns."

Hanré Bester | *Chief Financial Officer*

FIVE YEAR PERFORMANCE REVIEW

The management of Cashbuild's Financial Capital is pivotal to the sustainability of the Group in order to generate continued profits which enables Cashbuild to utilise funds towards expansion and growth of the business. The growth of Financial Capital is dependent on all of the other Capitals functioning optimally.

Year ended June		**2025 52 weeks**	2024 53 weeks	2023 52 weeks	2022 52 weeks	2021 52 weeks
Group Income Statement						
Revenue	R'm	**11 478**	11 192	10 653	11 145	12 616
Profit before tax	R'm	**311**	138	178	787	968
Earnings attributable to owners of the Company	R'm	**221**	89	106	474	665
Group Statement of Financial Position						
Total assets	R'm	**6 607**	5 594	6 273	6 637	7 332
Total equity	R'm	**1 898**	1 832	1 956	2 365	2 588
Total liabilities	R'm	**4 709**	3 762	4 317	4 272	4 744
Group Cash Flow						
Net cash from operations	R'm	**1 703**	264	779	846	1 506
Working capital movements	R'm	**984**	(515)	(39)	(389)	102
Capital investment	R'm	**(235)**	(152)	(159)	(263)	(196)
Key performance statistics						
Returns and profitability						
Revenue per employee	R'000	**2 143**	2 045	1 762	1 806	2 022
Operating profit margin	%	**3.0**	1.7	2.2	7.9	8.2
Profit before tax margin	%	**2.7**	1.2	1.7	7.1	7.7
Profit before tax per employee	R'000	**58**	25	29	128	155
Basic EPS	cents	**1 043**	396	457	2 095	2 936
Basic HEPS	cents	**1 040**	947	1 222	1 929	2 873
Total dividend per share	cents	**626**	561	732	1 264	2 935
NAV per share*	cents	**7 996**	7 667	8 068	9 350	10 212
Return on shareholders' funds	%	**12.0**	4.7	5.0	19.4	20.4
Return on average capital employed	%	**18.4**	10.0	10.8	35.4	37.5
Total asset return	%	**5.6**	3.2	3.6	12.5	15.2
Total assets per employee	R'000	**1 233**	1 022	1 038	1 076	1 175
Solvency and liquidity						
Dividend payout ratio[1]	%	**67**	151	172	67	100
Current ratio	times	**1.1**	1.2	1.2	1.3	0.9
Total liabilities to total shareholders' funds	times	**2.5**	2.1	2.2	1.8	1.9
Interest-free liabilities to total assets	times	**0.7**	0.7	0.7	0.6	0.6
Share performance						
Market value per share						
– At year-end	cents	**14 803**	15 381	16 300	25 744	27 700
– Highest (year to June)	cents	**22 890**	18 776	27 699	31 189	34 599
– Lowest (year to June)	cents	**13 200**	12 601	15 600	22 355	13 501
PE ratio at year-end	times	**14.2**	38.8	35.6	12.3	9.4
Market capitalisation – at year-end	R'm	**3 473**	3 644	3 896	6 433	6 922
Volume traded (year to June)	'000	**8 450**	4 953	6 953	10 103	9 551
Weighted number of shares	'000	**20 780**	21 180	22 174	22 621	22 642
Issued shares at end of June	'000	**23 380**	23 695	23 901	24 990	24 990
Other statistics						
Number of employees		**5 357**	5 472	6 046	6 170	6 238
Number of stores		**318**	322	318	318	319

** Based on ordinary number of shares in issue.*
1. Dividend cover policy maintained at 1.5 times, excluding the goodwill impairments.

DIRECTORS' RESPONSIBILITIES AND APPROVALS

The directors are required in terms of the Companies Act, No. 71 of 2008, as amended, to maintain adequate accounting records and are responsible for the content and integrity of the Group's Annual Consolidated Financial Statements and related financial information included in this report. It is their responsibility to ensure that the Group's Annual Consolidated Financial Statements fairly present the state of affairs of the Group as at the end of the reporting period and the results of its operations and cash flows for the year then ended, in conformity with IFRS Accounting Standards®. The external auditor is engaged to express an independent opinion on the Group's Annual Consolidated Financial Statements.

The Group's Annual Consolidated Financial Statements are prepared in accordance with IFRS Accounting Standards® and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the Group and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the Board of Directors sets standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the Group and all employees are required to maintain the highest ethical standards in ensuring the Group's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the Group is on identifying, assessing, managing and monitoring all known forms of risk across the Group. The Group endeavours to minimise operating risk by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors have reviewed the Group's cash flow forecasts for the period up to 1 September 2026 and, in light of this review and the current financial position, are satisfied that the Group has access to adequate resources to continue in operational existence for the foreseeable future.

The Group's financial statements set out on pages 121 to 172, which have been prepared on the going concern basis under the supervision of the Chief Financial Officer, Mr H Bester CA(SA), were approved by the Board of Directors on 1 September 2025 and were signed on their behalf by:

Alistair Knock
Chairman

Werner de Jager
Chief Executive Officer

1 September 2025

AUDIT AND RISK COMMITTEE REPORT

1. INTRODUCTION

The Audit and Risk Committee has pleasure in submitting this report, as required by section 94 of the South African Companies Act, No. 71 of 2008, as amended and the JSE Listings Requirements. The Audit and Risk Committee acts for the Company and all its subsidiaries and is accountable to the Board and the shareholders. It operates within a documented terms of reference and complies with all relevant legislation, regulations and governance codes and executes its duties in terms of the requirements of the King Report on Corporate Governance.

The performance of the Audit and Risk Committee is evaluated against its terms of reference on an annual basis and the Committee was deemed to be working satisfactory and effectively during the current year.

The Audit and Risk Committee consists of three independent Non-Executive Directors:

- M Bosman (Mr) (Chairperson)
- M Bosman (Ms)
- GM Tapon Njamo

2. MEETINGS HELD BY THE AUDIT AND RISK COMMITTEE

The Committee held four meetings during the year under review. Attendance has been set out in the Directors' Report.

The internal and external auditors also attended all of the Committee meetings during the year ended 29 June 2025 and reported their activities and findings at these meetings. The Chairperson of the Board, Executive Directors and relevant Senior Managers attended these meetings.

Each Audit and Risk Committee meeting concludes with a confidential meeting between the Committee Members, Non-Executive Directors and the Internal and External Auditors, as well as another confidential meeting held with the Chief Executive and Chief Finance Officer. The Committee chairperson also meets separately with external and internal auditors between Committee meetings.

3. FUNCTIONS OF THE COMMITTEE

Responsibilities and duties

The Audit and Risk Committee fulfils its responsibilities and duties as set out in its terms of reference.

The oversight role of the Audit and Risk Committee includes:

- reviewing the Condensed Consolidated Interim Financial Statements and Annual Consolidated Financial Statements and Integrated Report and making recommendations to the Board;
- reviewing the external audit reports, after the review of the Condensed Consolidated Interim Financial Statements and audit of Annual Consolidated Financial Statements;
- assessing the external auditor's independence and performance;
- approving the audit fees in respect of both the interim review and year-end audit;
- specifying guidelines and authorising contract conditions for the award of non-audit services to the external auditors;
- reviewing the internal audit and risk management reports and making recommendations to the Board, where necessary;
- ensuring that a combined assurance model has been applied to provide a coordinated approach to all assurance activities;
- evaluating the appropriateness and effectiveness of risk management, internal controls and the governance processes;
- dealing with concerns relating to accounting practices, internal audit, the audit or content of Annual Consolidated Financial Statements and internal financial controls; and
- reviewing solvency and liquidity tests in respect of, amongst others, distributions; and going concern statements in respect of financial statements, and recommending proposals to the Board.

External auditor

Independence

During the year under review, the Audit and Risk Committee reviewed the independence of the auditor.

Deloitte & Touche (Deloitte) was the Group's external auditor with Mr James Welch (IRBA 373206) as the independent individual registered auditor. The Committee satisfied itself of Deloitte's independence before recommending its re-election to the shareholders with the prior support of the Board.

The independence assessment was made after considering the following:

- confirmation from the external auditor that all their partners, team members, or their immediate family, do not hold any direct or indirect financial interest or have any material business relationship with Cashbuild.

3. FUNCTIONS OF THE COMMITTEE (CONTINUED)

External auditor (CONTINUED)

Independence (CONTINUED)

The external auditors also confirmed that they have internal monitoring procedures to ensure their independence:

- the auditor does not, other than in their capacity as external auditors and for rendering permitted non-audit services, receive any remuneration or other benefits from Cashbuild;
- the auditor's independence was not prejudiced as a result of any previous appointment as auditor. In addition, an audit partner rotation process is in place in accordance with the relevant legal and regulatory requirements;
- the criteria specified for independence by the Independent Regulatory Board for Auditors; and
- Deloitte submitted reports relating to quality assessment reviews undertaken internally and by the Independent Regulatory Board for Auditors and the Public Company Accounting Oversight Board, together with progress on any remedial actions necessary. There are no significant matters to report to the shareholders in this regard.

The appointment of Deloitte as external auditor and Mr James Welch (IRBA 373206) as the independent individual registered auditor of the Group was confirmed by the shareholders at the Annual General Meeting held on 25 November 2024.

External audit fees

The Audit and Risk Committee:

- determined, in consultation with management, the interim review and audit fee and engagement terms for the external auditors for the June 2025 financial year;
- reviewed and approved the non-audit services fees for the year under review and ensured that the fees were within limit and in line with the non-audit services policy; and
- determined the nature and extent of allowable non-audit services and approved the contract terms for the provision of non-audit services.

External audit performance

The Audit and Risk Committee:

- reviewed and approved the external audit plan, ensuring that material risk areas were included, and that coverage of the significant business processes were acceptable; and
- reviewed the external audit reports and management's response, and considered their effect on the financial statements and internal financial controls.

The Committee confirms that the external auditor has functioned in accordance with the Committee's terms of reference for the year ended 29 June 2025.

Key audit matters

The Audit and Risk Committee has considered the matters noted in the independent auditor's report and reviewed the process followed by the auditor. Discussions have taken place with management, and the Committee is satisfied that the procedures followed by management are appropriate to address the matters noted.

Financial statements

Responsibility

The Committee reviewed the Annual Consolidated Financial Statements, including the public announcements of the Group's financial results for the year ended 29 June 2025, and made recommendations to the Board for their approval. During its review, the Committee:

- took appropriate steps to ensure that the Annual Consolidated Financial Statements were prepared in accordance with IFRS Accounting Standards®;
- considered the appropriateness of accounting policies and disclosures made; and
- completed a detailed review of the going concern assumption, confirming that it was appropriate in the preparation of the Annual Consolidated Financial Statements.

The Committee was not required to deal with any complaints relating to accounting practices, Internal Audit, the content and audit of the Annual Consolidated Financial Statements, nor the internal financial controls and related matters.

Expertise and experience of Financial Director

As required by JSE Listings Requirements 3.84(g), the Audit and Risk Committee has satisfied itself that the Chief Financial Officer, Mr H Bester, has the appropriate expertise and experience to meet the responsibilities of his appointed position as required by the JSE Listings Requirements.

AUDIT AND RISK COMMITTEE REPORT (CONTINUED)

3. FUNCTIONS OF THE COMMITTEE (CONTINUED)

Adequacy of finance function

The Audit and Risk Committee has considered and has satisfied itself of the appropriateness of the expertise and adequacy of resources of the finance function and experience of the senior members of management responsible for the financial function.

Quality of earnings

The reconciliation between attributable earnings and headline earnings is set out in note 27 of the Annual Consolidated Financial Statements.

Internal controls

The Cashbuild Way

Internal controls within Cashbuild are based on established policies and procedures contained in The Cashbuild Way policies and procedures. The Cashbuild Way is aligned with ISO 9001 principles and provides a uniform Company-wide standard regarding the defining, implementation and maintenance of policies, procedures and templates within all Cashbuild support and operational areas. Internal controls as contained in The Cashbuild Way are communicated throughout the Group and form the baseline of training provided to staff members.

The Audit and Risk Committee satisfied itself as to the establishment of appropriate financial reporting procedures and that those procedures are operating. This included consideration of all entities included in the annual financial statements, to ensure that the Audit and Risk Committee has access to all the financial information of the Group to allow Cashbuild to effectively prepare and report on Company and the Group's annual financial statements.

Internal Audit team

The internal audit function within the Cashbuild Group consists of a team of 28 members with three auditors and an internal audit manager dedicated to support office-based audits, and 18 auditors dedicated to the auditing of key processes at stores. Two internal audit managers and two senior internal auditors take responsibility for quality assurance within the internal audit function. A Data Analyst is dedicated on a full time basis towards supporting the internal audit team with data analytics, automation of audit tests, and embedding continuous auditing within the internal audit service delivery function. An Operations Risk Manager assists the Risk and Audit Executive with monitoring and reporting on Issues Management (e.g. tip-offs, burglaries and robberies, OHSA incidents etc.). Cashbuild's Risk and Audit Executive reports administratively to the Chief Executive Officer with a functional reporting line to the Chairman of the Audit and Risk Committee. Internal Audit results are reported to the Audit and Risk Committee with emphasis placed on areas of high risk requiring management attention as identified in terms of non-compliance to key controls.

Internal Audit approach and methodology

Cashbuild's internal audit approach and methodology is risk-based in that key controls addressing identified business control risks are the focus areas driving Internal Audit service delivery. Cashbuild has a 95% target for compliance to key controls designed to mitigate business risk and diligently monitors achievement of this target through review and follow up of internal audit results. Detailed audit results are shared with store and line management for follow-up and correction.

In terms of the King Report on Corporate Governance, Internal Audit provides a written assessment on the effectiveness of the Group's system of internal control and risk management. This assessment is addressed specifically to the Audit and Risk Committee.

Service delivery by the Group Risk Management department, which includes risk management, issues management and internal audit, aims to achieve the following best practice guidelines during performance of its internal control assessment process:

- identify strategic, sustainability, operational, compliance and financial objectives;
- assess risks that prevent the achievement of these objectives; and
- perform tests and gather evidence relating to the internal controls in place to manage these risks and the adequacy and effectiveness of such internal controls.

3. FUNCTIONS OF THE COMMITTEE (CONTINUED)

Internal Audit approach and methodology (CONTINUED)

The content of the quarterly Audit and Risk Committee reports are designed in such a way as to provide the necessary information to members of the Audit and Risk Committee to obtain a level of assurance on the Group's system of internal control and risk management. In order to do this, the content of each quarterly Audit and Risk Committee report is aimed at providing the reader with enough information on the following topics:

- the scope of internal auditing activities, which includes the appropriate level and quality of work based on the Group's risks;
- the cycle on which audit plans are based;
- consideration of the control components and limitations of control;
- the status of follow-up activities;
- a discussion of serious problems and solutions; and
- the overall assessment statement for the year.

Risk management

The Board is responsible for risk governance within the Group. Responsibility for the monitoring thereof has been allocated to the Audit and Risk Committee.

Cashbuild management is responsible for the design, implementation and maintenance of a risk management approach, methodology and systems. Monitoring of the status of risks is the responsibility of management risk owners. Formalised monitoring and updating on the status of risks by the Executive Management team takes place on a quarterly basis during scheduled Group risk management review workshops.

Integrated Report

The Committee fulfils an oversight role regarding Cashbuild's Integrated Report and the reporting process. Accordingly, it has considered and assessed the consistency with operational, financial and other information known to the Audit and Risk Committee members, as well as the Annual Consolidated Financial Statements.

4. COMBINED ASSURANCE

Cashbuild's combined assurance framework has the objective of aligning assurance processes and assurance service delivery throughout the Group to maximise risk and governance oversight and control efficiencies and optimise overall assurance to the Audit and Risk Committee. The Cashbuild Group Combined Assurance Model consists of the following five levels of defence to mitigate risk that the Company is exposed to and in doing so provide an appropriate level of assurance to the Board via the Audit and Risk Committee:

- First line of defence being management oversight and controls (also referred to as People, Systems and Controls). Management-based assurance includes establishing policies and procedures, management oversight, strategy implementation, performance measurement, control self-assessment and continual monitoring mechanisms and systems.
- Second line of defence being risk management and compliance services. These are corporate support functions providing assistance to management with regards to the discharging of their responsibility of managing identified business risks.
- Third line of defence being internal audit providing an independent and objective level of assurance over the controls, risk management and governance activities as provided by the first and second lines of defence.
- Fourth line of defence being external assurance providers providing certifications, regulatory reviews, external audits, forensic investigations, external management reviews, valuations, culture climate surveys (as examples of external assurance service delivery).
- Fifth line of defence being Board and Board Committees functions prompting and assessing the level of assurance provided by the first four lines of defence.

The level of assurance provided increases with each line of defence being applied with the least assurance being provided by the first line of defence (internal management oversight) and the highest level of assurance being provided by the fourth line of defence (external objective and independent assurance service provider), and the application of the fifth line of defence providing a final level of governance assurance being oversight by the Board and Board Committees on the extent of assurance provided on identified risks.

Financial statements

The Directors' Report is set out in pages 114 to 116.

AUDIT AND RISK COMMITTEE REPORT (CONTINUED)

4. COMBINED ASSURANCE (CONTINUED)

External audit

The Independent Auditor's Report is set out on pages 117 to 120.

Quality

Deloitte submitted reports relating to quality assessment reviews undertaken internally and by the Independent Regulatory Board for Auditors (IRBA) and the Public Company Accounting Oversight Board, together with progress on any remedial actions necessary for the 2025 interim period and year-end.

The Audit and Risk Committee reviewed the following in terms of the JSE Listings Requirements:

- A summary report of the most recent IRBA inspection policy report and decision letter from IRBA, the findings report and a copy of the proposed remedial action plan;
- A summary of the information on the designated auditor, Mr J Welch (IRBA 373206), the results of which were satisfactory;
- The IRBA letters for the latest reviews of the firm (2022); and
- The Deloitte Commitment to Audit Quality document.

The Audit and Risk Committee concluded that there were no matters of concern raised during the year under review.

Key audit matters

The Audit and Risk Committee has considered the matters noted in the independent auditor's report and reviewed the process followed by the auditor.

The key audit matter is the impairment assessment of goodwill and intangible assets for Cashbuild cash generating unit which is a continuous focus for the Audit and Risk Committee. The Committee agrees that the processes followed by the external auditors are appropriate and that management have appropriately accounted for this.

The processes followed included discussions with management, understanding of the process, consideration of procedures followed and review of the final report. Confirmation of the appropriate reporting is then obtained from the external auditors as a final procedure.

Internal audit

Considering all of these factors set out in the Internal control and Risk management paragraphs above, the following assessment statement is presented by Cashbuild's Internal Audit: "Work performed by the Cashbuild Group Risk Management Department during the current reporting period (July 2024 to June 2025) supports the assertion that Cashbuild's system of internal controls and risk management is effective, and that any serious problem and/or concern identified by the Group Risk Management Department during performance of its risk management, issues management and internal audit duties are reported on in the quarterly Audit and Risk Committee Reports".

On behalf of the Audit and Risk Committee

Marius Bosman
Audit and Risk Committee Chairperson

1 September 2025

CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER'S RESPONSIBILITY STATEMENT

In terms of section 3.84(k) of the JSE Listings Requirements, each of the directors, whose names are stated below hereby confirm that:

- the Annual Consolidated Financial Statements set out on pages 121 to 172 fairly present in all material respects the financial position, financial performance and cash flows of the issuer in terms of IFRS Accounting Standards®;
- to the best of our knowledge and belief, no facts have been omitted or untrue statements made that would make the Annual Consolidated Financial Statements false or misleading;
- internal financial controls have been put in place to ensure that material information relating to the issuer and its consolidated subsidiaries have been provided to effectively prepare the financial statements of the issuer;
- the internal financial controls are adequate and effective and can be relied upon in compiling the financial statements, having fulfilled our role and function as Executive Directors with primary responsibility for implementation and execution of controls;
- where we are not satisfied, we have disclosed to the Audit and Risk Committee and the auditors any deficiencies in design and operational effectiveness of the internal financial controls and have taken steps to remedy the deficiencies; and
- we are not aware of any fraud involving directors.

Signed by the Chief Executive Officer and the Chief Financial Officer on behalf of the Board of Directors by:

Werner de Jager
Chief Executive Officer

Hanré Bester
Chief Financial Officer

1 September 2025

COMPANY SECRETARY'S CERTIFICATION

In terms of section 88(2)(e) of the Companies Act 71 of 2008, as amended, I certify that the Group has lodged with the Companies and Intellectual Property Commission, all such returns as are required of a public company in terms of the Companies Act and that all such returns are true, correct and up to date.

Takalani Ṋengovhela
Group Secretary

1 September 2025

DIRECTORS' REPORT

The directors have pleasure in submitting their report on the Annual Consolidated Financial Statements of Cashbuild Limited for the year ended 29 June 2025.

1. NATURE OF THE BUSINESS

Cashbuild is southern Africa's leading retailer of quality building materials and associated products, selling direct to a predominantly cash-paying customer base through its chain of 318 stores at reporting date. Cashbuild carries an in-depth quality product range tailored to the specific needs of the communities it serves. Its customers are typically home-builders and improvers, contractors, farmers, traders, as well as all other customers requiring quality building materials at the best value.

Cashbuild has built its credibility and reputation by consistently offering its customers quality building materials at the best value through a purchasing and inventory policy that ensures customers' requirements are always met.

2. FINANCIAL SUMMARY

Revenue for the year increased by 3% impacted by the 53rd week reported in the prior year. Comparing to the previously audited and pro-forma 52 weeks information, the growth is 5%. Revenue for stores in existence prior to July 2023 (pre-existing stores – 304 stores) increased by 2% and the 14 new stores contributed 1% growth. Transactions through the tills increased by 4%. Selling price inflation was 1.7% at the end of June 2025. Gross profit increased by 2% with gross profit margin percentage increasing from 24.7% to 24.8%.

Operating expenses decreased by 3% impacted by prior year impairment of R137 million of goodwill and trademarks in P&L Hardware and an extra week's expenses included in the 53rd week of the prior year. Adjusting for the impairment and 53rd week expenses, the growth is 5%, with existing stores contributing 4% and new stores 1%.

The effective tax rate of 26.5% (June 2024: 36.6%) for the year is lower than the prior year, mainly impacted by the non-tax deductible impairment of the P&L Hardware goodwill in the prior year.

Basic earnings per share increased by more than 100% whilst headline earnings per share increased by 10%.

Cash and short-term funds increased to R1.9 billion due to June 2025 suppliers' payments processed in July 2025, in contrast to the prior year where the payments were processed in June 2024. Stock levels, including new stores have increased by 7% with stock days increasing from prior year to 96 days (2024: 90 days). Net asset value per share increased by 4% to 7 996 cents (2024: 7 667 cents).

During the year, the Group opened 8 new stores (7 Cashbuild and 1 P&L Hardware) and closed 12 (1 Cashbuild and 11 P&L Hardware) under-performing stores. The Group further refurbished 26 Cashbuild stores and relocated 1 P&L Hardware store. Cashbuild will continue its store expansion, relocation, and refurbishment strategy in a controlled manner, through its feasibility process. The opening of the Cashbuild Small Model Stores (SMS) remains on track.

3. REPORTING PERIOD

The Group adopts the retail accounting calendar, which comprises the reporting year ending on the last Sunday of the month June 2025: 29 June 2025 (52 weeks); 30 June 2024 (53 weeks). "Year" refers to a 52 week period in the current year.

4. SHARE CAPITAL

During the year under review, the Group repurchased 315 050 ordinary shares as part of a general share repurchase programme. These were delisted and cancelled. The average share price of the shares repurchased during the year was R157.3. Refer to note 17 for more information.

5. DIVIDENDS

The Board has declared a final dividend of (No. 65) of 300.0 cents (2024: 236.0 cents) per ordinary share, out of income reserves to all shareholders of Cashbuild Limited. The dividend per share is calculated based on 23 379 712 (2024: 23 694 712) shares in issue at the date of the dividend declaration. The net local dividend amount is 240.0 cents per share for shareholders liable to pay Dividends tax and 300 cents per share for shareholders exempt from paying Dividends tax. The total dividend for the year amounts to 626 cents (2024: 561.0 cents). Local Dividends tax is 20%. Cashbuild Limited's tax reference number is 9575168712.

The relevant dates for the declaration are as follows:

Date dividend declared	Wednesday, 3 September 2025
Last day to trade "CUM" the dividend	Monday, 22 September 2025
Date to commence trading "EX" the dividend	Tuesday, 23 September 2025
Record date	Friday, 26 September 2025
Date of payment	Monday, 29 September 2025

Share certificates may not be dematerialised or rematerialised between Tuesday, 23 September 2025 and Friday, 26 September 2025, both dates inclusive.

6. DIRECTORATE

The directors in office at the date of this report are as follows:

WF de Jager (54)	Chief Executive Officer, CA(SA)	Executive
H Bester (46)	Chief Financial Officer, CA(SA), MCom (SA and International Taxation)	Executive
SA Thoresson (62)	Chief Operating Officer	Executive
WP van Aswegen (58)	Commercial and Marketing Director, CA(SA)	Executive
M Bosman (Mr) (68)	CA(SA)	Independent non-executive
M Bosman (Ms) (54)	CA(SA)	Independent non-executive
AGW Knock (74)	Chairman, BSc Eng (Hons); MSc (Engineering); MDP	Independent non-executive
Dr DSS Lushaba (59)	BSc Adv Biochemistry (Hons), Gdip, PGD, MSC, MBA, DBA, CD(SA)	Independent non-executive
AJ Mokgwatsane (47)	Diploma in Integrated Marketing and Communication, MBA	Independent non-executive
GM Tapon Njamo (47)	CA(SA)	Independent non-executive

Details of the directors' remuneration are set out under note 35 of the financial statements.

7. BOARD COMMITTEES AND ATTENDANCE

Name	Board	Audit and Risk Committee	Remune-ration Committee	Social and Ethics Committee	IT Governance Committee	Investment Committee	Nomination Committee
Non-executive							
AGW Knock	**C – 4/4**	**I – 4/4**	**M – 3/3**	**I – 4/4**	**M – 4/4**	**I – 1/1**	**C – 2/2**
M Bosman (Ms)	**M – 4/4**	**M – 4/4**	–	**M – 4/4**	–	–	–
M Bosman (Mr)	**M – 4/4**	**C – 4/4**	–	–	–	**C – 3/3**	**M – 2/2**
DSS Lushaba*	**M – 4/4**	**M – 2/2, I – 2/2**	**C – 3/3**	**C – 4/4**	–	–	–
AJ Mokgwatsane	**M – 4/4**	**I – 4/4**	–	**M – 4/4**	**M – 4/4**	–	–
GM Tapon Njamo	**M – 4/4**	**M – 4/4**	**M – 3/3**	–	**C – 4/4**	**M – 3/3**	–
Executive							
WF de Jager	**M – 4/4**	**I – 4/4**	**I – 3/3**	**M – 4/4**	**M – 4/4**	**M – 3/3**	**I – 2/2**
H Bester	**M – 4/4**	**I – 4/4**	**I – 3/3**	**I – 1/1**	**M – 4/4**	**M – 3/3**	–
SA Thoresson	**M – 4/4**	**I – 4/4**	–	–	**I – 4/4**	–	–
WP van Aswegen	**M – 4/4**	**I – 4/4**	–	**M – 4/4**	**I – 4/4**	–	–

* *Did not offer himself for election as a Member of the Audit and Risk Committee at the Annual General Meeting held on 25 November 2024.*

Legend

C *Chairperson of the Board/Committee*
M *Member of the Board/Committee*
I *Attendance by invitation*

DIRECTORS' REPORT (CONTINUED)

8. INTERESTS IN SUBSIDIARIES AND OTHER INVESTMENTS

Details of material interests in subsidiary companies, associates and joint arrangements are presented in these financial statements in notes 9 and 12.

9. DIRECTORS' INTERESTS IN CONTRACTS

During the financial period, no contracts were entered into wherein directors or officers of the Group had an interest and which significantly affected the business of the Group.

10. BORROWING POWERS

In terms of the Memorandum of Incorporation of Cashbuild Limited, borrowing powers are unrestricted. Flexible term general banking facilities available are R640 million (2024: R290 million) with various banks. Refer to note 34.

11. EVENTS AFTER THE REPORTING DATE

Refer to note 5 in the directors report for dividend declaration. The directors are not aware of any other material events which occurred after the reporting date and up to the date of this report.

12. PROSPECTS

Group revenue for the 7 weeks subsequent to period end is 6% higher than the prior year's comparative 7 week period. Management expects trading conditions to remain challenging. This information has not been reviewed or audited on by the Group's auditor.

13. GOING CONCERN

The directors have assessed the cash flow forecast for the period up to 1 September 2026 and conclude that the Group will be able to continue as a going concern. All proposed financing arrangements and capital expenditures are evaluated and monitored to assess the impact on the Group's ability to meet its obligations. Detailed solvency and liquidity analysis are performed when dividends are declared to ensure the capital base of the Group is not adversely impacted.

14. AUDITOR

Deloitte & Touche was the auditor for the Group for the year ended 29 June 2025.

15. SECRETARY

The Group Secretary is Mr Takalani Ṋengovhela.

INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDERS OF CASHBUILD LIMITED

REPORT ON THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Opinion

We have audited the consolidated financial statements of Cashbuild Limited and its subsidiaries (the group) set out on pages 121 to 172, which comprise the consolidated statement of financial position as at 29 June 2025; the consolidated statement of profit or loss, the consolidated statement of other comprehensive income; the consolidated statement of changes in equity; and the consolidated statement of cash flows for the year then ended; and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Cashbuild Limited and its subsidiaries as at 29 June 2025, and its consolidated financial performance and consolidated cash flows for the year then ended, in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Companies Act of South Africa.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the group in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants* (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

In terms of the IRBA Rule on Enhanced Auditor Reporting for the Audit of Financial Statements of Public Interest Entities, published in Government Gazette No. 49309 dated 15 September 2023 (EAR Rule), we report:

Final Materiality

We define materiality as the magnitude of misstatement in the consolidated financial statements that makes it probable that the economic decisions of a reasonably knowledgeable person would be changed or influenced. We use materiality both in planning the nature and extent of our audit work and in evaluating the results of our work.

Based on our professional judgement, we determined materiality for the financial statements as a whole as follows:

Materiality	R114 million (2024: R111 million).
Basis for determining materiality	A key judgement in determining materiality is the appropriate benchmark to select, based on our perception of the needs of shareholders. We considered which benchmarks and key performance indicators have the greatest bearing on shareholder decisions. Revenue was used as the primary benchmark for determining materiality, with consideration of supporting benchmarks of Gross profit and Total assets. Revenue is considered to be a factor on which users are focused, as it provides an indication of the performance of the Group.

Based on our professional judgement, for the group we determined materiality to be R114 million which approximates 1% of revenue.

Scope of our audit

Our Group audit was scoped by obtaining an understanding of the Group and its environment, including the structure and organisation of the Group, and assessing the risks of material misstatement at the Group level.

We selected components at which audit work in support of the group audit opinion needed to be performed in order to provide an appropriate basis for undertaking audit work to address the risks of material misstatement. Our selection was informed by taking into account the component's contribution to relevant classes of transactions, account balances or disclosures.

Based on our assessment, we performed work at 8 components (2024: 8 components), representing the Group's most material retail operations.

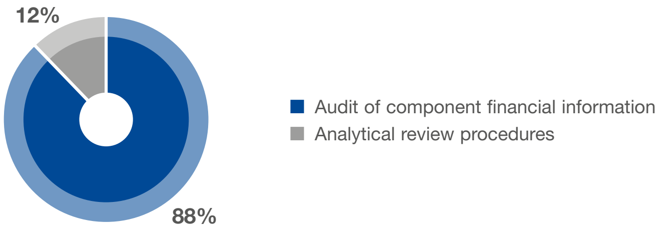
INDEPENDENT AUDITOR'S REPORT (CONTINUED)

The following audit scoping was applied:

- 2 components (2024: 2 components) were audits of the component's financial information; and
- 6 components (2024: 6 components) were included in the residual balance which was addressed by risk assessment and analytical procedures performed at a group level

The 2 components which were subject to a full scope audit accounts for approximately 88% of the Group's total assets and 88% of the Group's revenue.

Revenue and total assets



Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

In terms of the EAR Rule, we are required to report the outcome of audit procedures or key observations with respect to the key audit matters and these are included below.

Key Audit Matter	How the matter was addressed in the audit
IMPAIRMENT ASSESSMENT OF GOODWILL AND INTANGIBLE ASSETS FOR CASHBUILD CASH GENERATING UNIT	
As disclosed in note 5, total amount of goodwill amounts to R112.8 million. IAS 36 – Impairment of assets ("IAS 36") requires goodwill and intangible assets that are not subject to amortisation to be assessed for impairment annually, irrespective of whether any impairment indicators exist. The directors performed an impairment assessment over the Cashbuild cash generating unit ("CGU") by assessing the recoverable amount of the CGU using a value-in-use discounted cash flow model and compared it to the carrying amount of the CGU. We considered the goodwill and intangible assets for the Cashbuild CGU to be a matter of most significance and a key audit matter due to level of management judgement and the significant value of the goodwill. The impairment assessment also requires significant judgement and estimation to be applied by the directors in determining the value-in-use of the CGU and selecting the appropriate key inputs as disclosed in note 5: ▪ Growth rates; ▪ discount rate (WACC); and ▪ terminal growth rate.	Our audit procedures included the following: ▪ We obtained an understanding of the process by evaluating the design and testing the implementation of relevant control over the assessment of goodwill impairment; ▪ We evaluated whether the value-in-use model, including the discount rate, used by the directors, is consistent with the methodology approved by our internal corporate finance specialists and complies with the requirements of IAS 36; ▪ Analysed and robustly challenged the revenue growth rates and trading profit margins with reference to the budgets and the probability of achieving future targets; ▪ Tested the forecasts with reference to historical performance; and ▪ Reviewed the appropriateness of the disclosure in the financial statements. Based on the procedures performed, we concluded that the goodwill is valued appropriately and related disclosures as set out in note 5 to the financial statements are appropriate.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Cashbuild Limited Annual Integrated Report" and in the document titled "Cashbuild Limited Annual Financial Statements" for the year ended 29 June 2025", which includes the Directors' Report, the Audit and Risk Committee's Report and the Company Secretary's Certificate, as required by the Companies Act of South Africa. The other information does not include the consolidated or the separate financial statements and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Consolidated Financial Statements

The directors are responsible for the preparation and fair presentation of the consolidated financial statements, in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Audit Tenure

In terms of the IRBA Rule published in Government Gazette No. 39475 dated 4 December 2015, we report that Deloitte has been the auditor of Cashbuild Limited for 3 years.

Registered Auditor
Per: James Welch
Partner

1 September 2025

5 Magwa Crescent
Waterfall City
2090
Johannesburg
South Africa

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as at 29 June 2025

Figures in Rand thousand	Note(s)	June 2025	June 2024
Assets			
Non-current assets			
Property, plant and equipment	6	**2 219 479**	2 273 844
Intangible assets	7	**125 215**	124 134
Investment property	8	**38 600**	38 600
Investment in associate	9	**30 000**	30 000
Deferred tax assets	10	**159 923**	144 276
Prepayments	11	**983**	2 351
		2 574 200	2 613 205
Current assets			
Prepayments	11	**22 855**	26 341
Current tax assets	29	**2 810**	27 485
Inventories	13	**1 910 496**	1 787 338
Trade and other receivables	14	**123 586**	134 264
Cash and short-term funds*	15	**1 948 586**	998 811
		4 008 333	2 974 239
Non-current assets held for sale	16	**24 316**	6 829
		4 032 649	2 981 068
Total assets		**6 606 849**	5 594 273
Equity and liabilities			
Equity			
Equity attributable to owners of the parent			
Share capital and share premium	17	**(728 797)**	(678 971)
Reserves		**175 455**	167 814
Retained earnings		**2 429 172**	2 327 803
		1 875 830	1 816 646
Non-controlling interests		**21 799**	15 734
		1 897 629	1 832 380
Liabilities			
Non-current liabilities			
Joint operation loan payable	9	**18 619**	18 619
Deferred tax liabilities	10	**14 188**	12 506
Lease liabilities	19	**1 075 987**	1 224 850
Cash-settled share-based payment liabilities	18	**14 579**	5 506
		1 123 373	1 261 481
Current liabilities			
Lease liabilities	19	**312 343**	288 353
Trade and other payables	20	**3 273 504**	2 212 059
		3 585 847	2 500 412
Total liabilities		**4 709 220**	3 761 893
Total equity and liabilities		**6 606 849**	5 594 273

* *Description has been updated, refer to note 15.*

The accounting policies on pages 127 to 135 and the notes on pages 136 to 172 form an integral part of the consolidated financial statements.

CONSOLIDATED STATEMENT OF PROFIT AND LOSS

for the year ended 29 June 2025

Figures in Rand thousand	Note(s)	June 2025	June 2024
Revenue	21	**11 477 631**	11 191 654
Cost of sales		**(8 632 851)**	(8 421 925)
Gross profit		**2 844 780**	2 769 729
Other income	22	**71 170**	11 010
Selling and marketing expenses	23	**(2 056 018)**	(1 995 414)
Administrative expenses	23	**(493 432)**	(427 541)
Other operating expenses	23	**(20 310)**	(167 868)
Impairment losses of trade receivables	23	**(2 204)**	(771)
Operating profit*		**343 986**	189 145
Finance income	24	**120 210**	113 558
Finance cost	25	**(153 059)**	(164 526)
Profit before tax		**311 137**	138 177
Income tax	26	**(82 331)**	(50 602)
Profit for the year		**228 806**	87 575
Profit attributable to:			
Owners of the parent		**221 172**	88 601
Non-controlling interests		**7 634**	(1 026)
		228 806	87 575
Earnings per share for profit attributable to the ordinary owners of the parent			
Basic earnings per share (cents)	27	**1 042.5**	396.4
Diluted earnings per share (cents)#	27	**1 035.4**	396.4

* *Represents gross profit minus total expenses plus other income.*
\# *June 2024 diluted earnings per share is limited to the basic earnings per share due to the diluted earnings per share being anti-dilutive in nature for the reporting period.*

The accounting policies on pages 127 to 135 and the notes on pages 136 to 172 form an integral part of the consolidated financial statements.

CONSOLIDATED STATEMENT OF OTHER COMPREHENSIVE INCOME

for the year ended 29 June 2025

Figures in Rand thousand	June 2025	June 2024
Profit for the year	**228 806**	87 575
Other comprehensive income:		
Items that may be reclassified to profit or loss:		
Foreign exchange differences on translation of foreign operations	**(1 449)**	(19 399)
Other comprehensive loss for the year net of tax	**(1 449)**	(19 399)
Total comprehensive income	**227 357**	68 176
Total comprehensive income attributable to:		
Owners of the parent	**220 104**	77 186
Non-controlling interests	**7 253**	(9 010)
	227 357	68 176

The accounting policies on pages 127 to 135 and the notes on pages 136 to 172 form an integral part of the consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 29 June 2025

Figures in Rand thousand	Share capital	Share premium
Balance as at 25 June 2023	212	(621 324)
Profit for the period	–	–
Other comprehensive income for the year	–	–
Total comprehensive income for the year	–	–
Equity-settled share-based payments	–	–
Shares purchased by Cashbuild South Africa for the Forfeitable Share Plan	(1)	(27 143)
Shares repurchased and cancelled	(2)	(30 713)
Dividends	–	–
Balance at 30 June 2024	209	(679 180)
Profit for the period	**–**	**–**
Other comprehensive loss for the year	**–**	**–**
Total comprehensive income for the year	**–**	**–**
Equity-settled share-based payments	**–**	**–**
Shares repurchased and cancelled	**(2)**	**(49 824)**
Dividends	**–**	**–**
Balance at 29 June 2025	**207**	**(729 004)**
Note(s)	17	17

* *Relates to shares repurchased by Cashbuild South Africa (Pty) Ltd for the FSP. During the period 315 050 ordinary shares were repurchased at an average price of R157.3.*

Refer to note 27 for the dividend per share information.

Total share capital	FCTR	Share-based payments reserve	Total reserves	Retained earnings	Non-controlling interests	Total equity
(621 112)	(5 107)	169 590	164 483	2 385 008	27 155	1 955 534
–	–	–	–	88 601	(1 026)	87 575
–	(11 415)	–	(11 415)	–	(7 984)	(19 399)
–	(11 415)	–	(11 415)	88 601	(9 010)	68 176
–	–	14 746	14 746	–	–	14 746
(27 144)	–	–	–	–	–	(27 144)
(30 715)	–	–	–	–	–	(30 715)
–	–	–	–	(145 806)	(2 411)	(148 217)
(678 971)	(16 522)	184 336	167 814	2 327 803	15 734	1 832 380
–	–	–	–	221 172	7 634	228 806
–	(1 068)	–	(1 068)	–	(381)	(1 449)
–	(1 068)	–	(1 068)	221 172	7 253	227 357
–	–	8 709	8 709	–	–	8 709
(49 826)	–	–	–	–	–	(49 826)
–	–	–	–	(119 803)	(1 188)	(120 991)
(728 797)	(17 590)	193 045	175 455	2 429 172	21 799	1 897 629
17		18				

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 29 June 2025

Figures in Rand thousand	Note(s)	June 2025	Restated* June 2024
Cash flows from operating activities			
Cash generated from operations	28	**1 702 575**	263 960
Finance cost paid	25	**(153 059)**	(164 526)
Income tax paid	29	**(71 749)**	(144 294)
Net cash generated from/(used in) operating activities		**1 477 767**	(44 860)
Cash flows from investing activities			
Additions to property, plant and equipment	6	**(227 813)**	(146 849)
Proceeds on disposal of non-current asset held for sale		**8 332**	–
Proceeds on disposal of property, plant and equipment		**12 611**	12 629
Finance income received	24	**146 182**	71 653
Additions to intangible assets	7	**(7 577)**	(4 675)
(Additions)/withdrawals to short-term funds at amortised cost		**(593 226)**	665 232*
Additions to short-term funds at fair value through profit or loss		**(601 011)**	(42 603)*
Net cash (used in)/from investing activities		**(1 262 502)**	555 386
Cash flows from financing activities			
Shares repurchased by Cashbuild Limited and cancelled	17	**(49 826)**	(30 715)
Shares purchased for the Forfeitable Share Plan	17	**–**	(27 144)
Lease liability payments	19	**(293 017)**	(254 597)
Dividends paid	30	**(119 803)**	(145 806)
Dividends paid to non-controlling interests	30	**(1 188)**	(2 411)
Net cash used in financing activities		**(463 834)**	(460 673)
Net (decrease)/increase in cash and cash equivalents		**(248 569)**	49 853
Cash and cash equivalents at the beginning of the year		**753 530**	714 257
Effect of foreign exchange rate changes		**4 108**	(10 580)
Total cash and cash equivalents at the end of the year	15	**509 069**	753 530

* *Refer to the restatement disclosed in note 15.*

ACCOUNTING POLICIES

1. GENERAL INFORMATION

Cashbuild Limited (Cashbuild or the Company) is a public company incorporated and domiciled in South Africa. The consolidated financial statements (the financial statements) of the Company as at and for the period ended 29 June 2025 comprise the Company and its subsidiaries (together referred to as the Group).

Cashbuild is southern Africa's leading retailer of quality building materials and associated products, selling direct to predominantly cash-paying customer base through its chain of 318 (2024: 322) stores at the end of the financial year. Cashbuild carries an in-depth, quality product range tailored to the specific needs of the communities we serve. Our customers are typically home-builders and improvers, contractors, farmers, traders, as well as all other customers requiring quality building materials at the best value.

1.1 Statement of compliance

The financial statements have been prepared in accordance with IFRS Accounting Standards® issued by the International Accounting Standards Board (IASB) (IFRS Accounting Standards®), the South African Institute of Chartered Accountants (SAICA) Financial Reporting Guides as issued by the Accounting Practices Committee, Financial Reporting Pronouncements as issued by the Financial Reporting Standards Council, the JSE Listings Requirements and the Companies Act of South Africa (Act 71 of 2008) (Companies Act).

The financial statements were authorised for issue by the Board on 1 September 2025 and are subject to the approval of the shareholders at the AGM.

1.2 Basis of preparation

The financial statements are prepared on a going concern and historical cost basis, except for cash-settled share-based payment liabilities which are measured at fair value. The accounting policies, inclusive of reasonable estimates and judgement, have been consistently applied for all financial years presented and comply with IFRS Accounting Standards®.

The financial statements are presented in South African Rand (ZAR), which is the Group's functional currency, rounded to the nearest thousand, except where otherwise indicated.

2. MATERIAL ACCOUNTING POLICIES

2.1 Basis of consolidation

Subsidiaries

These financial statements incorporate the financial statements of the Company and its subsidiaries. Subsidiaries are entities which are controlled by the Company.

The results of subsidiaries are included in these financial statements from the date on which control commences until the date on which control ceases.

Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain/loss is recognised in profit or loss.

Transactions eliminated on consolidation

Intra-group transactions and balances, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated.

Non-controlling interests (NCI)

NCI that constitutes present ownership interests and entitle their holders to a proportionate interest of the relevant interest by each party in the event of liquidation, are initially measured at fair value or at the NCI's proportionate share of the recognised amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a combination-by-combination basis.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

Investment in joint operation

The Group's proportionate share of assets, liabilities, income and expenses from investments in joint operations are included in the financial statements from the effective date of acquisition.

ACCOUNTING POLICIES (CONTINUED)

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of consolidation (CONTINUED)

Investment in associate

An associate is an investee over which the Group has significant influence, but does not have control nor joint control over the financial and operating policies. The interest in the associate is accounted for using the equity method from the date on which the investee becomes an associate.

Under the equity method, the associate is initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the financial statements include the Group's share of profit or loss and OCI of the associate, until the date on which significant influence ceases.

2.2 Foreign currency

Stores which trade in foreign countries trade in foreign currencies namely Botswana Pula, Malawian Kwacha, Zambian Kwacha and US Dollar.

Foreign currency transactions

Transactions in foreign currency are translated into the respective functional currencies of Group companies at the exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency, which is the ZAR, at the exchange rate at the reporting date.

Cash flows arising from foreign currency transactions are recognised in ZAR by applying the relevant exchange rate at the date of the cash flow.

Foreign operations

The results and financial positions of foreign operations are translated into ZAR as follows:

- income and expenses are translated at the average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the date of the transactions);
- assets and liabilities are translated at the closing rates at the reporting date of the foreign operation; and
- all resulting exchange differences are recognised in other comprehensive income and accumulated in the foreign currency translation reserve (FCTR).

2.3 Property, plant and equipment

Items of property, plant and equipment are initially measured at cost. Subsequently, all items of property, plant and equipment, except land, are measured at cost less accumulated depreciation and any accumulated impairment losses.

Costs incurred on work in progress projects are capitalised until the project is completed. Work in progress assets are subsequently transferred to the relevant asset class.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group and can be measured reliably.

Land is not depreciated. Depreciation is calculated as to write-off the cost of all other items of property, plant and equipment over their estimated useful lives to their residual values, using the straight-line method. Depreciation is recognised in profit or loss.

The useful lives are disclosed in note 6. The residual values, useful lives and depreciation methods are reviewed at each reporting date and adjusted if appropriate.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in profit or loss.

2.4 Leases

Group as lessee

The Group assesses whether a contract is, or contains a lease, at the inception of the contract. A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group has entered into various leases in respect of premises. Leases for premises are on average contracted for periods between 5 and 15 years with extension options for a further 5 to 10-year periods.

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date for all lease agreements for which the Group is a lessee, except for short-term leases of 12 months or less. For these leases, the Group has elected to recognise the lease payments as an operating expense on a straight-line basis over the term of the lease.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.4 Leases (CONTINUED)

Group as lessee (CONTINUED)

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated to each lease component on the basis of the relative stand-alone prices of the lease components and the aggregate stand-alone price of the non-lease components (where non-lease components exist).

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The probability of exercising extension and termination options are considered when determining the lease term. Refer to note 3 for details relating to the assessment of extension or termination options.

Assets and liabilities arising from a lease are initially measured at their present value. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Right-of-use assets are measured at cost comprising:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and accumulated impairment losses. Right-of-use assets are depreciated from the commencement date to the end of the lease term. Right-of-use assets are included in property, plant and equipment in the statement of financial position.

Lease payments are discounted using the incremental borrowing rate. The incremental borrowing rate is determined by using the rate that the Group would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

A number of lease contracts include the option to renew the lease for a further period or terminate the lease earlier. The majority of renewal and termination options held are exercisable only by the Group and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise the renewal option, or not exercise a termination option. Renewal options (or periods after termination options) are only included in the lease term if it is reasonably certain the lease will be extended (or not terminated). The Group applies judgement in assessing whether it is reasonably likely that options will be exercised. Factors considered include how far in the future an option occurs, the Group's business planning cycle, significance of related leasehold improvements and past history of terminating or not renewing leases. The lease term is reassessed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

The Group remeasures the lease liability when the following remeasurements occur:

- there has been a change to the lease term, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change to the lease payments due to a change in an index or a rate, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate;
- there has been a change in the assessment of whether the Company will exercise a purchase, termination or extension option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate; and
- a lease contract has been modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised payments using a revised discount rate.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recognised in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

ACCOUNTING POLICIES (CONTINUED)

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.5 Intangible assets

Each intangible asset class is addressed below.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group.

The residual values, useful lives and amortisation methods of intangible assets are reviewed at each reporting date and adjusted if appropriate.

Any gain or loss on disposal of an item of property and equipment is recognised in profit or loss.

Goodwill
Goodwill arises on a business combination and is the amount by which the fair value of consideration transferred and the amount of any non-controlling interest recognised exceeds the identifiable assets and liabilities recognised on acquisition. Goodwill is measured at cost less accumulated impairment losses.

Trademarks
Trademarks with a finite useful life are measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated using the straight-line method to allocate the cost of trademarks over its estimated useful life of 10 years.

Trademarks acquired in a business combination are recognised at fair value at the acquisition date. At the current reporting date, the carrying amount of trademarks amounts to nil (2024: Rnil) as the P&L Hardware trademark was fully impaired during the prior financial year.

Amortisation is not recognised for this trademark; however, the trademark is tested for impairment annually and when there is an indication that the asset may be impaired. No impairment arises if the present value of the expected net cash inflows into perpetuity support the fair value of the intangible asset acquired.

Computer software
Computer software is measured at cost less accumulated amortisation and accumulated impairment losses. Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads.

Amortisation is recognised on a straight-line basis, in profit or loss, over its estimated useful lives of between three and five years.

2.6 Impairment of non-financial assets

At each reporting date, the Group assesses whether there is any indication that its non-financial assets (other than inventories or deferred tax assets) may be impaired. If any such indication exists, the Group estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the Group bi-annually:
- tests intangible assets with indefinite useful lives for impairment by comparing their carrying amount with their recoverable amounts; and
- tests goodwill for impairment on an annual basis which is monitored at operating segment level, or more frequently if events or changes in circumstances indicate a potential impairment.

If there is any indication that an asset may be impaired, the recoverable amount for the individual asset is estimated. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit (CGU) to which the asset belongs, is determined.

The recoverable amount of an asset or a CGU is the higher of its fair value less costs of disposal and its value-in-use. Value-in-use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its recoverable amount. Impairment losses are recognised in profit or loss. They are allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets in the CGU on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. For other assets, an impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.7 Financial instruments

Classification

The Group classifies financial assets and financial liabilities as measured at amortised cost.

Financial assets at amortised cost

Financial assets at amortised cost comprise trade receivables and cash and cash equivalents and short-term funds. These assets have been classified at amortised cost as their contractual terms give rise, on specified dates, to cash flows that are solely payments of principal and interest and the Group's business model is to collect the contractual cash flows on these financial assets.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss applies to all short-term funds that are not classified at amortised cost.

Financial liabilities at amortised cost

Financial liabilities at amortised cost comprise trade payables and borrowings, which represent overdraft facilities available to the Group.

Recognition and initial measurement

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset at amortised cost (unless it is a trade receivable without a significant financing component) or financial liability at amortised cost is initially measured at fair value plus or minus transaction costs that are directly attributable to its acquisition or issue. The Group's trade receivables do not have a significant financing component and are initially measured at the transaction price.

Subsequent measurement

Financial assets

Financial assets at amortised cost are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income and impairment losses are recognised in profit or loss.

Financial assets at fair value through profit or loss a gain or loss on short-term funds that are subsequently measured at FVTPL is recognised in the statement of profit or loss and presented net with other gains/(losses) in the period in which it arises.

Financial liabilities

Financial liabilities at amortised cost are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss.

Derecognition

Financial assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. Any gain or loss on derecognition is recognised in profit or loss.

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

Impairment of financial assets

The Group recognises loss allowances for expected credit losses (ECLs) on financial assets measured at amortised cost. Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial asset. 12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months).

ECLs are a probability-weighted estimate of credit losses which are measured as the present value of all cash shortfalls.

ACCOUNTING POLICIES (CONTINUED)

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.7 Financial instruments (CONTINUED)

Impairment of financial assets (CONTINUED)

The Group measures loss allowances for trade receivables at an amount equal to lifetime ECLs by applying the simplified approach. The Group measures loss allowances for bank balances at an amount equal to 12-month ECLs due to no significant increase in credit risk, i.e., the risk of default occurring over the expected life of the financial instrument, since initial recognition.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk. The Group assumes that the credit risk on a financial asset has increased if it is more than 30 days past due.

The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the trade receivables and the economic environment. The expected loss rates are based on the payment profiles of receivables over a period of 24 months before the reporting date and the corresponding historical credit losses experienced within this period. The forward-looking factors include the trading conditions, credit ratings and reports provided by credit bureaus and the payment patterns of customers.

The Group considers a financial asset to be in default when it is more than 90 days past due. Once a debtor is in default, their account is blocked with the debtor being unable to purchase on credit.

Presentation of loss allowance in statement of financial position
Trade receivables are presented net of loss allowances.

Write-off
The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering such in its entirety or a portion thereof, or there has been no movement on the debtor's account for three years. Financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due; however, the Group expects no significant recovery from amounts written off.

2.8 Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is assigned using the weighted average cost formula. The same cost formula is used for all inventories having a similar nature and use to the entity.

When inventories are sold, the carrying amount of those inventories are recognised as an expense in profit or loss in the financial year in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses on inventories are recognised as an expense in profit or loss. The amount of reversals of any write-down of inventories, arising from an increase in net realisable value, are recognised as a reduction in the carrying amount of inventories recognised as an expense in the year in which the reversals occurs.

An allowance for slow moving, obsolete or damaged inventory is maintained by the Group. Damaged inventories are identified and written down through the inventory verification processes. This allowance represents the value of the difference between the cost of the inventory and its net realisable value at the reporting date. Movements in this allowance are recognised in profit or loss.

Inventories include right to returned goods which represents the Group's obligation to recover products from customers where customers exercise their right of return under the Group's returns policy (refer to the revenue policy). A corresponding adjustment is recognised in cost of sales.

2.9 Non-current assets held for sale

Non-current assets are classified as held for sale if it is highly probable that their carrying amount will be recovered through a sale transaction rather than through continuing use.

Non-current assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Any impairment loss on a disposal group is allocated first to goodwill, and then to the remaining assets and liabilities on a pro rata basis, except that no loss is allocated to inventories, financial assets, deferred tax assets, employee benefit assets or investment property which continue to be measured in accordance with the Group's other accounting policies. Impairment losses on initial classification as held-for-sale and subsequent gains and losses on remeasurement are recognised in profit or loss.

Once classified as held-for-sale or while part of a disposal group, intangible assets, investment property and property, plant and equipment are no longer amortised or depreciated.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.10 Share capital and equity

Ordinary shares are classified as equity. Where Group companies purchase the Company's share capital, the consideration paid including attributable transaction costs (net of income taxes), is deducted from equity attributable to the Group's equity holders as treasury shares until they are cancelled, re-issued or sold. Where such shares are subsequently re-issued or sold, any consideration received net of directly attributable incremental transaction costs and related income tax effects is included in share capital and share premium.

The shares held by The Cashbuild Empowerment Trust, Cashbuild Management Member Trust, Cashbuild (South Africa) Proprietary Limited and Cashbuild Limited are classified as treasury shares.

Dividends received on treasury shares are eliminated on consolidation, except the dividends on which participants are entitled to in terms of The Cashbuild Empowerment Trust deed, which are recognised as employee expenses in profit or loss.

2.11 Income taxes

Income tax expense comprises current and deferred tax. It is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year and any adjustment to the tax payable or receivable in respect of prior years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. It is measured using tax rates enacted or substantively enacted at the reporting date.

Deferred tax

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for reporting purposes and the amounts used for tax purposes.

Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that
  - is not a business combination; and
  - at the time of the transaction (i) affects neither accounting nor taxable profit or loss and (ii) does not give rise to equal taxable and deductible temporary differences;
- temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax assets are recognised for unused tax losses and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

2.12 Share-based payments transactions

2.12.1 Equity-settled share-based payment transactions

The Group's equity-settled share-based payment transactions include:

Cashbuild Forfeitable Share Scheme (FSP)

Under this scheme, shares are offered to Executive Directors and senior management.

The grant-date fair value, determined as the share price at the award date, is recognised as an expense in profit or loss over the three-year vesting period, with a corresponding increase in equity, recognised in the share-based payment reserve. The amount recognised as an expense is based on the Group's estimate of shares that will vest and is adjusted for the effect of non-market performance conditions.

ACCOUNTING POLICIES (CONTINUED)

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.12 Share-based payments transactions (CONTINUED)

2.12.1 Equity-settled share-based payment transactions (CONTINUED)

Cashbuild Operations Management Member Trust (OMT)

Share incentives under this scheme entitle qualifying store management members to receive a bonus that is split in equal proportion between immediate cash payment (recognised as employee costs in profit or loss) and shares offered to the participants.

The grant-date fair value, determined as the share price at the award date, is recognised as an expense in profit or loss over the four-year vesting period, with a corresponding increase in equity, recognised in the share-based payment reserve. The share portion is recognised as an expense in profit or loss with a corresponding increase in equity, recognised in the share-based payment reserve.

2.12.2 Cash-settled share-based payment transactions

Cash-settled share-based payment liabilities are initially measured at fair value and subsequently remeasured to fair value at each reporting date as well as at the date of settlement, with fair value changes recognised in profit or loss. The expense is recognised on a straight-line basis over the vesting period, with a corresponding increase in the liability. The fair value of the shares represents the liability that will be paid to the employee, as derived from the ruling share price at date of settlement.

2.13 Revenue from contracts with customers

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it satisfies the performance obligation, namely the sale of retail goods, which is satisfied at a point in time, being the point of sale.

Sale of goods – retail

The Group operates a chain of retail stores selling building materials. Revenue from the sale of goods is recognised when the Group entity sells a product to a customer.

Payment of the transaction price is due when the customer purchases the products/services and takes delivery in-store. There are repayment agreements with certain customers, which are typically 30 days.

It is the Group's policy to sell its products to the end customer with a right of return. Thus, a refund liability (included in trade and other payables) and a right to the returned goods (included in inventories) are recognised for the products expected to be returned based on the average number of days it would take a customer to return the goods. Accumulated experience is used to estimate such returns at the time of sale at a portfolio level using the expected value method. Because the number of products returned has been steady for years, it is highly probable that a significant reversal in the cumulative revenue recognised will not occur. The validity of this assumption and the estimated amount of returns are reassessed at each reporting date.

Certain customers are entitled to volume rebates. Rebates are calculated and awarded based on purchases per agreed rebate structure with the customer. A rebate liability is recognised where amounts are due to customers with a corresponding adjustment to revenue.

2.14 Employee benefits

2.14.1 Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Bonuses

The Group's bonus structure allows monthly and quarterly bonuses that employees at stores can earn based on store and divisional performance. An annual bonus is available to all store and divisional management, based on their store and divisional performance. Support Office staff and Executive Management qualify for annual bonuses which is dependent on the Group's results and performance. Annual bonuses are calculated using a formula that takes into consideration revenue and profit before tax. The Group recognises a liability and an expense for bonuses. The Group recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

Dividends from The Cashbuild Empowerment Trust

Amounts paid to beneficiaries of the Trust, being employees of the Group, are recognised as employee costs in profit or loss. The amounts paid out to the members are the dividends received by the Trust after deducting specific costs incurred by the Trust.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.14 Employee benefits (CONTINUED)

2.14.2 Other long-term employee benefits

Long service awards

The Group has an obligation in respect of long service awards to employees who reach certain predetermined milestone periods of service. The obligation is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The benefit is discounted to determine its present value. Remeasurements are recognised in profit or loss in the period in which they arise.

Defined contribution plans

Obligations for contributions to independent defined contribution plans are expensed in profit or loss as the related service is provided.

3. ESTIMATES AND JUDGEMENTS

In preparing these financial statements, management made estimates and judgements that affect the application of the Group's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are applied prospectively.

Judgements

Information about judgements made in applying accounting policies that have a significant effect on the amounts recognised in the financial statements is included in the following notes:

	Related note
Judgement description	
Cash and short-term funds – classification as cash and cash equivalents.	15
Leases – determining the lease term and whether the Group is reasonably certain to exercise extension or early termination options.	19
Refundable customer accounts – determining the refundable customer accounts not likely to be utilised for future purchases.	20

Assumptions and estimation uncertainties

There are no critical estimates or judgments that are likely to have a risk of causing a material adjustment to the carrying amounts of the assets and liabilities within the next financial year. Other non-critical estimates and judgments have been applied in the financial statements and disclosed below:

	Related note
Assumptions and estimation uncertainty	
Impairment of goodwill – key assumptions underlying recoverable amounts	5
Impairment of right-of-use assets – key assumptions underlying recoverable amounts	5
Measurement of expected credit loss (ECLs): Key assumptions in determining the loss rates and credit ratings	14

NOTES TO THE ANNUAL CONSOLIDATED FINANCIAL STATEMENTS

for the year ended 29 June 2025

4. SEGMENT INFORMATION

The Executive Directors fulfil the role of chief operating decision maker (CODM). The information presented below is used by the CODM in discharging their duties which includes allocating resources to and assessing the performance of each operating segment.

The Group's operating segments include the Cashbuild model stores (based in South Africa, Botswana, Eswatini, Lesotho, Namibia, Malawi and Zambia) and the P&L Hardware model stores (based only in South Africa). In the 2022 financial year, Zambian stores were closed due to continued losses being incurred after various attempts failed to turn operations profitable.

The Group's operating segments have been determined to be its reportable segments, which are as follows:

- Cashbuild (South Africa).
- P&L Hardware (South Africa).
- Cashbuild common monetary operations (Eswatini, Lesotho and Namibia).
- Cashbuild non-common monetary operations (Botswana, Malawi and Zambia).

The Group's common monetary operations consist of the countries that form part of the Rand common monetary area.

The Group's non-common monetary operations consist of the other countries which Cashbuild trades in. These other countries have foreign exchange differences when compared to the Rand.

All operating segments are in the business of retail of building materials and associated products.

The Group evaluates the performance of its operating segments based on revenue and operating profit. Operating profit represents profit before tax, finance income and finance costs.

Major customers

No single customer contributes 10% or more of the Group's revenue.

Segment revenue, expenses and other items

Figures in Rand thousand	Cashbuild	P&L Hardware	Cashbuild common monetary operations	Cashbuild non-common monetary operations	Total
June 2025					
Revenue – external	9 462 616	799 196	714 727	501 092	11 477 631
Profit/(loss) before tax	255 661	(10 119)	28 634	36 961	311 137
Items included in profit or loss (including non-cash items)					
Cost of sales	(7 073 050)	(632 136)	(559 676)	(367 989)	(8 632 851)
Employee costs	(978 421)	(70 229)	(51 856)	(31 661)	(1 132 167)
Advertising expenses	(163 544)	(5 568)	(4 691)	(4 280)	(178 083)
Delivery charges	(123 524)	(13 797)	(8 591)	(5 691)	(151 603)
Impairment (losses)/reversals on non-financial assets	7 212	(5 553)	1 371	–	3 030
Depreciation and amortisation	(363 099)	(31 119)	(15 829)	(9 867)	(419 914)
Finance income	101 789	5 175	10 656	2 590	120 210
Finance costs	(136 348)	(6 642)	(6 649)	(3 420)	(153 059)
Income tax	(70 984)	3 727	(5 438)	(9 636)	(82 331)

4. SEGMENT INFORMATION (CONTINUED)

Segment revenue, expenses and other items (CONTINUED)

Figures in Rand thousand	Cashbuild	P&L Hardware	Cashbuild common monetary operations	Cashbuild non-common monetary operations	Total
June 2024*					
Revenue – external	9 174 661	824 070	721 216	471 707	11 191 654
Profit/(loss) before tax	235 561	(144 634)	36 782	10 468	138 177
Items included in profit or loss (including non-cash items)					
Cost of sales	(6 847 474)	(663 132)	(560 951)	(350 369)	(8 421 925)
Employee costs	(915 594)	(74 870)	(49 595)	(28 988)	(1 069 047)
Advertising expenses	(170 475)	(6 554)	(5 202)	(4 957)	(187 188)
Delivery charges	(126 425)	(2 255)	(8 048)	(5 708)	(142 436)
Impairment losses on non-financial assets	(11 999)	(133 873)	(1 371)	–	(147 243)
Depreciation and amortisation	(362 914)	(33 431)	(16 022)	(9 746)	(422 113)
Finance income	94 716	5 432	10 525	2 885	113 558
Finance costs	(144 430)	(8 742)	(7 374)	(3 980)	(164 526)
Income tax	(64 973)	26 160	(9 870)	(1 920)	(50 603)

* *The segment information for prior financial year has been represented in light of the guidance provided by the IFRS Interpretations Committee's (IFRIC) final agenda decision relating to the IFRS 8: Operating Segments on the disclosure of income and expense line items for reportable segments. The Group has elected to provide additional disclosure in light of the IFRIC agenda decision. Subsequent to the June 2024 year-end, the Group further analysed operating expenses by nature and enhanced the disclosure of operating expenses to include material expenses by nature instead of disclosing total operating expenses. This disaggregation provides enhanced information to the users.*

Segment assets, liabilities and other items

Figures in Rand thousand	**Cashbuild**	**P&L Hardware**	**Cashbuild common monetary operations**	**Cashbuild non-common monetary operations**	**Total**
June 2025					
Capital investment*	**202 135**	**12 228**	**6 809**	**14 218**	**235 390**
Total assets	**5 512 711**	**352 473**	**454 293**	**287 372**	**6 606 849**
Total liabilities	**(3 666 283)**	**(623 025)**	**(236 303)**	**(183 609)**	**(4 709 220)**
Total	**2 048 563**	**(258 324)**	**224 799**	**117 981**	**2 133 019**
June 2024					
Capital investment*	133 816	12 300	7 254	7 814	161 184
Total assets	4 485 126	477 277	400 165	231 705	5 594 273
Total liabilities	(2 686 786)	(740 159)	(189 793)	(145 155)	(3 761 893)
Total	1 932 156	(250 582)	217 626	94 364	1 993 564

* *Relates to total additions during the financial year to property, plant and equipment, excluding the additions to the right-of-use asset (note 6) and intangible assets (note 7).*

NOTES TO THE ANNUAL CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

for the year ended 29 June 2025

5. IMPAIRMENT OF NON-FINANCIAL ASSETS

The purpose of this note is to summarise the impairment information, including the methods used in calculating impairment losses and reversals on non-financial assets, as well as the amounts recognised in this regard. The effect per asset class is provided in each asset's note, where applicable.

Goodwill impairment assessment

The following table reflects the carrying amount of goodwill (refer to note 7). The goodwill allocated to P&L Hardware CGU and the P&L Hardware trademark were impaired in full in the previous reporting period.

Figures in Rand thousand	June 2025	June 2024
Cashbuild CGU	**112 833**	112 833

The recoverable amount of the Cashbuild CGU has been determined based on a value-in-use calculation using a five-year forecast period up to June 2030, after which a terminal value has been determined. There is significant headroom available therefore no sensitivity analysis has been provided.

Key assumptions used in assessment of Cashbuild CGU:

	June 2025	June 2024
Growth rate#	**5.0%**	4.5%
Terminal growth rate#	**5.0%**	5.0%
Discount rate – pre-tax*	**14.4%-15.4%**	16.5% -17.5%
Discount rate – post-tax*	**11.1%-12.1%**	13.2%-14.2%

\# *Whilst the South African inflation rate decreased year-on-year, management believes that the Group's growth rate and terminal growth rate is reflective of the long-term growth prospect of the CGU. Inflationary increases will be transferred to the customer base to maintain a constant gross profit margin.*

* *The discount rate decreased due to the decrease in Beta variable and cost of debt.*

Loss-making stores' impairment assessment (including property, plant and equipment (refer to note 6))

Based on past experience, when a store is closed, 57% of the assets are sold for proceeds below carrying amount, excluding the right-of-use assets and inventory. Therefore, loss-making stores are identified for possible impairment of the assets held by these stores. For each loss-making store that leases premises, the value-in-use is calculated as the net present value of the monthly forecasted cash flows per store (calculated to the end of the lease term). A store model specific WACC rate was applied to the cash flow projections.

If at the end of the financial year, a store is no longer loss making and management believes that it will continue on this trend and the recoverable amount exceeds the carrying amount, any previous impairment losses are reversed.

Key assumptions applied:	June 2025	June 2024
Cashbuild CGU		
Growth rate	**5.0%-10.0%**	7.0%-10.0%
Discount rate – pre-tax	**14.4%-15.4%**	18.2%-19.2%
P&L Hardware CGU		
Growth rate	**10.0%-20.0%**	10.0%-20.0%
Discount rate – pre-tax	**16.3%-17.3%**	18.2%-19.2%

5. IMPAIRMENT OF NON-FINANCIAL ASSETS (CONTINUED)

Impairment loss reversal/(losses) recognised on property, plant and equipment

Figures in Rand thousand	June 2025	June 2024
Furniture and equipment	**(2 166)**	(72)
Right-of-use assets	**5 196**	(9 016)
	3 030	(9 088)

During the year, 9 (2024: 8) Cashbuild and 7 (2024: 2) P&L Hardware stores were impaired. The impairment loss reversal/(losses) recognised are included as part of selling and marketing line of profit or loss.

Reconciliation of the accumulated impairment loss reversals/(losses) on non-financial assets

Figures in Rand thousand	June 2025	June 2024
Opening balance	**334 596**	188 355
Total impairment (reversals)/losses recognised in profit or loss (refer to notes 22 and 23)	**(3 030)**	147 243
Impairment loss relating to loss-making stores	**13 879**	26 917
Impairment reversal relating to loss-making stores	**(16 909)**	(17 829)
Impairment loss relating to P&L Hardware Goodwill (refer to note 7)	**–**	40 393
Impairment loss relating to P&L Hardware Trademark (refer to note 7)	**–**	96 409
Impairment loss relating to Nasrec investment property (refer to note 8)	**–**	1 353
Foreign exchange movements	**(703)**	(1 002)
Closing balance	**330 863**	334 596

NOTES TO THE ANNUAL CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED)

for the year ended 29 June 2025

6. PROPERTY, PLANT AND EQUIPMENT

Reconciliation of property, plant and equipment

Figures in Rand thousand
Carrying amount as at 25 June 2023
Cost
Accumulated depreciation and accumulated impairment losses
Additions
Disposals[~]
Classified as held for sale[^]
Lease remeasurements[+]
Foreign exchange movements
Depreciation
Impairment losses[#]
Carrying amount as at 30 June 2024
Cost
Accumulated depreciation and accumulated impairment losses
Additions
Disposals[~]
Classified as held for sale[^]
Lease remeasurements[+]
Foreign exchange movements
Depreciation
Impairment losses[#]
Carrying amount as at 29 June 2025
Cost
Accumulated depreciation and accumulated impairment losses
Carrying amount as at 29 June 2025

~ *Relates to the early termination of lease agreements and any gain or loss realised is recognised in profit or loss.*
^ *Refer to note 16 for details of buildings classified as held for sale.*
\+ *Relates to the exercising of renewal options in lease agreements, which did not result in a separate lease.*
\# *Relates to loss-making stores. Refer to note 5 for further detail.*

	Land and buildings	Leasehold improvements	Furniture and equipment	Vehicles	Right-of-use assets – premises	Total
	687 528	75 941	470 969	8 261	1 140 870	2 383 569
	772 429	229 586	1 613 657	35 426	2 679 264	5 330 362
	(84 901)	(153 645)	(1 142 688)	(27 165)	(1 538 394)	(2 946 793)
	27 675	14 885	110 283	3 666	14 378	170 887
	–	(247)	(11 650)	(4 554)	(3 187)	(19 638)
	12 000	–	–	–	–	12 000
	–	–	–	–	158 606	158 606
	(762)	(130)	(739)	–	(3 364)	(4 995)
	(25 109)	(15 601)	(110 750)	(3 720)	(262 317)	(417 497)
	–	–	(72)	–	(9 016)	(9 088)
	701 332	74 848	458 041	3 653	1 035 970	2 273 844
	811 342	244 094	1 711 550	34 538	2 845 697	5 647 221
	(110 010)	(169 246)	(1 253 509)	(30 885)	(1 809 727)	(3 373 377)
	82 095	23 969	121 585	164	51 499	279 312
	(4 837)	(577)	(10 410)	(3 653)	(8 961)	(28 439)
	(28 310)	–	–	–	–	(28 310)
	–	–	–	–	134 852	134 852
	(413)	(20)	(168)	–	(395)	(996)
	(10 355)	(17 959)	(111 887)	(28)	(273 586)	(413 815)
	–	–	(2 166)	–	5 196	3 030
	739 512	80 261	454 995	136	944 575	2 219 479
	858 106	**263 320**	**1 738 878**	**22 339**	**3 002 396**	**5 885 039**
	(118 594)	**(183 059)**	**(1 283 883)**	**(22 203)**	**(2 057 821)**	**(3 665 560)**
	739 512	**80 261**	**454 995**	**136**	**944 575**	**2 219 479**

NOTES TO THE ANNUAL CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

for the year ended 29 June 2025

6. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Depreciation rates

The depreciation methods and average useful lives of property, plant and equipment have been assessed as follows:

- Buildings — Straight-line basis – 50 years
- Leasehold improvements — Straight-line basis – 10 years (limited to lease term)
- Furniture and equipment — Straight-line basis – 3 to 15 years
- Vehicles — Straight-line basis – 5 to 6 years
- Right-of-use asset# — Straight-line basis – lease term
- Forklifts* — Running hours – 14 000

* *Forklifts are included in the furniture and equipment asset class within property, plant and equipment.*
\# *Right-of-use assets relate to leased store properties.*

Amounts recognised in profit or loss for the year:

Figures in Rand thousand	June 2025	June 2024
Loss on disposal of property, plant and equipment	**(2 557)**	(3 822)
Profit on disposal of right-of-use asset	**3 766**	1 949

7. INTANGIBLE ASSETS

Figures in Rand thousand	Trademarks	Computer software	Goodwill	Total
Carrying amount as at 25 June 2023	96 415	20 896	153 226	270 537
Cost	99 403	111 290	309 135	519 828
Accumulated amortisation and accumulated impairment losses	(2 988)	(90 394)	(155 909)	(249 291)
Additions	–	4 675	–	4 675
Disposals*	–	(9 660)	–	(9 660)
Amortisation	(6)	(4 610)	–	(4 616)
Impairment losses#	(96 409)	–	(40 393)	(136 802)
Carrying amount as at 30 June 2024	–	11 301	112 833	124 134
Cost	99 403	106 305	309 135	514 843
Accumulated amortisation and accumulated impairment losses	(99 403)	(95 004)	(196 302)	(390 709)
Additions	–	7 577	–	7 577
Disposals	–	(397)	–	(397)
Amortisation	–	(6 099)	–	(6 099)
Carrying amount as at 29 June 2025	–	12 382	112 833	125 215
Cost	**99 403**	**113 124**	**309 135**	**521 662**
Accumulated amortisation and accumulated impairment losses	**(99 403)**	**(100 742)**	**(196 302)**	**(396 447)**
Carrying amount as at 29 June 2025	**–**	**12 382**	**112 833**	**125 215**

Amortisation rates

- Trademarks — Straight-line basis – 10 years
- Computer software — Straight-line basis – 5 years

\# *Relates to impairment losses which were recognised on goodwill and the trademark with an indefinite useful life.*
* *Relates to transfers from computer software to computer equipment.*

8. INVESTMENT PROPERTY

Reconciliation of investment property

Figures in Rand thousand	June 2025	June 2024
Investment in Nasrec Corner – joint operation	**38 600**	38 600
	38 600	38 600
Reconciliation of investment property		
Opening balance	**38 600**	39 953
Investment in Nasrec Corner	**–**	(1 353)
– Impairment losses*	**–**	(1 353)
Closing balance*	**38 600**	38 600

* *The fair value of Cashbuild's share in the investment property is R38.6 million based on the external valuation obtained in June 2024. The fair value of the property equals its carrying amount, which resulted in no impairment loss being raised (June 2024: R1.3 million).*

Investment property is carried at cost and depreciated on a straight-line basis over 50 years. The residual value was determined to exceed the carrying amount and therefore no depreciation was recognised in the current or prior financial years.

9. INTERESTS IN ASSOCIATE AND JOINT OPERATION

Joint operation – Nasrec Corner

During 2014 the Group entered into a joint operation agreement in respect of the Nasrec Corner Shopping Centre in Johannesburg, South Africa. This consortium comprises a right to extend and develop a shopping centre. The Group has 50% participation and control in the owner consortium with the other 50% participant being S-Identity Holdings (Pty) Ltd. Decisions relating to the operations of the consortium require unanimous consent.

S-Identity Holdings (Pty) Ltd has, in its own capacity, raised finance from a third party and funded the remaining construction of the shopping centre. Profits of the joint operation will only be shared when the financed amounts are fully repaid to the third party. The Group is entitled to its share of the assets and liabilities of the joint operation as stipulated in the agreement.

The information presented below is an extract of the standalone financial information of the Nasrec Corner joint operation at 100% with the application of the Group accounting policies and therefore, does not represent the Group's share.

The table below summarises the financial position of Nasrec Corner as at reporting date:

Summarised financial information (100%)

Figures in Rand thousand	June 2025	June 2024
Investment property	**77 200**	77 200
Total current assets	**10 966**	43 040
Total assets	**88 166**	120 240
Joint operator loan	**85 018**	85 018
Total current liabilities	**3 148**	35 222
Total liabilities	**88 166**	120 240

The table below summarises the statement of profit or loss of Nasrec Corner for the financial year:

Summarised financial information (100%)

Figures in Rand thousand	June 2025	June 2024
Rental income	**7 397**	6 854
Operating expenses	**(7 397)**	(6 854)
Net profit for the period	**–**	–

NOTES TO THE ANNUAL CONSOLIDATED FINANCIAL STATEMENTS
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for the year ended 29 June 2025

9. INTERESTS IN ASSOCIATE AND JOINT OPERATION (CONTINUED)

Loan to joint operator

The loan payable in Nasrec Corner relates to the other party of the joint operation contributing more assets to the joint operation than the Group. No party can contractually call upon this amount.

The following is a reconciliation of the movement in contributions:

Figures in Rand thousand	June 2025	June 2024
Opening balance	**(18 619)**	(18 619)
Closing balance	**(18 619)**	(18 619)

Associate – Ekhaya Mall

During 2019 the Group entered into a consortium agreement in respect of the Ekhaya Mall in Mpumalanga, South Africa. This consortium comprises a right to extend and develop a shopping centre. The Group has 20% participation and significant influence in the consortium. S-Identity Holdings (Pty) Ltd (SID) holds 60% of the participation and control in the consortium and Nomatiki Trading Enterprise (Pty) Ltd holds the remaining balance of 20%.

The Group holds significant influence as their voting right is equal to their shareholding percentage and the investment in Ekhaya Mall is classified as an associate based on the terms included in the consortium agreement.

The Group has contributed R30 million in cash towards the development costs with no further contributions being made.

Below is a summary and reconciliation of the investment in the associate:

Figures in Rand thousand	June 2025	June 2024
Carrying amount	**30 000**	30 000

The table below summarises the financial position of Ekhaya Mall as at 30 June 2025:

Summarised financial information (100%)

Figures in Rand thousand	June 2025	June 2024
Investment property	**119 477**	119 477
Total current assets	**26 274**	7 278
Total assets	**145 751**	126 755
Fair value reserve	**2 697**	2 697
Consortium holders loans	**135 067**	60 872
Total current liabilities	**7 987**	63 186
Total liabilities	**143 054**	124 058

The table below summarises the statement of profit or loss of Ekhaya Mall for the year:

Figures in Rand thousand	June 2025	June 2024
Rental income	**16 802**	17 465
Operating expenses	**(16 802)**	(17 465)
Net profit for the period	**–**	–

10. DEFERRED TAX

Deferred tax liability:

Figures in Rand thousand	June 2025	June 2024
Property, plant and equipment	**(55 534)**	(49 279)
Right-of-use assets	**(249 749)**	(275 023)
Prepayments	**(6 058)**	(5 796)
Dividend withholding tax#	**(3 974)**	(2 264)
Unrealised foreign exchange differences	**(9 595)**	(8 603)
Total deferred tax liability	**(324 910)**	(340 965)

Deferred tax asset:

Figures in Rand thousand	June 2025	June 2024
Employee-related obligation	**45 194**	37 074
Refundable customer accounts	**19 736**	–
Deferred lease incentive	**1 874**	883
Assessed losses*	**19 917**	20 616
Lease liabilities	**377 689**	413 504
Refund liability	**642**	638
Share based payments	**5 593**	–
Intangible assets	**–**	20
Total deferred tax asset	**470 645**	472 735
Net deferred tax	**145 735**	131 770

The following are the movements of the deferred tax liabilities and assets recognised by the Group during the financial year:

Figures in Rand thousand	Opening balance	Recognised in profit or loss	Exchange differences	Closing balance
June 2025				
Deferred tax liability reconciliation:				
Property, plant and equipment	(49 279)	(6 267)	12	(55 534)
Right-of-use assets	(275 023)	25 274	–	(249 749)
Prepayments	(5 796)	(262)	–	(6 058)
Dividend withholding tax#	(2 264)	(1 708)	(2)	(3 974)
Unrealised foreign exchange differences	(8 603)	(948)	(44)	(9 595)
Total deferred tax liability	(340 965)	16 089	(34)	(324 910)
Deferred tax asset reconciliation:				
Employee-related obligation	37 074	8 150	(30)	45 194
Refundable customer accounts	–	19 736	–	19 736
Intangible assets	20	(20)	–	–
Deferred lease incentive	883	1 017	(26)	1 874
Assessed losses*	20 616	(699)	–	19 917
Lease liabilities	413 504	(35 808)	(7)	377 689
Refund liability	638	4	–	642
Share based payments	–	5 624	(31)	5 593
Total deferred tax liability asset	472 735	(1 996)	(94)	470 645
Net deferred tax asset/(liability)	131 770	14 093	(127)	145 735

\# *Relates to withholding tax payable on future dividend distributions by foreign subsidiaries.*

* *Deferred tax asset recognised on tax losses mainly on the P&L Hardware CGU represents the future tax benefit that the Group expects to realise when utilising the assessed losses. It is probable that sufficient taxable income will be generated in future for the Group to utilise these benefits based on the assumptions applied in the value-in-use calculation for the P&L Hardware CGU. The total assessed loss for the Group is R74.0 million (2024: R76.7 million), which relates to the P&L Hardware operating segment. The deferred tax asset from the prior period relates to the tax losses incurred in P&L Hardware CGU.*

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for the year ended 29 June 2025

10. DEFERRED TAX (CONTINUED)

The following are the movements of the deferred tax liabilities and assets recognised by the Group during the prior financial year:

Figures in Rand thousand	Opening balance	Recognised in profit or loss	Exchange differences	Closing balance
June 2024				
Deferred tax liability reconciliation:				
Property, plant and equipment	(50 355)	1 622	(546)	(49 279)
Right-of-use assets	(302 496)	26 506	967	(275 023)
Prepayments	(4 927)	(889)	20	(5 796)
Intangible assets	(26 010)	26 030	–	20
Dividend withholding tax	(2 484)	220	–	(2 264)
Unrealised foreign exchange differences	(9 901)	1 591	(293)	(8 603)
Total deferred tax liability	(396 173)	55 080	148	(340 945)
Deferred tax asset reconciliation:				
Employee-related obligation	33 672	4 139	(737)	37 074
Deferred lease incentive	485	398	–	883
Assessed losses	19 874	412	330	20 616
Lease liabilities	436 980	(22 240)	(1 236)	413 504
Refund liability	557	85	(4)	638
Total deferred tax asset	491 568	(17 206)	(1 647)	472 715
Net deferred tax asset	95 395	37 874	(1 499)	131 770

The deferred tax assets and the deferred tax liabilities have been presented in the statement of financial position as follows:

Figures in Rand thousand	**June 2025**	June 2024
Deferred tax liability	**(14 188)**	(12 506)
Deferred tax asset	**159 923**	144 276
Net deferred tax asset	**145 735**	131 770

The deferred tax asset/(liability) balances presented above are the aggregated net positions of each individual company within the Group.

Deferred tax assets are supported by the expected taxable income generated by the applicable operating entities in the Group.

Figures in Rand thousand	**June 2025**	June 2024
Amounts expected to be recovered or settled are as follows:		
Deferred tax to be recovered beyond 12 months	**79 873**	90 105
Deferred tax to be recovered/(paid) within 12 months	**65 862**	41 665
	145 735	131 770

Tax losses

The following are the tax losses available to the Group at the reporting date:

	Gross amount		Deferred tax asset	
Figures in Rand thousand	**June 2025**	June 2024	**June 2025**	June 2024
Total recognised	**74 035**	76 703	**19 917**	20 616
Total unrecognised	**11 733**	11 733	**3 168**	3 168
Total tax losses	**85 768**	88 436	**23 085**	23 784

11. PREPAYMENTS

Figures in Rand thousand	June 2025	June 2024
Non-current	**983**	2 351
Current	**22 855**	26 341
Total prepayments	**23 838**	28 692

12. INVESTMENTS IN SUBSIDIARIES

Subsidiaries

The following table lists the entities which are controlled by the Group, either directly or indirectly through subsidiaries.

Group

	Country of incorporation and principal place of business	Issued share capital June 2025	Issued share capital June 2024	Nature of business	% holding and voting rights June 2025	% holding and voting rights June 2024
Cashbuild (Botswana) (Pty) Ltd	Botswana	**P1 500 000**	P1 500 000	A	**100**	100
Cashbuild (Lesotho) (Pty) Ltd	Lesotho	**M100 000**	M100 000	A	**80**	80
Cashbuild (Namibia) (Pty) Ltd	Namibia	**N$1**	N$1	A	**100**	100
Cashbuild (South Africa) (Pty) Ltd	South Africa	**R54 000**	R54 000	A	**100**	100
Cashbuild (Swaziland) (Pty) Ltd	Eswatini	**E500**	E500	A	**100**	100
P&L Hardware (Pty) Ltd	South Africa	**R101**	R101	A	**100**	100
Cashbuild (Lilongwe) Ltd	Malawi	**MWK100 000**	MWK100 000	A	**51**	51
Cashbuild (Zambia) Ltd	Zambia	**ZMK10 000**	ZMK10 000	B	**100**	100
Cashbuild (Management Services) (Pty) Ltd	South Africa	**R1**	R1	C	**100**	100
Oldco PandL (Pty) Ltd	South Africa	**R100**	R100	D	**100**	100
P&L Boerebenodighede Investments (Pty) Ltd	South Africa	**R1 000**	R1 000	D	**100**	100
Rio Ridge 1027 (Pty) Ltd	South Africa	**R100**	R100	D	**100**	100

A – Trading company
B – Dormant company
C – Holding company of subsidiaries
D – Deregistration in process

Non-controlling interests

There are no individual subsidiaries within the Group that have material non-controlling interests in amount. The aggregate non-controlling interests are also not material to the Group, therefore no additional disclosures have been included.

Trusts

The following trusts are controlled by the Group and were created for the purpose of facilitating share-based payment transactions for Group employees:

- Cashbuild Empowerment Trust
- Cashbuild Store Operations Management Member Trust

The Give-a-Brick Trust is controlled by the Group and was established for corporate social initiatives.

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for the year ended 29 June 2025

13. INVENTORIES

Figures in Rand thousand	June 2025	June 2024
Merchandise	**1 910 496**	1 787 338

Cost of inventories recognised as an expense and included in cost of sales is R8.6 billion (2024: R8.4 billion).

The allowance for slow moving, damaged and obsolete inventory is R95.2 million (2024: R87.4 million).

The right of return asset included in inventory is R10.4 million (2024: R11.6 million).

Cost of inventories written off and included in cost of sales is R25.2 million (2024: R25.3 million).

14. TRADE AND OTHER RECEIVABLES

Figures in Rand thousand	June 2025	June 2024
Financial instruments:		
Trade receivables	**116 698**	102 048
Loss allowance	**(14 695)**	(17 603)
Trade receivables at amortised cost	**102 003**	84 445
Other receivables*	**19 945**	48 208
Total financial instruments	**121 948**	132 653
Non-financial instruments:		
Value-added tax receivable	**1 638**	1 611
Total trade and other receivables	**123 586**	134 264

* *Includes R15.9 million (2024: R41.9 million) related to interest accrued from short-term funds and deposits which are due to mature in the next 12 months and R5.0 million (2024: Rnil) interest free loan advanced for the implementation of the Group's enterprise and supplier development programme.*

Credit risk of trade receivables

The expected credit losses for trade receivables have been grouped based on shared credit risk characteristics and the days past due. The status of the current nature of the client as well as trade experience are also considered.

The group receives notifications of adverse changes in debtors' circumstances. This includes information about if they are defaulting on repayments or start losing credit with other creditors. The Group reassesses the credit exposure and adjusts the expected credit loss allowance accordingly. Unused credit facilities are removed regularly, and debtors are required to reapply for extended credit. The Group's exposure to credit risk is reassessed on a continuous basis.

Considering all information available at the Group's disposal, without undue costs or efforts, the estimated impact of forward-looking information on the calculation of expected credit losses are not considered significant.

Credit risk of other receivables

Other receivables primarily consist of deposits held and staff loans. The risk of impairment on these financial instruments are considered to be immaterial.

Charge cards

Cashbuild is predominantly a cash business. Credit however is offered in form of charge cards. Developers and contractors doing specific contracts with/for Cashbuild can apply for this form of credit. Credit checks are performed and credit limits are set by retrieving credit ratings. A memo is compiled with the information received which is then reviewed and approved by management based on the credit limit applied for. Where the Group has an off-set agreement with the debtor/supplier, risk of default is considered low.

Legal debtors

Charge cards are classified as legal debtors once amounts owed are handed over for collection.

14. TRADE AND OTHER RECEIVABLES (CONTINUED)

Rebate debtors

Rebate debtors relate to contractual discounts and advertising contributions receivable from suppliers. The contribution is based on purchases made and is calculated on either a percentage of purchases or volume.

For ECL calculation purposes rebate debtors are considered highly recoverable as the group has the ability to deduct the rebate from payments owed, subject to supplier approval. ECL is applied where there is no legal right of set-off.

Loss allowance

The movement in the loss allowance in respect of trade receivables during the financial year:

Figures in Rand thousand	June 2025	June 2024
Opening balance	**17 603**	16 832
Net remeasurement recognised in profit or loss	**4 539**	7 405
Write-offs	**(7 447)**	(6 634)
Closing balance	**14 695**	17 603

The following table provides information about the ECLs for trade receivables at the reporting date based on the simplified approach using a provision matrix:

	June 2025		June 2024	
Figures in Rand thousand	Gross carrying amount	Loss allowance (Lifetime expected credit loss)	Gross carrying amount	Loss allowance (Lifetime expected credit loss)
Sundry debtors				
Current	**2 141**	**165***	587	(207)
30 days past due	**133**	**–**	24	–
60 days past due	**2 922**	**–**	12	–
90 days past due	**105**	**–**	–	–
120 days past due	**28**	**–**	97	–
150 days past due	**1 558**	**(233)**	1 674	(473)
	6 887	**(68)**	2 394	(680)
Legal debtors				
Current	**303**	**(3)**	–	–
30 days past due	**–**	**–**	–	–
60 days past due	**222**	**(3)**	221	(29)
90 days past due	**261**	**(11)**	–	–
120 days past due	**170**	**(61)**	83	(14)
150 days past due	**13 493**	**(9 154)**	13 275	(11 009)
	14 449	**(9 232)**	13 579	(11 052)
Charge cards				
Current	**13 858**	**(2 022)**	15 418	(1 688)
30 days past due	**10 351**	**(319)**	8 146	(431)
60 days past due	**3 643**	**(155)**	2 315	(215)
90 days past due	**3 054**	**(136)**	364	(127)
120 days past due	**2 341**	**(140)**	524	(277)
150 days past due	**7 782**	**(2 623)**	8 771	(3 133)
	41 029	**(5 395)**	35 538	(5 871)
Rebate debtors				
Current	**54 333**	**–**	50 537	–
Total	**116 698**	**(14 695)**	102 048	(17 603)

* *Includes R0.2 million recovery of previously impaired debtors.*

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14. TRADE AND OTHER RECEIVABLES (CONTINUED)

The following presents the Group's ECL rates having applied all factors above:

	Sundry debtors#	Charge cards#	Legal debtors#	Rebate debtors*
June 2025				
Current	**8%**	**15%**	**1%**	**0%**
30 days past due	**0%**	**3%**	**0%**	**0%**
60 days past due	**0%**	**4%**	**1%**	**0%**
90 days past due	**0%**	**4%**	**4%**	**0%**
120 days past due	**0%**	**6%**	**36%**	**0%**
150 days past due	**15%**	**34%**	**68%**	**0%**
June 2024				
Current	0%	2%	9%	1%
30 days past due	0%	2%	0%	0%
60 days past due	0%	5%	43%	0%
90 days past due	0%	9%	69%	0%
120 days past due	53%	10%	65%	0%
150 days past due	30%	20%	69%	0%

\# *Where the ECL rates for June 2025 are higher than the rates in June 2024, it is as a result of debtors' default status at the reporting date.*
* *Debtors have payment arrangements in place which are honoured on an ongoing basis.*

15. CASH AND SHORT-TERM FUNDS

Figures in Rand thousands	June 2025	Restated June 2024
Financial instruments		
Cash on hand	**1 719**	1 743
Cash at bank	**507 350**	751 787
Total cash and cash equivalents	**509 069**	753 530
Short-term funds	**1 439 517**	245 281
Total cash and short-term funds	**1 948 586**	998 811

Cash comprises cash on hand, demand deposits and short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Short-term funds are all amounts which are not cash and cash equivalents.

Restatement of cash and short-term funds previously disclosed as cash and cash equivalents
Cashbuild holds and allocates excess cash in money market instruments as part of the Group's treasury and cash management process. As these funds do not meet the definition of cash and cash equivalents, they were incorrectly classified as cash and cash equivalents in the Statement of Cash Flows and Statement of Financial Position. Resulting from this, the cash and cash equivalents line item on the Statement of Financial Position has been updated to refer to the nature of the funds held being cash and short-term funds. The correction does not impact the Statement of Profit or Loss nor Other Comprehensive Income.

The disclosure of short-term funds is restated in line with IAS 8 due to an error in the prior year whereby these funds were disclosed as part of these cash and cash equivalents. The required disclosures have been included in the current year together with comparatives.

The short-term funds have been disclosed together with cash and cash equivalents as cash and short-terms funds on the Statement of Financial Position.

15. CASH AND SHORT-TERM FUNDS (CONTINUED)

The impact of the restatement on the Statement of Cash Flows is detailed below:

Figures in Rand thousand	As reported 30 June 2024	Impact of change	Restated 30 June 2024
Cash flows from investing activities			
(Additions)/withdrawals to financial assets at amortised cost	–	665 232	665 232
Additions to financial assets at fair value through profit or loss	–	(42 603)	(42 603)
Net cash used in investing activities	(67 242)	622 628	555 386
Net increase/(decrease) in cash and cash equivalents	(572 775)	622 628	49 853
Cash and cash equivalents at the beginning of the year	1 582 166	(867 909)	714 257
Effect of foreign exchange rate changes	(10 580)	–	(10 580)
Total cash and cash equivalents at the end of the year	998 811	(245 281)	753 530

Short-term funds

Figures in Rand thousands	**June 2025 Carrying amount**	**June 2025 Fair value**	June 2024 Carrying amount	June 2024 Fair value	Fair value hierarchy
Financial instruments					
Short-term funds at amortised cost	**670 911**	**670 911**	77 686	77 686	N/A
Short-term funds at fair value	**262 262**	**262 262**	167 595	167 595	Level 1
Short-term funds at fair value	**506 344**	**506 344**	–	–	Level 2
Total short-term funds	**1 439 517**	**1 439 517**	245 281	245 281	

Fair value hierarchy

All financial instruments for which fair value is recognised or disclosed are categorised within the fair value hierarchy, based on the lowest level input that is significant to the fair value measurement as a whole, as follows:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- Level 2 – Valuation techniques for which the lowest level of input that is significant to the fair value measurement directly or indirectly observable.
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

Movement in short-term funds at fair value through profit or loss

	June 2025	June 2024
Opening balance	**167 595**	124 991
Net additions to short-term funds	**555 081**	33 048
Amount through profit or loss*	**45 930**	9 555
Closing balance	**768 606**	167 595

* *The Group withdraws interest and fair value before capital.*

Information about the Group's facilities, exposure to credit risk and impairment of cash and cash equivalents is included in note 34.

Credit risk of cash and cash equivalents and short-term funds

Cash balances are kept to an operational minimum and cash management principles are applied by transferring excess balances to fixed deposit and money market instruments with financial institutions with high credit ratings in line with policy. Group policy diversifies credit exposure to multiple financial institutions.

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15. CASH AND SHORT-TERM FUNDS (CONTINUED)

Credit quality of cash at bank and short-term funds, excluding cash on hand

The credit quality of cash at bank and short-term deposits, excluding cash on hand can be assessed by reference to external credit ratings:

	Internal credit rating	External credit rating	**June 2025**	June 2024
Cash and cash equivalents	Moderate	B	**509 069**	753 530
Short-term funds	Moderate	B	**1 439 517**	245 281
Total cash and short-term funds held at financial institutions			**1 948 586**	998 811

The internal credit rating represents the Group's view on the credit risk ascribed to all financial institutions at which cash resources are held. Below investment-grade institutions are viewed as moderate credit risk but are still within reasonable limits. The Fitch Ratings agency is used to determine the credit risk ratings of the financial institutions.

16. NON-CURRENT ASSETS HELD FOR SALE

The following assets were classified as held for sale at reporting date:

	June 2025	June 2024
Land and buildings held for sale		
Cashbuild South African operations		
Thohoyandou – South Africa	**–**	1 083
Cashbuild common monetary operations		
Katatura – Namibia	**18 250**	–
Cashbuild non-common monetary operations		
Kafue Road – Zambia	**6 066**	5 746
	24 316	6 829

Thohoyandou was classified as held for sale and proceeds from the sale received in the prior financial year. The property was transferred during the financial year.

Katatura – Namibia was classified as held for sale in the 2025 financial year. The Group is currently in negotiations with a prospective buyer and expects the sale to be concluded in the next 12 months.

Kafue Road – Zambia was classified as held for sale in the 2023 financial year following the closure of the Zambian stores. The property is in the process of being disposed of and the proceeds recorded as money received in advance until the property can be transferred to the purchaser. The property is subject to an infringement case where the court is to decide on ownership. The Group expects the infringement case and the transfer to be concluded in the next 12 months.

17. SHARE CAPITAL

Figures in Rand thousand	**June 2025**	June 2024
Authorised		
35 000 000 ordinary shares of 1 cent par value	**350**	350
There has been no change in the authorised share capital in the current or prior financial year.		
Reconciliation of shares issued:		
Total shares issued	**235**	237
Treasury shares held	**(28)**	(28)
Total share capital	**207**	209

17. SHARE CAPITAL (CONTINUED)

Share capital

Figures in Rand thousand	June 2025	June 2024
Opening balance	**209**	212
Shares repurchased and cancelled	**(2)**	(2)
Treasury shares held	**–**	(1)
Total share capital	**207**	209

As at reporting date the total number of shares in issue and fully paid is 23 379 712 (2024: 23 694 712) and treasury shares held is 2 828 810 (2024: 2 839 954). The average share price for the shares repurchased during the financial year was R157.3 (2024: R143.5).

Share premium

Figures in Rand thousand	June 2025	June 2024
Opening balance	**(679 180)**	(621 324)
Shares repurchased and cancelled	**(49 824)**	(30 713)
Shares repurchased by Cashbuild (South Africa) for the FSP	**–**	(27 143)
Total share premium	**(729 004)**	(679 180)

Consisting of:

Figures in Rand thousand	June 2025	June 2024
Share premium	**(289 000)**	(239 176)
Treasury share premium	**(440 004)**	(440 004)
Total share premium net of cumulative share repurchases	**(729 004)**	(679 180)
Total share capital and premium	**(728 797)**	(678 971)

18. SHARE-BASED PAYMENT TRANSACTIONS

Equity-settled share-based payment transactions

Forfeitable Share Plan

Executive directors and senior management belong to a Cashbuild Limited Forfeitable Share Plan (FSP). Under the FSP, participants will become holders of ordinary shares after meeting the performance conditions and retention period, and benefit from dividends and have shareholder voting rights in respect of the shares during the vesting period. The shares cannot be disposed of by the participants prior to the vesting date as they are subjected to forfeiture restrictions until the vesting date.

The number of performance shares awarded to a participant is based on the participant's current financial year's annual salary and Paterson grade.

Reconciliation of the active share awards under this scheme:

	Weighted average price per share on grant date		Number of shares	
	June 2025	June 2024	June 2025	June 2024
Opening balance	**188.2**	223.6	**732 106**	584 272
Shares granted	**164.0**	143.6	**271 895**	334 243
Shares vested	**255.8**	219.4	**(24 468)**	(53 187)
Shares forfeited	**165.8**	216.7	**(249 739)**	(133 222)
Closing balance	**165.6**	188.2	**729 794**	732 106

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18. SHARE-BASED PAYMENT TRANSACTIONS (CONTINUED)

Details of the active share awards under this scheme:

	7th award	8th award	9th award
Issue date	3 Oct 2022	3 Oct 2023	4 Oct 2024
Vesting date	3 Oct 2025	3 Oct 2026	4 Oct 2027
Exercise price	Nil	Nil	Nil
Expected lifetime	3 years	3 years	3 years
Share price at grant date	201.2	143.7	164.0

Performance conditions:

Vesting conditions consist of the Group's performance conditions and a retention condition that the employees remain in the employ of the Group up to vesting date.

	Applicable to award 7 to award 9	
	Threshold	Target
Earnings per share	CPI p.a.	CPI +5% p.a. (i.e. 5% real growth p.a.)
Relative total shareholder return	Median of own peer group	Upper quartile of own peer group
Return on capital employed	CB WACC	CB WACC +5% p.a.

Details of shares awarded to Executive Directors and key management:

	Number of shares as at 29 June 2025	Award value* R'000
Executive Directors:		
WF de Jager	142 453	23 603
H Bester	26 343	4 320
SA Thoresson	74 075	12 274
WP van Aswegen	74 075	12 274
	316 946	52 471

* *Value of awards calculated as a percentage (65% to 90%) of total annual cost to company, before adjusting for any probability of vesting or attrition.*

Operations Management Member Trust Scheme

The operational managers scheme considers all stores that generate an operating margin in excess of 10%. The profit share amount is determined with reference to a specified hurdle rate that takes into account the prior financial year's operating income margin of the qualifying store. The calculated profit share is split equally between a cash bonus and an amount utilised to purchase the Company's shares. The cash bonus is recognised as an employee cost in the financial year in which the store qualifies. The attributable equity portion is treated as an equity-settled share-based payment transaction and recognised as an expense in profit or loss equally over the four-year period which is linked to employment. At the end of the vesting period (third anniversary of the date of distribution) the shares vest with employees.

18. SHARE-BASED PAYMENT TRANSACTIONS (CONTINUED)

Details of the number of shares qualified for under this scheme:

Number of shares	June 2025	June 2024
10th tranche	–	83 403
11th tranche	4 798	4 798
12th tranche	4 067	4 067
13th tranche	1 482	3 128
14th tranche (provisional)	10 018	–
Total	20 365	95 396

Summary of equity-settled share-based payment transactions

The Group's equity-settled share-based payment expense and related movement in the share-based payment reserve amounted to R8.7 million (2024: R14.7 million).

The movement in the equity-settled share-based payments reserve for the share schemes:

Share-based payments reserve:

Number of shares	June 2025	June 2024
Opening balance	184 336	169 590
– Forfeitable Share Schemes	8 112	9 962
– Operations Management Member Trust Schemes	597	4 784
Closing balance	193 045	184 336

Cash-settled share-based payment transactions

The Group implemented a cash-settled scheme for middle management which entitles participants to a cash payment at the end of the vesting period. The payment is determined with reference to the ruling share price at vesting date, subject to the achievement of performance conditions. The fair value of shares is the closing share price at the reporting date.

Details of the active share awards under this scheme:

	1st award	2nd award	3rd award
Award date	3 Oct 2022	3 Oct 2023	4 Oct 2024
Vesting date	3 Oct 2025	2 Oct 2026	4 Oct 2027
Fair value per share at reporting date	R150.0	R150.0	R150.0
Vesting period	3 years	3 years	3 years

Performance conditions:

Vesting conditions consist of the Group's performance conditions and a retention condition that the employees remain in the employ of the Group up to vesting date.

	Applicable to award 1 to 3	
	Threshold	Target
Earnings per share	CPI p.a.	CPI +5% p.a. (i.e. 5% real growth p.a.)
Relative total shareholder return	Median of own peer group*	Upper quartile own peer group*
Return on capital employed	CB WACC	CB WACC +5% p.a.

* *Based on the median of own peer group as at the award date.*

NOTES TO THE ANNUAL CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

for the year ended 29 June 2025

18. SHARE-BASED PAYMENT TRANSACTIONS (CONTINUED)

Summary of cash-settled share-based payment transactions

Figures in Rand thousand	June 2025	June 2024
– Expenses	10 165	4 619
– Liability	14 579	5 506

The movement in the cash-settled share-based payment liability for the share scheme:

Figures in Rand thousand	June 2025	June 2024
Cash-settled share-based payment liability:		
Opening balance	5 506	1 591
– Net movement for the year	9 073	3 915
Closing balance	14 579	5 506

19. LEASE LIABILITIES

The Group has entered into various leases in respect of premises and details pertaining to leasing arrangements are presented below. Right-of-use assets recognised in the statement of financial position in relation to the Group's lease liabilities are disclosed in note 6.

IFRS 16 lease liability reconciliation

Figures in Rand thousand	June 2025	June 2024
Opening balance	1 513 203	1 600 585
Payments	(448 381)	(416 474)
– Capital repayments	(297 724)	(254 597)
– Interest repayments	(150 657)	(161 877)
Interest	150 657	161 877
Additions	51 499	14 378
Remeasurements*	134 852	158 606
Disposals#	(12 728)	(5 136)
Foreign exchange movement	(772)	(633)
Closing balance	1 388 330	1 513 203

* *Represents a change in the scope of existing leases.*
\# *Relate to early lease terminations. Termination options are evaluated and where a penalty lump sum needs to be paid it is considered a disposal.*

Reconciliation of cash outflow relating to leases

Figures in Rand thousand	June 2025	June 2024
Principal payment of lease liability excluding non-cash items	(293 017)	(254 597)
Interest paid	(150 657)	(161 877)
Lease payments made against lease liabilities	(443 674)	(416 474)
Lease-related expenses included in cash generated from operations	172 851	167 215
Total cash outflow relating to leases	(270 823)	(249 259)
Analysis of total lease liabilities:		
Current	312 343	288 353
Non-current	1 075 987	1 224 850
Total lease liability	1 388 330	1 513 203

19. LEASE LIABILITIES (CONTINUED)

Amounts recognised in profit or loss

Figures in Rand thousand	June 2025	June 2024
Interest expense on lease liabilities	**150 657**	161 877
Depreciation on right-of-use assets	**273 586**	262 317
Variable lease payments not included in lease liabilities	**839**	1 419

Refer to note 34 for a detailed maturity analysis.

20. TRADE AND OTHER PAYABLES

Figures in Rand thousand	June 2025	June 2024
Financial instruments:		
Trade payables at amortised cost#	**1 650 383**	929 834
Accruals	**177 776**	151 086
Retirement awards and gifts	**17 289**	14 607
Refundable customer accounts*	**1 262 674**	956 829
Total financial instruments	**3 108 122**	2 052 356
Non-financial instruments:		
Employee related accruals	**81 018**	58 927
Value-added tax payable	**84 365**	100 776
Total non-financial instruments	**165 383**	159 703
Total trade and other payables	**3 273 504**	2 212 059

\# *Includes a refund liability for the expected refunds to customers of R12.5 million (2024: R14.0 million).*

* *Relates to amounts received from customers in respect of future purchases and are refundable on demand.*

21. REVENUE

Figures in Rand thousand	June 2025	June 2024
Revenue from contracts with customers		
Sale of retail goods – point in time	**11 477 631**	11 191 654

Disaggregation of revenue from contracts with customers

The table below illustrates revenue recognised by product category, as determined by management.

	% of revenue		Figures in Rand thousand	
Figures in Rand thousand	June 2025	June 2024	June 2025	June 2024
Revenue by product category				
Cement	**22**	22	**2 521 198**	2 511 291
Decorative	**15**	14	**1 680 132**	1 609 877
Roofing – Covering	**8**	9	**973 315**	948 874
Timber	**7**	7	**804 066**	783 385
Openings	**8**	7	**871 573**	824 881
Bricks	**7**	7	**762 118**	768 938
Other	**33**	34	**3 865 228**	3 744 408
Total	**100**	100	**11 477 631**	11 191 654

NOTES TO THE ANNUAL CONSOLIDATED FINANCIAL STATEMENTS
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for the year ended 29 June 2025

22. OTHER INCOME

Figures in Rand thousand	June 2025	June 2024
Sundry income*	61 677	9 061
Impairment losses reversal on non-financial assets (refer to note 5)	3 030	–
Profit on sale of property, plant and equipment and non-current assets held for sale	2 697	–
Gain on derecognition of leases	3 766	1 949
Total other income	71 170	11 010

* *Includes income from refundable customers accounts of R57.7 million (2024: Rnil) not likely to be utilised for future purchases.*

23. OPERATING PROFIT

Operating profit includes the following items:

Figures in Rand thousand	June 2025	June 2024
Expenses by nature:		
Employee costs (refer detail below)	1 132 167	1 069 047
Depreciation and amortisation	419 914	422 113
Advertising expenses	178 083	187 188
Delivery charges	151 603	142 436
Municipal utility charges	101 846	86 394
Bank and speed point charges	93 757	89 273
Repairs and maintenance	74 657	59 243
Other expenses	70 072	65 972
Licences and subscriptions	45 968	42 430
Fuel and travel expense	42 097	51 027
Security	41 830	39 023
Printing, telephone and consumables	40 688	36 362
Net foreign exchange loss	12 984	23 983
Short-term lease expense	8 194	6 793
Loss on disposal of property, plant and equipment	3 622	3 822
Impairment losses on non-financial assets (refer to note 5)	–	147 243
	2 417 482	2 472 349
Expense paid or accrued for outsourced services:		
Information technology	116 719	90 299
Administrative	17 125	13 461
Secretarial	428	432
Technical	10 532	6 946
Taxation services	917	645
Audit services	8 761	7 462
Total	154 482	119 245

23. OPERATING PROFIT (CONTINUED)

Figures in Rand thousand	June 2025	June 2024
Expenses presented separately in the statement of profit or loss:		
Selling and marketing expenses	**(2 056 018)**	(1 995 414)
Administrative expenses	**(493 432)**	(427 541)
Other operating expenses	**(20 310)**	(167 868)
Impairment (losses)/reversal of trade receivables	**(2 204)**	(771)
Total expenses	**(2 571 964)**	(2 591 594)
Employee costs:		
Salary cost	**955 951**	903 672
Defined contribution plan expense	**143 492**	133 344
Long service awards	**3 931**	3 389
Equity-settled share-based payment expenses	**8 709**	14 746
Cash-settled share-based payment expenses	**10 165**	4 619
Distribution paid to participants of The Cashbuild Empowerment Trust	**9 919**	9 277
Total employees costs	**1 132 167**	1 069 047

The external auditor's remuneration amount paid during the financial year:

Figures in Rand thousand	Deloitte Network 2025	Non-Deloitte Network 2025	Deloitte Network 2024	Non-Deloitte Network 2024
Audit services	**6 664**	**641**	7 029	2 124
Non-audit services*	**702**	**–**	1 429	–
Total	**7 366**	**641**	8 458	2 124

* *Includes tax services of R0.1 million (June 2024: R0.1 million).*

24. FINANCE INCOME

Figures in Rand thousand	June 2025	June 2024
Bank balances*^	**35 761**	59 016
Short-term funds at amortised costs^	**37 690**	44 987
Short-term funds at fair value through profit or loss^	**45 930**	9 555
Revenue authorities	**829**	–
Total finance income	**120 210**	113 558

* *Includes R15.9 million (2024: R41.9 million) finance income accrued on not yet received.*
^ *Refer to note 15.*

25. FINANCE COST

Figures in Rand thousand	June 2025	June 2024
Bank overdraft	**942**	886
Lease liabilities	**150 657**	161 877
Staff savings	**1 460**	1 447
Revenue authorities	**–**	316
Total finance costs	**153 059**	164 526

NOTES TO THE ANNUAL CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED)

for the year ended 29 June 2025

26. INCOME TAX

Figures in Rand thousand	June 2025	June 2024
Major components of the income tax expense:		
Current tax		
Current period	**79 939**	80 247
Previous periods (over)/under provision	**(1 756)**	(11 730)
Withholding taxes	**4 169**	5 402
Foreign income tax	**14 072**	14 557
Total current tax	**96 424**	88 476
Deferred tax		
Current period temporary differences	**(10 829)**	(37 111)
Previous periods under/(over)-provision	**(6 151)**	3 130
Current period temporary differences – foreign	**2 624**	(2 930)
Previous periods under/(over)-provision – foreign	**(1 541)**	(743)
Corporate tax rate adjustment	**95**	–
Withholding taxes	**1 709**	(220)
Total deferred tax	**(14 093)**	(37 874)
Total income tax	**82 331**	50 602
Reconciliation of effective tax rate:		
Applicable tax rate	**27.0%**	27.0%
Exempt income	**(0.7%)**	(1.3%)
Previous periods over provision	**(2.9%)**	(6.8%)
Foreign tax rate differences	**(0.4%)**	(0.8%)
Disallowable charges^	**1.7%**	12.4%
Deferred tax asset not recognised*	**–**	2.4%
Withholding tax on dividends#	**1.3%**	3.9%
Deferred withholding tax on dividends•	**0.5%**	(0.2%)
	26.5%	36.6%

^ *June 2024 relates to the P&L Hardware Goodwill. The other disallowed charges relate to share-based payment expenses, donations, disallowed legal fees, and the dividends distributed to employees through the Cashbuild Empowerment Trust.*

Mainly due to dividends distributed to the Group's employees through the Empowerment trust (2024: P&L Hardware goodwill and trademark impairment).

* *Relates to P&L Hardware deferred tax asset derecognition in June 2024.*

• *Withholding tax payable on future dividend distributions by foreign subsidiaries. The movement for prior financial year is due to the release of deferred tax on the declaration of dividends by foreign subsidiaries during the period.*

27. EARNINGS PER SHARE

Basic earnings per share

The weighted average number of shares in issue is calculated net of treasury shares acquired/sold during the period.

Figures in Rand thousand	June 2025	June 2024
Attributable earnings	**221 172**	88 601
Less: Dividends attributable to participants of share incentive schemes on unvested shares	**(4 528)**	(4 647)
Adjusted attributable earnings	**216 644**	83 954
Weighted number of shares in issue ('000)	**20 780**	21 180
Basic earnings per share (cents)	**1 042.5**	396.4

27. EARNINGS PER SHARE (CONTINUED)

Figures in Rand thousand	June 2025	June 2024
Weighted average number of ordinary shares in issue ('000)		
Ordinary shares in issue beginning of the year	**23 695**	23 901
Less: Weighted average number shares repurchased and cancelled	**(62)**	(12)
Less: Weighted average number of treasury shares:	**(2 853)**	(2 709)
– The Cashbuild Empowerment Trust	**(1 765)**	(1 765)
– The Cashbuild Operations Management Member Trust	**(46)**	(96)
– Cashbuild (South Africa) (Pty) Ltd*	**(1 023)**	(688)
– Cashbuild Limited	**(19)**	(160)
	20 780	21 180

* *Shares held for Cashbuild FSP share scheme's current and future share allocations.*

Diluted earnings per share

In the determination of diluted earnings per share, profit or loss attributable to the equity holders of the parent and the weighted average number of ordinary shares are adjusted for the effects of all dilutive potential ordinary shares.

Figures in Rand thousand	June 2025	June 2024
Adjusted attributable earnings	**216 644**	83 954
Plus: Dividends attributed to participants of the share incentive schemes on unvested shares with dilutive impact	**2 026**	1 927
Less: Anti-dilutive impact	**–**	(613)
Diluted adjusted attributable earnings	**218 670**	85 268
Diluted number of ordinary shares in issue ('000)	**21 119**	21 511
Diluted earnings per share (cents)	**1 035.4**	396.4
Fully diluted weighted average number of ordinary shares in issue ('000)		
Weighted number of shares in issue ('000)	**20 780**	21 180
Dilutive effect of the following:		
– Future potential issue of shares	**339**	331
	21 119	21 511

Headline earnings and diluted headline earnings per share

Headline earnings per share and diluted headline earnings per share are determined by dividing headline earnings and diluted headline earnings by the weighted average number of ordinary shares outstanding at reporting date.

Headline earnings and diluted headline earnings are determined by adjusting basic earnings and diluted earnings by excluding separately identifiable re-measurement items. Headline earnings and diluted headline earnings are presented after tax and non-controlling interest.

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for the year ended 29 June 2025

27. EARNINGS PER SHARE (CONTINUED)

Figures in Rand thousand	June 2025	June 2024
Reconciliation between earnings and headline earnings:		
Adjusted attributable earnings	**216 644**	83 954
Adjusted for:		
Net loss on disposal of property, plant and equipment+	**1 671**	(445)
Gross loss on disposal of property, plant and equipment	**925**	1 873
Tax effect*	**746**	(2 318)
Net impairment losses on non-financial assets+	**(2 032)**	119 129
Gross impairment losses on non-financial assets (refer to note 5)	**(2 754)**	147 243
Tax effect~	**722**	(28 114)
Net income from insurance proceeds on property, plant and equipment	**(80)**	(2 013)
Gain on insurance proceeds on property, plant and equipment	**(109)**	(2 758)
Tax effect	**29**	745
Headline earnings	**216 204**	200 625
Headline earnings	**216 204**	200 625
Weighted average number of shares in issue ('000)	**20 780**	21 180
Headline earnings per share (cents)	**1 040.4**	947.2
Headline earnings	**216 204**	200 625
Plus: Dividends attributed to participants of the share incentive schemes on unvested shares with dilutive impact	**2 026**	1 927
Diluted headline earnings	**218 230**	202 551
Diluted weighted average number of shares in issue ('000)	**21 119**	21 511
Diluted headline earnings per share (cents)	**1 033.3**	941.6
Dividends per share		
Interim (cents)^	**326**	325#
Final (cents)^	**300**	236#

* *June 2024 due to the high recoupment of wear and tear allowances.*
~ *June 2024 due to deferred tax expense of R26.7 million related to the P&L Hardware trademark.*
^ *The dividend is based on a cover ratio of 1.5 times earnings.*
# *The dividend is based on earnings excluding the impact of the impairment losses in the prior year.*
\+ *Impact of non-controlling interests is not considered significant.*

28. CASH GENERATED FROM OPERATIONS

Figures in Rand thousand	June 2025	June 2024
Profit before tax	**311 137**	138 177
Adjustments for:		
Depreciation and amortisation	**419 914**	422 113
Impairment (reversals)/losses on non-financial assets (refer to note 5)	**(3 030)**	147 243
Profit on disposal of assets held for sale	**(1 632)**	–
Loss on disposal of property, plant and equipment and intangible assets	**2 557**	3 822
Refundable customer accounts income	**(57 683)**	–
Gain on derecognition of leases	**(3 766)**	(1 949)
Finance income	**(120 210)**	(113 558)
Finance costs	**153 059**	164 526
Equity-settled share-based payment expense	**8 709**	14 746
Cash-settled share-based payment expense	**9 073**	3 915
Changes in working capital:		
Increase in inventories	**(123 158)**	(88 852)
Increase in trade and other receivables	**(15 294)**	(2 588)
Increase/(decrease) in prepayments	**4 854**	(6 172)
Decrease/(increase) in trade and other payables	**1 118 045**	(417 463)
Total	**1 702 575**	263 960

29. INCOME TAX PAID

Figures in Rand thousand	June 2025	June 2024
Current tax asset/(liability) at the beginning of the year	**27 485**	(28 333)
Current tax recognised in profit or loss	**(96 424)**	(88 476)
Current tax asset at the end of the year	**(2 810)**	(27 485)
Total	**(71 749)**	(144 294)

30. DIVIDENDS PAID

Figures in Rand thousand	June 2025	June 2024
Final dividend – prior period (Dividend 61)	**–**	(74 815)
Interim dividend – prior period (Dividend 62)	**–**	(70 991)
Final dividend – prior period (Dividend 63)	**(55 920)**	–
Interim dividend – current period (Dividend 64)	**(63 883)**	–
Amounts paid to non-controlling shareholders	**(1 188)**	(2 411)
Total	**(120 991)**	(148 217)

Dividends are paid out of income reserves.

NOTES TO THE ANNUAL CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

for the year ended 29 June 2025

31. COMMITMENTS, CONTINGENCIES AND GUARANTEES

Commitments
Authorised capital expenditure:
Capital expenditure to be funded from internal resources as approved by directors:

Figures in Rand thousand	**June 2025**	June 2024
– Authorised, contracted	**94 786**	48 337
– Authorised but not contracted for	**63 460**	110 079
– Acquisition of subsidiary	**93 000**	–

The capital commitments are for building and infrastructure for new stores, store refurbishments or relocations and a 60% investment in Allbuildco.

Contingencies
No material contingent liabilities or assets existed at reporting date.

Guarantees
The Group has contingent liabilities in respect of bank and other guarantees in the ordinary course of business from which it is anticipated that no material liabilities will arise. These guarantees consist of amounts held in the interests of suppliers, landlords and revenue authorities.

Figures in Rand thousand	**June 2025**	June 2024
Bank guarantees*	**17 859**	17 690

* *Decrease is attributable to the expiry of related guarantees.*

32. RELATED PARTIES

The directors are not aware of related party transactions that occurred during the financial year.

Remuneration of directors and key management is included in note 35.

33. THE CASHBUILD EMPOWERMENT TRUST

The Cashbuild Empowerment Trust (Trust) was incorporated by Cashbuild Limited as part of the Group's broad-based BEE transaction on 7 February 2005 and was funded by way of an interest-free loan from Cashbuild (Management Services) Proprietary Limited. The shares are held for dividends which are distributed equally amongst employees contracted to the Group on dividend declaration date. At reporting date the Trust holds 1 764 999 (2024: 1764 999) shares of Cashbuild Limited.

The aggregate number of shares which may be acquired by the Trust may not exceed 10% of the issued share capital of the Company. The majority of the Group's employees are previously disadvantaged. In terms of income benefits, the empowered employees will share in the net dividend of the scheme shares underlying the Trust on an equal basis. In addition to this, the empowered employees of the Group will also benefit on an equitable basis should the capital of the Trust be distributed following a corporate restructuring resulting in a change of control or liquidation.

Dividends paid to the Trust and distributed to employees:

Figures in Rand thousand	**June 2025**	June 2024
– Final 2023 (Dividend 61)	**–**	5 860
– Interim 2024 (Dividend 62)	**–**	5 736
– Final 2024 (Dividend 63)	**4 165**	–
– Interim 2025 (Dividend 64)	**5 754**	–
Total dividends	**9 919**	11 596

34. FINANCIAL RISK MANAGEMENT

Capital management

The capital structure of the Group consists of debt, which includes lease liabilities (refer to note 19), trade and other payables (refer to note 20) and equity presented in the Statement of Financial Position.

The Group monitors capital using the gearing ratio. The ratio is calculated as debt (interest-bearing liabilities and trade and other payables) divided by capital. Total capital is calculated as the sum of equity and liabilities as presented in the statement of financial position.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The capital structure and gearing ratio of the Group at reporting date:

Figures in Rand thousand	June 2025	June 2024
Lease liabilities (refer to note 19)	1 388 330	1 513 203
Trade and other payables (refer to note 20)	3 273 504	2 212 059
Debt	4 661 834	3 725 262
Equity	1 897 629	1 832 380
Total	6 559 463	5 557 642
Gearing ratio	0.71	0.67
Categories of financial instruments		
Financial assets at amortised cost		
Trade and other receivables (refer to note 14)	121 948	132 653
Cash and cash equivalents (refer to note 15)*	509 069	753 530
Short-term funds (refer to note 15)*	670 911	77 686
Total	1 301 928	963 869
Financial assets at fair value through profit or loss		
Short-term funds (refer to note 15)*	768 606	167 595
Financial liabilities at amortised cost		
Lease liabilities (refer to note 19)	1 388 330	1 513 203
Trade and other payables (refer to note 20)	1 845 448	1 095 527
Refundable customer accounts (refer to note 20)	1 262 673	956 829
Total	4 496 451	3 565 559

* *Restated.*

Financial risk management objectives

Risks and related mitigating procedures are assessed by executives with assistance from the managers and employees on a continuous basis to ensure the safeguarding of the Group, its people, assets and business. The Group has exposure to the following risks from its financial instruments:

- Credit risk;
- Market risk (including currency and interest rate risk); and
- Liquidity risk.

The information below contains the Group's objectives, policies, and processes for managing the risk, the methods used to measure the risk, and the Group's capital management. Further quantitative disclosures are included throughout these financial statements.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. Through its training and management standards and procedures, the Group aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

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34. FINANCIAL RISK MANAGEMENT (CONTINUED)

The Group's objective when managing capital (which includes share capital, borrowings, working capital and cash and cash equivalents) is to maintain a flexible capital structure that reduces the cost of capital to an acceptable level of risk and to safeguard the Group's ability to continue as a going concern while taking advantage of strategic opportunities in order to maximise stakeholder returns sustainably.

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework.

The Audit and Risk Committee oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Audit and Risk Committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit and Risk Committee.

Credit risk

Credit risk refers to the risk that a customer or counterparty will default on its contractual obligations resulting in financial loss to the Group. Exposure to credit risk relates to other receivables (refer to note 14) and cash and short-term funds (refer to note 15). Credit risk has been addressed in each of the respective notes.

Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group manages liquidity risk through the compilation and monitoring of cash flow forecasts, as well as ensuring that adequate borrowing facilities are maintained.

The Group has unsecured, unutilised banking facilities of R640.0 million (2024: R290.0 million) with banks.

The following are the contractual maturities of financial liabilities, including interest payments and excluding the impact of netting agreements:

Non-derivative financial liabilities

	30 days or less	More than 30 days but less than 1 year	1 to 2 years	2 to 5 years	Over 5 years	Total
2025						
Lease liabilities	**(37 059)**	**(474 941)**	**(443 687)**	**(1 143 856)**	**(177 223)**	**(2 276 766)**
Trade payables	**(784 246)**	**(1 061 202)**	**–**	**–**	**–**	**(1 845 448)**
Refundable customer accounts*	**(1 262 674)**	**–**	**–**	**–**	**–**	**(1 262 674)**
2024						
Lease liabilities	(36 101)	(391 936)	(420 532)	(846 483)	(271 426)	(1 966 478)
Trade payables	(838 387)	(257 140)	–	–	–	(1 095 527)
Refundable customer accounts*	(956 829)	–	–	–	–	(956 829)

* *Included in 30 days or less, as they are due and payable on demand.*

The Group expects that trade payables and accruals will be settled by cash resources and changes in working capital. At the reporting date, the Group held cash and short-term funds of R1.9 billion (2024: R1.0 billion), which is expected to readily generate cash inflows to manage any liquidity risk.

Interest rate risk

As the Group is operating with a low gearing ratio, interest rate risk on borrowings is minimised. Surplus funds are invested in call and other notice accounts in order to maximise interest earning potential. The Group is exposed to interest rate risk that relates to cash and short-term funds and lease liabilities. The incremental borrowing rate on lease liabilities is linked to the prime interest rate.

An increase of 1% (2024: 1%) in the average interest rates for the reporting period would have increased profit by R1.6 million (2024: increased R0.3k). The sensitivity analysis has been prepared on the basis that all other variables, in particular foreign currency exchange rates, remain constant and has been performed on the same basis as 2024. A decrease of 1% in the interest rates at the reporting date would have equal but opposite effect.

34. FINANCIAL RISK MANAGEMENT (CONTINUED)

Foreign currency risk

The Group operates throughout southern Africa and is exposed to foreign exchange risk arising from various currencies, primarily the Botswana Pula, Malawi Kwacha, Zambian Kwacha and United States Dollar. Foreign exchange risk arises from future commercial transactions, recognised assets and liabilities and net investment in foreign entities. A portion of the Group's income is earned in foreign currencies. The Group also has a translation risk arising from the consolidation of foreign operations into ZAR.

Exposure to exchange rate fluctuations on transactions denominated in foreign currency is managed by reviewing foreign currency exposure in order to determine if foreign exchange contracts should be utilised on an ongoing basis. Foreign currency forward exchange contracts protect the Group from movements in exchange rates by establishing the rates at which a foreign currency asset or liability will be settled.

Figures in Rand thousand	June 2025	June 2024
Foreign currency exposure at the reporting date		
Rand exposed to Botswana Pula		
Trade receivables	**1 131**	1 509
Cash and cash equivalents	**43 216**	18 268
Short-term funds	**19 026**	–
Trade payables	**(6 263)**	(1 182)
Rand exposed to Malawi Kwacha		
Trade receivables	**123**	88
Cash and cash equivalents	**47 900**	23 912
Trade payables	**(4 614)**	(104)
Rand exposed to Zambia Kwacha		
Cash and cash equivalents*	**476**	–
Trade payables	**–**	695
Rand exposed to US Dollar (Zambia)		
Cash and cash equivalents*	**–**	122

* *Decrease is mainly due to the closure of bank accounts as operations were ceased in the country.*

Exchange rates used for conversions

	Closing rate		Average rates	
	June 2025	June 2024	June 2025	June 2024
Botswana Pula	**1.35**	1.37	**1.35**	1.38
Malawi Kwacha	**0.010**	0.010	**0.010**	0.012
Zambia Kwacha	**0.75**	0.71	**0.66**	0.79
US dollar	**18.17**	18.74		

A sensitivity analysis was performed to evaluate the impact of exchange rate fluctuations on the exchange rate risk. This considers the impact if currency had weakened/strengthened by 10% and all other variables remaining constant. The table below illustrates the net impact on the foreign denominated trade receivables, cash and short-term funds and trade payables.

Figures in Rand thousand	June 2025	June 2024
Rand exposed to Botswana Pula	**5 711**	1 860
Rand exposed to Malawi Kwacha	**4 341**	2 390
Rand exposed to Zambia Kwacha	**48**	70
Rand exposed to US Dollar (Zambia)	**–**	12

NOTES TO THE ANNUAL CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED)

for the year ended 29 June 2025

35. DIRECTORS' AND KEY MANAGEMENT EMOLUMENTS

Executive

Figures in Rand thousand	**Basic salary**
June 2025	
WF de Jager	**7 950**
H Bester	**4 486**
SA Thoresson	**4 536**
WP van Aswegen	**4 238**
	21 210

\# *Accrued for the current year.*

Figures in Rand thousand	Basic salary
June 2024	
WF de Jager	7 586
AE Prowse	4 948
SA Thoresson	4 106
WP van Aswegen	4 012
	20 652

\# *Accrued for the prior year.*

Share-based payments awards granted to directors:
Refer to note 18 for details of share incentive schemes of which directors are beneficiaries at the reporting date.

Non-executive

	Directors' fees	
Figures in Rand thousand	**June 2025**	June 2024
M Bosman (Mr)	**924**	963
M Bosman (Ms)	**737**	745
AGW Knock	**1 125**	1 287
Dr DSS Lushaba	**953**	1 013
AJ Mokgwatsane	**617**	603
GM Tapon Njamo	**877**	922
	5 233	5 533

Expenses and travel allowance	Medical benefits	Company pension scheme contributions	Short-term performance bonus#	Total short term	Share-based payments	Total emoluments
167	**460**	**755**	**5 940**	**15 272**	**587**	**15 859**
24	**–**	**470**	**2 465**	**7 445**	**–**	**7 445**
164	**–**	**390**	**1 545**	**6 635**	**303**	**6 938**
198	**–**	**395**	**1 545**	**6 376**	**294**	**6 670**
553	**460**	**2 010**	**11 495**	**35 728**	**1 184**	**36 912**

Expenses and travel allowance	Medical benefits	Company pension scheme contributions	Short-term performance bonus#	Total short term	Share-based payments	Total emoluments
142	388	717	3 073	11 906	1 186	13 092
142	–	376	1 524	6 990	674	7 664
223	–	359	799	5 487	612	6 099
208	–	374	799	5 393	516	5 909
715	388	1 826	6 195	29 776	2 988	32 764

NOTES TO THE ANNUAL CONSOLIDATED FINANCIAL STATEMENTS
(CONTINUED)

for the year ended 29 June 2025

35. DIRECTORS' AND KEY MANAGEMENT EMOLUMENTS (CONTINUED)

The Group assessed DS Masala as key management for the financial year. Key management are paid by the subsidiary company Cashbuild (South Africa) Proprietary Limited.

Figures in Rand thousand	Basic salary	Expenses and travel allowance
June 2025		
DS Masala	**2 450**	**131**

Accrued for the current year.

Figures in Rand thousand	Basic salary	Expenses and travel allowance
June 2024		
W Dreyer	2 191	159
A Hattingh	3 267	372
DS Masala*	2 299	120
I Mckay	2 478	174
T Myburg	1 842	592
M Scholes	2 276	237
	14 353	1 654

~ *Accrued for the prior year.*

Medical benefits	Company pension scheme contributions	Short-term performance bonus#	Total short term	Share-based payments	Total emoluments
145	**255**	**477**	**3 458**	**150**	**3 608**

Medical benefits	Company pension scheme contributions	Short-term performance bonus~	Total short term	Share-based payments^	Total emoluments
–	232	281	2 863	314	3 177
–	298	437	4 374	530	4 904
157	242	345	3 163	303	3 466
94	217	319	3 282	300	3 582
211	183	251	3 079	59	3 138
–	208	277	2 998	59	3 057
462	1 380	1 910	19 759	1 565	21 324

NOTES TO THE ANNUAL CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

for the year ended 29 June 2025

36. EVENTS AFTER THE REPORTING DATE

Refer to note 5 in the directors report for dividend declaration. The directors are not aware of any other material events which occurred after the reporting date and up to the date of this report.

37. NEW STANDARDS AND INTERPRETATIONS

A number of new standards are effective for annual periods beginning after 1 January 2024 and earlier application is permitted; however, the Group has not early adopted the new or amended standards in preparing these financial statements.

The following amended standards and interpretations are applicable to the Group and are not expected to have a significant impact on the financial statements:

Standard/Interpretation:	Effective date: Years beginning on or after	Expected date of imple-mentation:	Expected impact:
Effective for year ended 29 June 2025			
IAS 1 Presentation of Financial Statements – Classification of liabilities as current or non-current. The aim of the amendments is to clarify that the classification of liabilities as current or non-current is based on rights that are in existence at the end of the financial year	**1 January 2024**	**1 July 2024**	No impact on disclosure or results
Issued but not yet effective for year ended 29 June 2025			
IAS 21 Lack of Exchangeability – Guidance on exchange rate to be used on measurement date for translation of non-exchangeable foreign exchange transaction and balances	**1 January 2025**	**1 July 2025**	Expected to impact the disclosure of Cashbuild non-common monetary operations
IFRS 9 and IFRS 7 – Classification and Measurement of Financial Instruments – clarification regarding timing of recognition and derecognition of financial assets and liabilities, solely payments of principal and interest (SPPI) criterion, disclosure updates, etc.	**1 January 2026**	**1 July 2026**	Not expected to impact results or disclosures
IFRS 18 Presentation and Disclosure in Financial Statements – This is the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss	**1 January 2027**	**1 July 2027**	Expected to impact the structure and disclosure of the Statement of Profit or Loss
IFRS 19 Subsidiaries without Public Accountability: Disclosures – An eligible subsidiary applies the requirements in other IFRS Accounting Standards® except for the disclosure requirements and instead applies the reduced disclosure requirements in IFRS 19	**1 January 2027**	**1 July 2027**	Expected to impact the disclosure by Subsidiaries in their stand-alone Financial Statements

All standards and interpretations will be adopted at the applicable effective dates.

GENERAL INFORMATION

05

SHAREHOLDERS' ANALYSIS

	Number of shareholders	% of total shareholders	Number of shares	% of issued capital
Shareholder spread				
1 – 1 000	2 227	80.95%	402 512	1.72%
1 001 – 10 000	394	14.32%	1 282 459	5.47%
10 001 – 100 000	102	3.71%	3 165 447	13.49%
100 001 – 1 000 000	20	0.73%	6 520 559	27.79%
Over 1 000 000	8	0.29%	12 088 735	51.53%
Total	2 751	100.00%	23 459 712	100.00%
Distribution of shareholders				
Assurance Companies	21	0.76%	408 498	1.74%
Close Corporations	25	0.91%	25 143	0.11%
Collective Investment Schemes	118	4.29%	7 287 444	31.06%
Custodians	21	0.76%	388 655	1.66%
Foundations and Charitable Funds	24	0.87%	130 521	0.56%
Hedge Funds	5	0.18%	53 487	0.23%
Insurance Companies	5	0.18%	304 773	1.30%
Investment Partnerships	8	0.29%	4 314	0.02%
Managed Funds	7	0.25%	16 051	0.07%
Medical Aid Funds	5	0.18%	159 303	0.68%
Organs of State	7	0.25%	3 323 770	14.17%
Private Companies	75	2.73%	6 017 217	25.65%
Public Companies	10	0.36%	18 825	0.08%
Public Entities	1	0.04%	419	0.00%
Retail Shareholders	2 157	78.41%	1 322 698	5.64%
Retirement Benefit Funds	135	4.91%	1 114 519	4.75%
Scrip Lending	4	0.15%	737 617	3.14%
Share Schemes	2	0.07%	1 793 589	7.65%
Stockbrokers and Nominees	13	0.47%	171 237	0.73%
Trusts	107	3.89%	181 585	0.77%
Unclaimed Scrip	1	0.04%	47	0.00%
Total	2 751	100.00%	23 459 712	100.00%
Shareholder type				
Non-Public Shareholders	7	0.25%	2 884 842	12.30%
Directors and Associates (excluding Employee Share Schemes)	4	0.15%	56 032	0.24%
Cashbuild Empowerment Trust	1	0.04%	1 764 999	7.52%
Cashbuild (South Africa)	1	0.04%	1 035 221	4.41%
Cashbuild Store Operations Management Trust	1	0.04%	28 590	0.12%
Public Shareholders	2 744	99.75%	20 574 870	87.70%
Total	2 751	100.00%	23 459 712	100.00%
Beneficial shareholders with a holding > 5% of the issued shares				
SRA Investments (Pty) Ltd (and entities related thereto)			4 894 900	20.87%
Allan Gray			3 993 645	17.02%
Government Employees Pension Fund			3 135 259	13.36%
Cashbuild Empowerment Trust			1 764 999	7.52%
NinetyOne			1 532 297	6.53%
Total			15 321 100	65.31%

SHAREHOLDERS' DIARY

Final results published	3 September 2025
Final dividend paid	29 September 2025
2025 Integrated Report posted to shareholders	24 October 2025
Annual General Meeting	24 November 2025
Interim results for the six months ending 28 December 2025	March 2026
Annual results for the year ending 28 June 2026	August 2026

NOTICE OF ANNUAL GENERAL MEETING

CASHBUILD LIMITED
(Incorporated in the Republic of South Africa)
Registration number: 1986/001503/06
ISIN: ZAE000028320 JSE Code: CSB
("Cashbuild" or "the Company")

Notice is hereby given that the 39th Annual General Meeting of shareholders of Cashbuild will be held in the Boardroom, Cashbuild Corporate Office, 2 Handel Road, Ormonde, Johannesburg (and by way of electronic communication (in accordance with section 63(2) of the Companies Act No 71 of 2008, as amended ("the Companies Act")) on Monday, 24 November 2025 at 10:00.

RECEIPT OF ANNUAL FINANCIAL STATEMENTS, AUDIT COMMITTEE REPORT, REMUNERATION COMMITTEE REPORT AND SOCIAL AND ETHICS COMMITTEE REPORT

- To receive the audited Annual Financial Statements of the Company and of the Group (being Cashbuild and its subsidiaries) for the year ended 29 June 2025, together with the reports of the directors, the Audit Committee and the Independent Auditor. The Annual Financial Statements can be obtained from the Cashbuild website at https://www.cashbuild.co.za/pdf/investorrelations/reports/2025/annual_financial_statement-2025.pdf or can be requested from the Company Secretary.
- To receive the Remuneration Committee Report as required by section 61(8)(v) of the Companies Act, as amended effective 27 December 2024, as set out in the Integrated Report.
- To receive the report of the Social and Ethics Committee for the year ended 29 June 2025, as required in terms of Regulation 43 of the Companies Regulations, 2011, promulgated under the Companies Act, as set out in the Integrated Report.

ORDINARY RESOLUTIONS

Each of the ordinary resolutions will be considered by way of a separate vote, and for each such resolution to be adopted, the support of more than 50% (fifty percent) for ordinary resolutions 1 to 5.5 and more than 75% (seventy-five percent) on a non-binding advisory basis for ordinary resolutions 6 and 7 of the voting rights on the resolutions cast by shareholders present or represented by proxy at this AGM is required.

To consider and, if deemed fit, to approve, with or without modification, the ordinary resolutions set out below, in the manner required by the Memorandum of Incorporation ("MOI") and the Companies Act, as read with the JSE Listings Requirements ("Listings Requirements"):

1. Ordinary Resolution Number One: Re-election of DSS Lushaba as a Director

To RESOLVE to re-elect Dr DSS Lushaba in terms of clause 13.4 of the MOI, who became a director on 1 July 2011, and who retires by rotation but, being eligible, offers himself for re-election. The Board supports the re-election.

A brief biography of Dr Lushaba is contained on page 83 of the Integrated Report.

The Board is satisfied that Dr Lushaba is regarded as independent in terms of King IV™.

2. Ordinary Resolution Number Two: Re-election of AGW Knock as a Director

To RESOLVE to re-elect Mr AGW Knock in terms of clause 13.4 of the MOI, who became a director on 1 July 2011, and who retires by rotation but, being eligible, offers himself for re-election. The Board supports the re-election.

A brief biography of Mr Knock is contained on page 83 of the Integrated Report.

The Board is satisfied that Mr Knock is regarded as independent in terms of King IV™.

3. Ordinary Resolution Number Three: Re-appointment of Independent Auditor

To RESOLVE to re-appoint Deloitte to act as the Independent Auditor of the Company for the financial year ending 28 June 2026 until the end of the next Annual General Meeting in November 2026. The individual registered auditor responsible for the audit is Mr James Welch (IRBA 373206).

The Audit Committee assessed the independence of Deloitte at its meeting held on 1 September 2025 and was satisfied that the audit firm and individual registered auditor are independent of the Company and recommended their re-appointment to the Board and to shareholders at the Annual General Meeting.

4. Ordinary Resolution Number Four: Re-appointment of the Audit Committee Members

To RE-APPOINT, by separate resolutions, the following members to the Audit Committee:

4.1 M Bosman (Mr) as Chairperson;
4.2 M Bosman (Ms); and
4.3 GM Tapon Njamo.

Brief biographies of the above members are contained on page 83 of the Integrated Report.

5. Ordinary Resolution Number Five: Appointment of the Social and Ethics Committee Members

To APPOINT, by separate resolutions, the following members to the Social and Ethics Committee:

5.1 DSS Lushaba as Chairperson (subject to the approval of Ordinary Resolution Number One);
5.2 M Bosman (Ms);
5.3 AJ Mokgwatsane;
5.4 WF de Jager; and
5.5 WP van Aswegen.

Brief biographies of the above members are contained on pages 82 and 83 of the Integrated Report.

Non-binding advisory votes

To consider and vote on the resolutions set out below, in the manner required by King IV™, as read with the Listings Requirements.

Should 25% or more of the total votes cast be against either of the non-binding advisory votes, the Company will issue, in its voting results announcement, an invitation to shareholders who voted against the resolutions to meet with members of the Remuneration Committee. The process will be as outlined in the voting results announcement.

Motivation for non-binding advisory endorsement

In terms of King IV™ and the Listings Requirements, a non-binding advisory vote should be obtained from the shareholders on the Company's Remuneration Policy as well as the implementation of said policy. The vote allows shareholders to express their views on the Remuneration Policy and the implementation thereof but will not be binding on the Company.

6. Ordinary Resolution Number Six: Endorsement of the Company's Remuneration Policy

To ENDORSE, on a non-binding advisory basis, the Company's Remuneration Policy as set out in Section B of the Remuneration Report contained in the Integrated Report on pages 92 to 97.

7. Ordinary Resolution Number Seven: Endorsement of the Implementation of the Company's Remuneration Policy

To ENDORSE, on a non-binding advisory basis, the implementation of the Company's Remuneration Policy as set out in Section C of the Remuneration Report contained in the Integrated Report on pages 97 to 101.

SPECIAL RESOLUTIONS

Each of special resolutions 1 to 3 will be considered by way of a separate vote. For each such resolution to be adopted, the support of at least 75% (seventy-five percent) of the voting rights on the resolution cast by shareholders present or represented by proxy at this meeting is required.

To consider and, if deemed fit, to approve, with or without modification, the special resolutions set out below, in the manner required by the MOI and the Companies Act, as read with the Listings Requirements.

8. Special Resolution Number One: Remuneration of Independent Non-Executive Directors

To APPROVE the remuneration of the Independent Non-Executive Directors of the Company for the period 1 July 2025 to 30 June 2026, as set out below:

		Excluding VAT	Payable
Annual retainer	Chairman	565 525	Annually
	Director	246 300	Annually
Board and Strategy meetings	Chairman	96 800	Per meeting
	Director	43 050	Per meeting
Audit and Risk Committee meetings	Chairman	73 600	Per meeting
	Member	36 800	Per meeting
All other meetings	Chairman	49 000	Per meeting
	Member	24 600	Per meeting
Ad hoc governance meetings	Chairman	8 800	Per hour
	Director	4 400	Per hour

NOTICE OF ANNUAL GENERAL MEETING (CONTINUED)

Explanatory note in respect of Special Resolution Number One
In terms of section 65(11)(h) of the Companies Act, read with sections 66(8) and 66(9) of the Companies Act, remuneration may only be paid to directors for their services as directors in accordance with a special resolution approved by the shareholders within the previous two years, and only if it is not prohibited in terms of the Company's MOI.

75% of voting rights exercised will be required for this special resolution to be adopted.

9. Special Resolution Number Two: Financial Assistance to Associated or Group Companies

To AUTHORISE, to the extent required in terms of section 45 of the Companies Act, the Board, as it in its discretion deems fit, but subject to compliance with the requirements of the MOI, the Companies Act and Listings Requirements applicable to the Company, to grant authority to the Company to provide direct or indirect financial assistance as contemplated in section 45 of the Companies Act to a related or inter-related company or corporation as contemplated in the Companies Act, for any purpose in the ordinary course of business of the Group at any time during a period of two years following the date on which this resolution is passed.

The Board will, before making any such financial assistance, satisfy itself that:
- immediately after providing the financial assistance, the Company will satisfy the solvency and liquidity test as set out in the Companies Act; and
- the terms under which the financial assistance is proposed to be given are fair and reasonable to the Company.

Explanatory note in respect of Special Resolution Number Two
Special Resolution Number Two is required in order to authorise financial assistance by the Company to other associated or Group companies.

In terms of section 45 of the Companies Act, the directors of the Company may not authorise the Company to provide financial assistance by way of loans, guarantees, the provision of security or otherwise, to any company which is related or inter-related to Cashbuild, i.e. directly or indirectly, its subsidiaries, unless such financial assistance is pursuant to a special resolution of shareholders. This special resolution does not authorise the provision of financial assistance to a director or prescribed officer of the Company.

10. Special Resolution Number Three: General Repurchase of Shares

To RESOLVE, that the Company or any of its subsidiaries be and is hereby authorised, by way of a general approval, to acquire ordinary shares issued by the Company, in terms of sections 46 and 48 of the Companies Act, and in terms of the Listings Requirements, being that:
- any acquisition of shares shall be implemented through the order book of the JSE and without prior arrangement between the Company and the counter party;
- this general authority shall be valid until the Company's next Annual General Meeting, provided that it shall not extend beyond 15 months from the date of passing this special resolution;
- the Company (or any of its subsidiaries) is duly authorised by its MOI to do so;
- acquisition of shares in the aggregate in any one financial year may not exceed 5% of the Company's issued ordinary share capital as at the date of passing this special resolution;
- in determining the price at which shares issued by the Company are acquired by it or any of its subsidiaries in terms of this general authority, the maximum premium at which such shares may be acquired will be 10% of the weighted average of the market value on the JSE over the five trading days immediately preceding the repurchase of such shares;
- at any point in time the Company (or any of its subsidiaries) may appoint only one agent to effect any repurchase on its behalf;
- a repurchase may not take place during a prohibited period (as defined in paragraph 3.67 of the Listings Requirements) unless a repurchase programme is in place (where dates and quantities of shares to be repurchased during the prohibited period are fixed and not subject to variation). The Company must instruct only one independent third party, which makes its investment decisions in relation to the Company's securities independently of, and uninfluenced by, the Company and full details have been submitted to the JSE in writing prior to the commencement of the prohibited period;
- an announcement will be published as soon as the Company or any of its subsidiaries have repurchased shares constituting, on a cumulative basis, 3% of the number of shares in issue prior to the repurchase pursuant to which the aforesaid threshold is reached, and for each 3% in aggregate repurchased thereafter, containing full details of such repurchases; and
- the Board must resolve that the repurchase is authorised, the Company and its subsidiaries have passed the solvency and liquidity test, as set out in section 4 of the Companies Act, and since that test was performed, there have been no material changes to the financial position of the Group.

In accordance with the Listings Requirements the directors record that although there is no immediate intention to implement a repurchase of the shares of the Company, the directors will utilise this general authority to repurchase shares as and when suitable opportunities present themselves, which may require expeditious and immediate action.

The directors understand that, after considering the maximum number of shares that may be repurchased and the price at which the repurchases may take place pursuant to the repurchase general authority, for a period of 12 months after the date of notice of this Annual General Meeting:

- the Company and the Group will, in the ordinary course of business, be able to pay its debts;
- the assets of the Company and the Group will exceed the liabilities of the Company and the Group. For this purpose, the assets and liabilities will be recognised and measured in accordance with the accounting policies used in the latest Audited Annual Financial Statements of the Group; and
- the Company and Group's share capital, reserves and working capital will be adequate for ordinary business purposes.

The following additional information, some of which may appear elsewhere in the Integrated Report of which this notice forms part, is provided in terms of paragraph 11.26 of the Listings Requirements for purposes of this general authority:

Major beneficial shareholders	Page 174 of the Integrated Report
Capital structure of the Company	Pages 152 and 153 of the Integrated Report

Explanatory note in respect of Special Resolution Number Three

The reason for Special Resolution Number Three is to permit the Company or any of its subsidiaries, by way of a general approval, to repurchase ordinary shares by the Company as and when suitable opportunities to do so arise.

Directors' responsibility statement as it pertains to this special resolution

The directors whose names appear on pages 82 and 83 of the Integrated Report, collectively and individually accept full responsibility for the accuracy of the information pertaining to this special resolution and certify that, to the best of their knowledge and belief, there are no facts that have been omitted which would make any statement false or misleading, and that all reasonable enquiries to ascertain such facts have been made and that the special resolution contains all information required by the Companies Act and the Listings Requirements.

Material change as it pertains to this special resolution

Other than the facts and developments reported on in the Integrated Report of which this notice forms part, there have been no material changes in the affairs of or financial position of the Company and its subsidiaries since the date of signature of the Independent Auditor's Report for the financial year ended 29 June 2025 and up to the date of this Notice of Annual General Meeting.

QUORUM FOR ALL RESOLUTIONS

The quorum for all resolutions is sufficient persons being present to exercise, in aggregate, at least 25% of all of the voting rights, subject to three shareholders being physically present at the Annual General Meeting.

RECORD DATE

The record date in terms of section 59 of the Companies Act, for shareholders to be recorded on the shareholders' register of the Company, in order to be able to attend, participate and vote at the Annual General Meeting is Friday, 14 November 2025, with the last day to trade in order to be able to participate and vote at the Annual General Meeting being Tuesday, 11 November 2025.

ELECTRONIC PARTICIPATION

Should any shareholder (or any proxy of a shareholder) wish to participate in the Annual General Meeting by way of electronic participation, that shareholder should contact the Transfer Secretaries, JSE Investor Services (Pty) Ltd, at its address below, to be received by the Transfer Secretaries at least 24 hours prior to the Annual General Meeting in order for the Transfer Secretaries to arrange for the shareholder (or its representative or proxy) to provide reasonably satisfactory identification to the Transfer Secretaries for the purposes of section 63(1) of the Companies Act, and for the Transfer Secretaries to provide the shareholder (or its representative) with details as to how to access any electronic participation to be provided. The Company reserves the right to elect not to provide for electronic participation at the Annual General Meeting in the event that it determines that it is not practical to do so. The costs of accessing any means of electronic participation provided by the Company will be borne by the shareholder so accessing the electronic participation.

NOTICE OF ANNUAL GENERAL MEETING (CONTINUED)

VOTING AND PROXIES

Shareholders are reminded that:

- a shareholder entitled to attend and vote at the Annual General Meeting is entitled to appoint a proxy (or more than one proxy) to attend, participate in and vote at the Annual General Meeting in the place of the shareholder, and shareholders are referred to the attached Form of Proxy;
- a proxy holder need not also be a shareholder of the Company; and
- in terms of section 63(1) of the Companies Act, any person attending or participating in a meeting of shareholders must present reasonably satisfactory identification and the person presiding at the meeting must be reasonably satisfied that the right of any person to participate in and vote (whether as shareholder or as proxy for a shareholder) has been reasonably verified.

For the convenience of certificated shareholders and dematerialised shareholders with “own-name” registration, a Form of Proxy is attached hereto. Duly completed Forms of Proxy must be lodged with the Transfer Secretaries at the address set out in the Form of Proxy, 24 hours before the commencement of the Annual General Meeting (or any adjournment of the Annual General Meeting) or handed to the Chairman of the Annual General Meeting or Transfer Secretaries at the Annual General Meeting before the appointed proxy exercises any of the relevant shareholder’s rights at the Annual General Meeting (or any adjournment of the Annual General Meeting).

Dematerialised shareholders without “own-name” registration who wish to attend the Annual General Meeting in person should request their CSDP or Broker to provide them with the necessary letter of representation in terms of their custody agreement with their CSDP or Broker. Dematerialised shareholders without “own-name” registration who do not wish to attend but wish to be represented at the Annual General Meeting must advise their CSDP or Broker of their voting instructions. Dematerialised shareholders without “own-name” registration should contact their CSDP or Broker with regard to the cut-off time for their voting instructions.

By order of the Board

T Ṋengovhela
Company Secretary

1 September 2025

FORM OF PROXY

CASHBUILD LIMITED
(Incorporated in the Republic of South Africa)
Registration number: 1986/001503/06
ISIN: ZAE000028320 JSE Code: CSB
("Cashbuild" or "the Company")

For the use of shareholders who hold certificated shares and shareholders who have dematerialised their shares in "own name" registrations.

ANNUAL GENERAL MEETING TO BE HELD IN THE BOARDROOM, CASHBUILD CORPORATE OFFICE, 2 HANDEL ROAD, ORMONDE, JOHANNESBURG ON MONDAY, 24 NOVEMBER 2025 AT 10:00 AND BY WAY OF ELECTRONIC COMMUNICATION

I/We (name)

of (address)

being a shareholder/shareholders of Cashbuild and entitled to votes

do hereby appoint

or failing him/her,

or failing him/her, the Chairman of the Annual General Meeting as my/our proxy to act for me/us at the Annual General Meeting of the Company to be held on Monday, 24 November 2025 at 10:00 and at any adjournment thereof, and to vote for me/us in respect of the undermentioned resolutions in accordance with the following instructions:

	Number of votes (one vote per share)		
	For	**Against**	**Abstain**
1. Ordinary Resolution Number One: Re-election of DSS Lushaba as a Director.			
2. Ordinary Resolution Number Two: Re-election of AGW Knock as a Director.			
3. Ordinary Resolution Number Three: Re-appointment of Independent Auditor.			
4. Ordinary Resolution Number Four: Re-appointment of the Audit Committee Members.			
4.1 M Bosman (Mr)			
4.2 M Bosman (Ms)			
4.3 GM Tapon Njamo			
5. Ordinary Resolution Number Five: Appointment of the Social and Ethics Committee Members.			
5.1 DSS Lushaba (subject to the approval of Ordinary Resolution Number One)			
5.2 M Bosman (Ms)			
5.3 AJ Mokgwatsane			
5.4 WF de Jager			
5.5 WP van Aswegen			
6. Ordinary Resolution Number Six: Endorsement, on a non-binding advisory basis, of the Company's Remuneration Policy.			
7. Ordinary Resolution Number Seven: Endorsement, on a non-binding advisory basis, of the Implementation of the Company's Remuneration Policy.			
8. Special Resolution Number One: Remuneration of Independent Non-Executive Directors.			
9. Special Resolution Number Two: Financial Assistance to Associated or Group Companies.			
10. Special Resolution Number Three: General Repurchase of Shares.			

Signed at on 2025

Signature Assisted by me (where applicable – see note 7)

A shareholder qualified to attend and vote at the Annual General Meeting is entitled to appoint a person to attend, speak and vote in his/her stead. A proxy holder needs not be a shareholder of the Company.

NOTES TO FORM OF PROXY

Shareholders holding certificated shares or dematerialised shares registered in their own name.

1. Only shareholders who hold certificated shares and shareholders who have dematerialised their shares in “own name” registrations may make use of this Form of Proxy.
2. Each such shareholder is entitled to appoint one or more proxy holders (none of whom needs to be a shareholder of the Company) to attend, speak and, on a poll, vote in place of that shareholder at the Annual General Meeting, by inserting the name of a proxy or the names of two alternate proxies of the shareholder’s choice in the space provided, with or without deleting “the Chairman of the Annual General Meeting”. The person whose name appears first on the form of proxy and who is present at the Annual General Meeting will be entitled to act as proxy to the exclusion of those whose names follow.
3. A shareholder’s instructions to the proxy holder must be indicated by the insertion of the relevant number of votes exercisable by that shareholder in the appropriate box/es provided. Failure to comply with the above will be deemed to authorise the Chairman of the Annual General Meeting, if he is the authorised proxy holder, to vote in favour of the resolutions, or any other proxy to vote or to abstain from voting at the Annual General Meeting, as he deems fit, in respect of all the shareholder’s votes.
4. A shareholder or his or her proxy is not obliged to vote in respect of all the shares held or represented, but the total number of votes for or against the resolutions in respect of which any abstention is recorded may not exceed the total number of votes to which the shareholder or his proxy is entitled.
5. Any power of attorney and any instrument appointing a proxy or other authority (if any) under which it is signed, or a notarially certified copy of such power of attorney shall be deposited at the office of the Transfer Secretaries, 24 (twenty-four) hours before the time appointed for holding the Annual General Meeting or at the Annual General Meeting.
6. The completion and lodging of this Form of Proxy will not preclude the relevant shareholder from attending the Annual General Meeting and speaking and voting in person thereat to the exclusion of any proxyholder appointed.
7. Where there are joint holders of shares any one holder may sign the proxy form. The vote of only one holder in order of seniority (determined by sequence of names on the Company register) will be accepted, whether in person or by proxy, to the exclusion of the vote(s) of other joint holders.
8. Shareholders should lodge or post their completed Forms of Proxy with the Transfer Secretaries:
   JSE Investor Services (Pty) Ltd
   Hand deliveries:
   One Exchange Square, Gwen Lane, Sandown, Sandton, 2196

   OR postal deliveries:
   PO Box 4844
   Johannesburg, 2000

   OR email:
   meetfax@jseinvestorservices.co.za

   by not later than 24 hours before the Annual General Meeting, being Friday, 21 November 2025 at 10:00, or handed to the Chairman of the Annual General Meeting or Transfer Secretaries at the Annual General Meeting before the appointed proxy exercises any of the relevant shareholder’s rights at the Annual General Meeting (or any adjournment of the Annual General Meeting).

Shareholders holding dematerialised shares

9. Shareholders who have dematerialised their shares through a CSDP or broker (except those shareholders who have elected to dematerialise their shares in “own name” registrations) and all beneficial shareholders holding their shares (dematerialised or certificated) through a nominee should provide such CSDP, broker or nominee with their voting instructions in sufficient time to allow them to advise the Transfer Secretaries of the Company of their voting instructions before the closing time set out in 8 above or at the Annual General Meeting.
10. All such shareholders wishing to attend the Annual General Meeting in person may do so only by requesting their CSDP, broker or nominee to issue the member with a letter of representation in terms of the custody agreement. Such letter of representation must be lodged with the Transfer Secretaries before the closing time set out in 8 above or presented at the Annual General Meeting.

ELECTRONIC PARTICIPATION FORM

PARTICIPATION AT THE ANNUAL GENERAL MEETING VIA ELECTRONIC COMMUNICATION
CAPITALISED TERMS USED IN THIS FORM SHALL BEAR THE MEANINGS ASCRIBED THERETO IN THE NOTICE OF ANNUAL GENERAL MEETING TO WHICH THIS PARTICIPATION FORM IS ATTACHED

Shareholders or their duly appointed proxy(ies) that wish to participate in the Annual General Meeting via electronic communication (Participants), must apply to JSE Investor Services (Pty) Ltd, by delivering the duly completed Form to: One Exchange Square, Gwen Lane, Sandown, Sandton, 2196 or posting it to PO Box 4844, Johannesburg, 2000 (at the risk of the Participant), or by email to meetfax@jseinvestorservices.co.za so as to be received by JSE Investor Services (Pty) Ltd by no later than 09:00 on Monday, 24 November 2025. JSE Investor Services (Pty) Ltd will first validate such requests and confirm the identity of the shareholder in terms of section 63(1) of the Companies Act, and, if the request is validated, further details on using the electronic communication facility will be provided.

IMPORTANT NOTICE
The Company shall, by no later than 24 hours prior to the Annual General Meeting at 10:00 on Monday, 24 November 2025, notify Participants that have delivered valid notices in the form of this Form, by email of the relevant details through which Participants can participate electronically.

Application form

Full name of Participant:

ID number:

Email address:

Cell number:

Telephone number: (code) (number)

Name of CSDP or broker (if shares are held in dematerialised format):

Contact number of CSDP/broker:

Contact person of CSDP/broker:

Number of shares certificate (if applicable):

Signature:

Date:

Terms and conditions for participation in the Annual General Meeting via electronic communication:

1. The cost of electronic participation in the Annual General Meeting is for the expense of the Participant and will be billed separately by the Participant's own service provider.
2. The Participant acknowledges that the electronic communication services are provided by third parties and indemnifies Cashbuild against any loss, injury, damage, penalty or claim arising in any way from the use or possession of the electronic services, whether or not the problem is caused by any act or omission on the part of the Participant or anyone else. In particular, but not exclusively, the Participant acknowledges that he/she will have no claim against the Company, whether for consequential damages or otherwise, arising from the use of the electronic services or any defect in it or from total or partial failure of the electronic services and connections linking the participants via the electronic services to the Annual General Meeting.
3. The application to participate in the Annual General Meeting electronically will only be deemed successful if this application form has been completed and signed by the Participant.
4. Cashbuild cannot guarantee the absence of interruptions in electronic communication that may occur beyond the Company's control.

Participant's name:

Signature:

Date:

NOTES

ABBREVIATIONS AND DEFINITIONS

The abbreviations and definitions listed below have been used throughout this Integrated Report.

"Basic EPS"	Earnings for the year attributable to equity holders of Cashbuild divided by the weighted average number of ordinary shares in issue during the year
"B-BBEE"	Broad-Based Black Economic Empowerment
"Cashbuild" or "the Group"	Cashbuild Limited and its subsidiaries
"CB"	Cashbuild
"CO_2e"	Carbon dioxide equivalent
"CPI"	Consumer Price Index
"Closing PE ratio"	Market value per share at June divided by HEPS
"Companies Act"	Companies Act No 71 of 2008, as amended
"CSDP"	Central Securities Depositary Participants
"CSI"	Corporate Social Investment
"CSSS"	Cash-Settled Share Scheme
"Deloitte"	Deloitte & Touche
"Dividend cover"	EPS divided by dividend per share
"DIY"	do-it-yourself
"Earnings yield"	HEPS as a percentage of market value per share
"EDP"	Executive Development Programme
"EPS"	Earnings per share
"ERP"	Enterprise Resource Planning system
"ESG"	Environmental, Social and Governance
"FSP"	Forfeitable Share Plan
"GJ"	Gigajoule
"GNU"	Government of National Unity
"GRI"	Global Reporting Initiative
"HDSAs"	Historically Disadvantaged South Africans
"HEPS"	Headline earnings divided by the weighted average number of ordinary shares in issue during the year
"HY"/"FY"/"Q"	Half year/Full year/Quarter
"IFRS"	International Financial Reporting Standards
"IIRC"	International Integrated Reporting Council
"IR"	Integrated Report
"IT"	Information Technology
"ITGov"	Information and Technology Governance Committee
"JSE"	JSE Limited

ABBREVIATIONS AND DEFINITIONS (CONTINUED)

"King IV™"	King Report on Corporate Governance for South Africa 2016
"kWh"	kilowatt-hour
"LDVs"	Light Delivery Vehicles
"Listings Requirements"	Listings Requirements of the JSE
"Ltd"	Limited
"LTI"	Long-Term Incentive
"MOI"	Memorandum of Incorporation
"MWth"	Megawatts thermal
"MSR"	Minimum Shareholder Requirement
"NAV"	Net asset value
"NAV per share"	The net asset value of the Company divided by the number of shares in issue, after deducting treasury shares, at the end of the year
"Nomco"	Nomination Committee
"NQF"	National Qualifications Framework
"OHASA"	Occupational Health and Safety Act
"Operating profit margin"	Operating profit as a percentage of revenue
"P&L Hardware"	P&L Hardware (Pty) Ltd
"PBT"	Profit before tax
"PCI"	Payment Card Industry
"PE"	Price earnings, market value per share divided by HEPS
"POPIA"	Protection of Personal Information Act
"Pty"	Proprietary
"R"	Rand
"Remco"	Remuneration Committee
"ROCE"	Return on Capital Employed
"SABS"	South African Bureau of Standards
"SANAS"	The South African National Accreditation System
"SARS"	South African Revenue Service
"SASB"	Sustainability Accounting Standards Board
"SDGs"	Sustainable Development Goals
"SECOM"	Social and Ethics Committee
"SED"	Socio Economic Development
"SENS"	Stock Exchange News Service
"SETA"	Sector Education and Training Authority
"SHE"	Safety, Health and Environment

“SMME”	Small, Medium and Micro Enterprises
“SMS’	Small Model Stores
“STI”	Short-Term Incentive
“the Board”	The Board of Directors of Cashbuild
“the Company”	Cashbuild Limited
“the current year”	The financial year ended 29 June 2025
“the next year”	The financial year ending 28 June 2026
“the previous year”	The financial year ended 30 June 2024
“TCFD”	Task Force on Climate Related Financial Disclosures
“TSR”	Total Shareholder Return
“TV”	television
“UN”	United Nations
“VAT”	Value Added Tax
“VIC”	Very Important Customer
“WACC”	Weighted-Average Cost of Capital

CORPORATE INFORMATION

Registration number
1986/001503/06

Share code
CSB

ISIN
ZAE000028320

Registered office
2 Handel Road, Ormonde, Johannesburg, 2001

Postal address
PO Box 90115, Bertsham, 2013

Telephone number
+27 (0)11 248 1500

Facsimile
+27 (0) 86 666 3291

Website
www.cashbuild.co.za

Company Secretary
T Ṋengovhela

Sponsor
Nedbank Corporate and Investment Banking, a division of Nedbank Limited
(Registration number 1966/010630/06)
135 Rivonia Road, Sandown, 2196
(PO Box 1144, Johannesburg, 2000)

Auditors
Deloitte & Touche
5 Magwa Crescent, Waterfall City, Waterfall, Gauteng, 2090
(Private Bag X6, Gallo Manor, 2052)

Transfer Secretaries
JSE Investor Services (Pty) Ltd
(Registration number 2000/007239/07)
One Exchange Square, Gwen Lane, Sandown, Sandton, 2196
(PO Box 4844, Johannesburg, 2000)

Investor Relations
Keyter Rech Investor Solutions CC
(Registration number 2008/156985/23)
299 Pendoring Road, Blackheath, Randburg, 2195
(PO Box 653078, Benmore, 2010)

Transactional Bankers
Nedbank Limited
The Standard Bank of South Africa Limited
First National Bank, a division of FirstRand Limited

Any queries regarding this Integrated Report or its contents should be addressed to:
Zandile Matolo
Finance Executive: Group Reporting
E-mail: zmatolo@cashbuild.co.za

Takie Ṋengovhela
Governance & Compliance Executive and Company Secretary
E-mail: tnengovhela@cashbuild.co.za

Any queries regarding Cashbuild's Investor Relations should be addressed to:
Marlize Keyter
Investor Relations Consultant
Keyter Rech Investor Solutions CC
E-mail: mkeyter@kris.co.za
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