Join the Upside

IR

INTEGRATED REPORT

for the year ended 31 August 2024

REDEFINE
PROPERTIES

We're not landlords. We're people.

Welcome to our integrated report

for the year ended 31 August 2024

Our **IR** provides an opportunity to share our strategic priorities and progress as we pursue our purpose of creating and managing spaces in a way that transforms lives.

ABOUT REDEFINE

Redefine Properties Limited (Redefine, the group or the company) is a South African Real Estate Investment Trust (REIT). Our primary goal is to grow and improve cash flow in order to create sustained value for all stakeholders.

- We are **listed on the JSE**
- We strategically manage a **diversified property asset platform** valued at **R99.6 billion**, encompassing South African and Polish assets
- Our commitment to **people and ESG is at the heart of what we do**, distinguishing not just what we do, but how we do it.

INTEGRATED THINKING DRIVING OUR IR

Sustained value creation is never achieved in isolation. Embedding integrated thinking in our business requires continuously considering the relationship between the capitals we use and influence alongside the trade-offs inherent in our strategic decisions. We are committed to transparent reporting that accurately reflects the value we create, preserve or erode. By deepening our understanding of these interactions, we are better equipped to deliver sustained value for all stakeholders over the short, medium and long term.

Refer to page 10 for more information about our integrated approach to business and value creation.

OUR THEME

We operate in a constantly evolving and unpredictable environment. While this can be challenging, we choose to be optimistic. This means pursuing a strategy built on innovation, focusing on what we can control, and letting go of what we cannot. We call this opting for the upside.

This perspective provides us with the tools to navigate uncertainty with clarity, change obstacles into opportunities, and remain focused on our purpose of creating and managing spaces in a way that transforms lives. Optimism can unite people, acting as a catalyst for diverse and authentic collaboration focused on solutions instead of problems. This is why we choose to opt for the upside, and this year, we invite our people, partners and stakeholders to **join the upside**. By accepting this call to action, we believe we can create an inclusive future of possibilities and advance opportunities for all.

OUR REPORTING SUITE

IR ✓✓✓✓

Integrated report (IR)

Our **IR** is our primary report to stakeholders, illustrating how the elements of our value-creation story are connected and depend on each other.

AFS ✓✓✓✓✓

Group annual financial statements (AFS)

Our **AFS** provide a comprehensive overview of our financial position, enabling stakeholders to understand our financial performance.

ESG ✓✓✓

Environmental, social and governance (ESG)

Our **ESG** report provides a detailed account of our environmental and social goals and impacts. It also unpacks our enterprise-wide governance approach, which steers our sustainability efforts. It includes our remuneration report as well as our social, ethics and transformation committee report.

ISO 37000

King IV™ application register

CRR ✓✓✓

Climate risk report (CRR)

Our **CRR** outlines our long-term approach to climate-related risk and opportunity management, in line with the principles of the International Sustainability Standards Board (ISSB) IFRS S2:

Climate Disclosures Recommendations.

AGM ✓✓✓

Notice of annual general meeting (AGM)

The notice of **AGM** provides supporting information for shareholders to participate in the AGM.

Form of proxy

NAVIGATING OUR REPORTS

We use icons throughout our reporting suite to show connectivity between sections and

INTEGRATED THINKING

Key icons are outlined on page 10.

Redefine is committed to reporting transparently to our broad range of stakeholders. Our reporting suite is available on our website www.redefine.co.za

Our reporting suite applies and complies with the following frameworks

- ✓ International Integrated Reporting Framework (Integrated Reporting Framework)
- ✓ The Companies Act, No 71 of 2008, as amended (Companies Act)
- ✓ JSE Limited (JSE) Listings Requirements
- ✓ King IV Report on Corporate Governance™ for South Africa 2016 (**King IV™**)*
- ✓ International Financial Reporting Standards (IFRS® Accounting Standards)

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FEEDBACK Your feedback is important to us. We welcome your input to enhance the quality of our reporting. Please visit www.redefine.co.za or email investorenquiries@redefine.co.za

Index

Galeria Echo, Świętokrzyskie, Poland

Introduction

90 Grayston Drive, Gauteng, South Africa

About our report

Our reporting suite is designed to showcase how we pursue mindful optimism and focus on managing the variables within our control. Our purposeful, adaptable and inclusive approach sets us apart, and we invite our stakeholders to **join the upside** as we seize opportunities to create value. Through our reporting, we aim to demonstrate our commitment to creating a future-ready business by detailing our relentless efforts to execute and consistently deliver on our strategy for the benefit of all our stakeholders.

The primary focus of the **IR** is to meet the information needs of our investors and funders while providing relevant information on how we generate, preserve and minimise the erosion of value for our other key stakeholders, including our tenants, employees, suppliers, property brokers, shoppers and communities.

BOUNDARY AND SCOPE

INTEGRATED REPORTING BOUNDARY

Covers the risks, opportunities and outcomes arising from our

- Operating context — Page 24
- Business model, including the affordability and availability of capitals — Page 14
- Strategy — Page 43

FC MC HC
SRC IC NC

Use of and impact on the six capitals
Pages 57 to 96

Integrated stakeholder engagement
Pages 28 to 30

OUR FINANCIAL REPORTING BOUNDARY

Aligns with our financial statements reporting boundary (defined by control and joint control) and includes

Subsidiaries | Joint ventures

A list of subsidiaries and joint ventures is outlined in notes 11 and 7, respectively, of the group **AFS**

Performance information covers Redefine's financial year from **1 September 2023** to **31 August 2024 (FY24)**. Any notable or material events after this date and up to the approval of this report are included and noted accordingly.

ASSURANCE

We aim to ensure the integrity of both our financial and non-financial information through a combination of monitoring and oversight by management, supported by internal audit and external assurance providers. This process supports our reputation and enhances shareholder value. At board level, our audit committee (AC) focuses on enabling an effective internal control environment across the group by overseeing the integrity of the information used for internal decision-making by management, the board of directors (), and its committees and ensuring the integrity of external reports.

Elements of our IR were assured as follows

Reporting element	ASSURANCE STATUS AND PROVIDER
IR	Our **IR** was prepared by members of the management team within the constructs of a defined mandate. The preparation of the **IR** comprised various systems, procedures and controls as well as key responsibilities and activities. In accordance with their terms of reference, the board and its committees verified certain information set out in the report and recommended the same to the board for final approval. The report has not been externally assured.
Financial information	The summarised financial information is extracted from the consolidated **AFS** and includes both audited and unaudited information. PricewaterhouseCoopers Inc (PwC) audited the information in the consolidated **AFS** and expressed an unqualified audit opinion thereon. BDO South Africa (BDO) assisted in reviewing the effectiveness of the group-wide internal financial controls, supporting the chief executive officer (CEO) and chief financial officer (CFO) attestation as per the JSE Listings Requirements.
Selected non-financial performance metrics	Accredited service providers and agencies verified selected non-financial performance metrics contained in the report, including: ▶ **Honeycomb BEE Ratings Proprietary Limited** independently verified the group's contributor rating according to the Broad-based Black Economic Empowerment Act, No 53 of 2003 and the amended Property Sector Code (Gazette No 40910 of June 2017) ▶ **Carbon Calculated** independently verified the group's FY24 carbon footprint/greenhouse gas (GHG) inventory. Verification is at a limited level of assurance and in accordance with the principles of the GHG Protocol Corporate Accounting and Reporting Standard, second edition, 2004 and the ISO 14064-3 international verification standard regarding: ▪ Conformance with the general requirements of the GHG Protocol Corporate Accounting Standard ▪ Completeness and accuracy of the calculated emissions for the financial year ▶ **PwC** performed a limited assurance engagement on the group's FY24 metrics for our Scope 1 and 2 GHG emissions, renewable energy, and total water withdrawn in line with the targets set for our sustainability-linked bond. This assurance engagement has been conducted in accordance with the International Standard on Assurance Engagements ((ISAE) 3000 (Revised)), Assurance Engagements other than Audits or Reviews of Historical Financial Information (ISAE 3000 (Revised)), and, in respect of GHG emissions, the International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements (ISAE 3410) ▶ **The Ethics Institute** independently conducted a company-wide qualitative ethics risk survey and tabulated Redefine's ethics culture maturity and ethics behaviour risk in accordance with its internally developed methodology ▶ **FluidRock Advisory**, an external governance service provider, independently assessed the outcomes of the King IV™ application register for FY24. FluidRock Advisory verified Redefine's governance maturity based on the King IV™ application
All other non-financial performance information	Management verified the processes for measuring all other non-financial information and provided assurance on the same.

About our report continued

MATERIALITY

Redefine's board approved a double materiality process to determine the material matters relevant for reporting. This double materiality approach identifies the matters that impact our ability to create or preserve value (financial materiality) and our impact on the environment, communities and society (impact materiality) in the short (1.5 years), medium (1.5 years to five years) and long term (five years and beyond). In FY24, we identified 24 material matters that are relevant to our South African and Polish operations. These are grouped into five overarching material themes, and we report on them to serve the information and decision-making needs of our stakeholders.

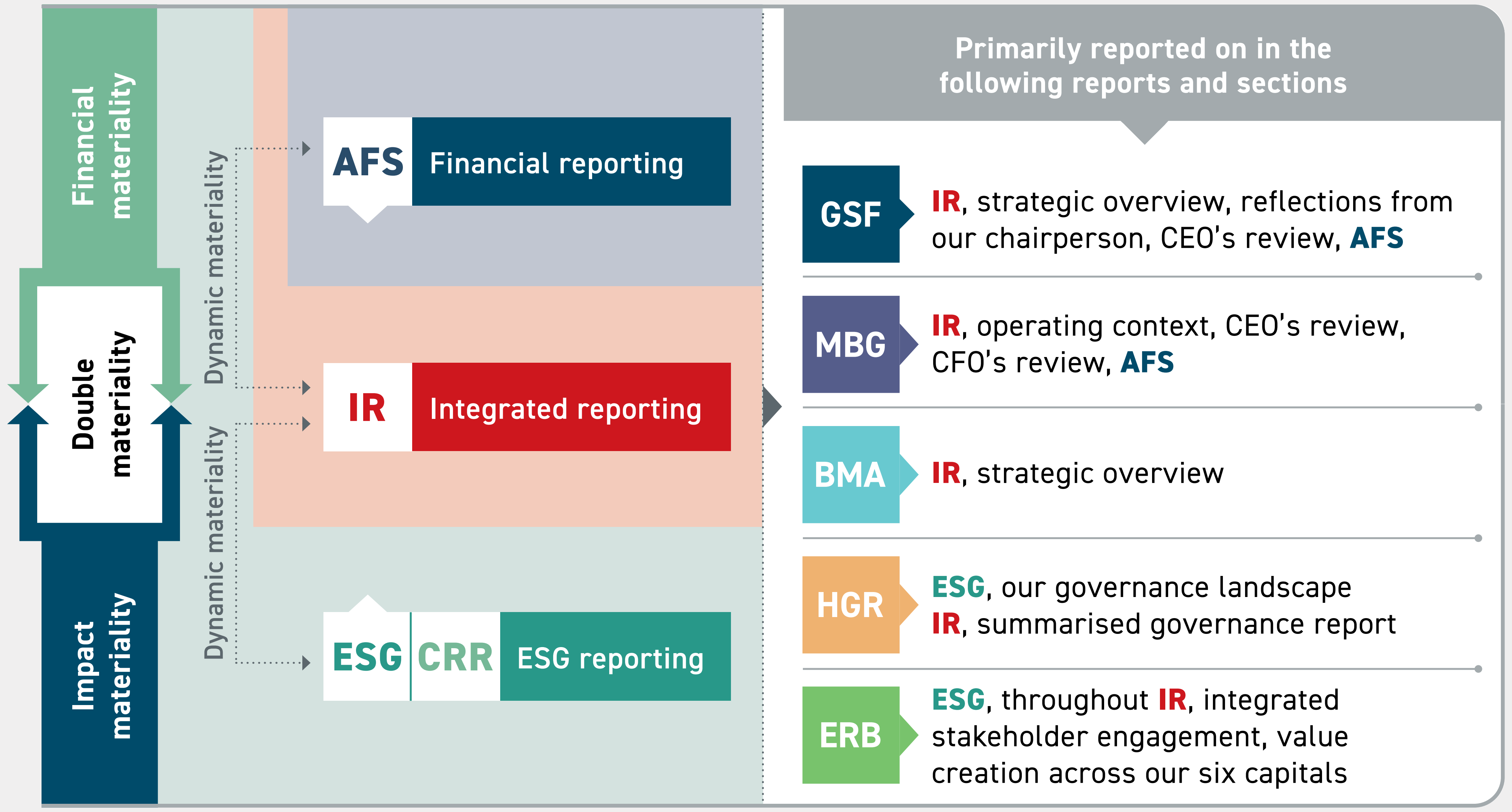
Refer to page 38 for more information on our materiality process.

Dynamic materiality

We appreciate the dynamically evolving operating context and its potential impact on our matters. As such, we set materiality annually through a well-established review process. We believe that our reporting reflects the dynamic nature of the matters that impact value creation.

Our material themes

GSF	Impact of geopolitical and socioeconomic factors on the cost of capital and growth
ERB	The evolving role of business in creating a prosperous and sustainable society
BMA	Business model adaptability to the rapidly evolving context
HGR	Heightened demands of governance and regulatory compliance
MBG	Managing for long-term business growth



Primarily reported on in the following reports and sections

GSF	**IR**, strategic overview, reflections from our chairperson, CEO's review, **AFS**
MBG	**IR**, operating context, CEO's review, CFO's review, **AFS**
BMA	**IR**, strategic overview
HGR	**ESG**, our governance landscape **IR**, summarised governance report
ERB	**ESG**, throughout **IR**, integrated stakeholder engagement, value creation across our six capitals

Refer to page 38 for more information on how we determine our material matters and themes.
Refer to pages 57 to 96 for more information on our material matters across the six capitals.

DEVELOPMENTS IN CORPORATE REPORTING

Redefine is committed to complying with current legislation and the frameworks outlined on page 2. We also actively monitor and engage with developments in corporate reporting, recognising the growing emphasis on environmental and social issues from financial and impact materiality perspectives.

We support the efforts of the ISSB and welcome the publication of IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information and IFRS S2 Climate-Related Disclosures, which were published in June 2023. We have started a journey to address these new standards in our disclosure practices, including adding additional environmental and social impact disclosures in our **ESG** report and **CRR**. We will continue to refine our approach going forward, including quantifying the impact of environmental and social initiatives on our short-term financial performance and adding financially material disclosures in our **IR** and **AFS**.

OUTLOOK

Outlook information answers the question, "What challenges, opportunities and uncertainties are we likely to encounter in pursuing our strategy, and what are the potential implications for our business model and future performance?"

Outlook information can be found throughout this report, particularly in the following sections

Reflections from our chairperson	page 8
Our operating context	page 24
Chief executive officer's review	page 40
Performance against our strategy	page 44
Chief financial officer's review	page 52

FC	Financial capital	page 58
HC	Human capital	page 75
IC	Intellectual capital	page 87
MC	Manufactured capital	page 61
SRC	Social and relationship capital	page 80
NC	Natural capital	page 90

About our report continued

FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements regarding Redefine's future performance and prospects. While these statements represent our judgements and future expectations at the time of preparing this report, several emerging risks and opportunities and other important factors could materially change the anticipated outcomes. These may include factors that could positively or adversely affect our business and financial performance.

BOARD RESPONSIBILITY STATEMENT

Redefine's board takes responsibility for ensuring the integrity of the **IR**. After applying its collective mind to the preparation and presentation of the **IR**, the board believes the report effectively addresses all material matters, providing a balanced view of Redefine's strategy and ability to create value in the short, medium and long term.

The board believes that the **IR** adequately addresses Redefine's use of and impact on the capitals and how the availability of these capitals affects Redefine's strategy and business model. The board confirms this **IR** was prepared in accordance with the Integrated Reporting Framework.

The board is ultimately responsible for the **IR**, which is prepared under the supervision of management and subject to a rigorous internal and external review process. The **IR** is submitted to the AC who reviews its content and the collation process, relying on the assurance provided on the various reporting elements. The AC recommended the report for board approval.

BOARD OF DIRECTORS

Sipho M Pityana
Independent non-executive chairperson

Amanda Dambuza
Independent non-executive director

Andrew König
Chief executive officer (CEO)

Cora Fernandez
Independent non-executive director

Diane Radley
Independent non-executive director

Leon Kok
Chief operating officer (COO)

Lesego Sennelo
Independent non-executive director

Nomalizo (Ntombi) Langa-Royds
Independent non-executive director

Ntobeko Nyawo
Chief financial officer (CFO)

Simon Fifield
Independent non-executive director

Black River Office Park, Western Cape, South Africa

Reflections from our chairperson

Sipho M Pityana
Independent non-executive chairperson

Redefine continues to navigate challenges in a complex operating environment, remaining purpose driven, innovative and committed to creating a simplified asset platform. I believe the opportunities we embrace as a business now will create sustainable value for all our stakeholders in the future.

INTRODUCTION

It is with immense pride that I present this year's integrated reporting suite, which showcases Redefine's significant progress as we continue to drive our purpose and mission forward.

Despite navigating a complex and rapidly evolving landscape, FY24 marks a period of meaningful activity and accomplishments. Our commitment to innovation, as well as our adaptability and resilience, enabled us to capture emerging opportunities while meeting the needs of our stakeholders. While we continue to face unique hurdles, the board remains committed to ensuring Redefine takes an integrated approach to strategic business decisions that ultimately create and preserve sustainable value.

> **The global operating environment remained challenging, shaped by economic uncertainties and geopolitical tensions. In addition, the concerns surrounding climate change escalated, with environmental sustainability no longer an option but a necessity.**

REFLECTING ON CHANGES IN OUR OPERATING CONTEXT

The Russia-Ukraine war and conflict in the Middle East have far-reaching geopolitical ramifications that impact global economic stability, supply chains and international relations. We are hopeful for a potential settlement between Ukraine and Russia and, due to its proximity, any conclusion and post-war reconstruction efforts will likely benefit our property portfolio in Poland. The outcome of the United States (US) election also added to global uncertainty, with trade policy changes potentially impacting emerging markets.

In South Africa, the general election in May was a step forward for the country, driven by the Government of National Unity's (GNU) commitment to stability, progress and collaboration as well as critical structural reform. Positive sentiment generated by the GNU's formation was reflected in S&P's decision in November 2024 to revise the country's credit outlook from stable to positive.

South Africa's energy crisis tested the resilience of our sector. The government's strategic foreign direct investment initiatives and the energy and water sector reforms driven by Operation Vulindlela – a key public-private partnership – are paving the way for increased stability and sustainable growth in the country's infrastructure sectors.

By actively addressing South Africa's energy deficit and water concerns, partnerships and initiatives like these contribute to its economic recovery and development, building momentum towards stability and a more favourable investment climate. Organisations like Business Unity South Africa also play a crucial role in addressing these difficulties, especially at a local government level, while working with regional and national governments to promote sustainable economic growth, address infrastructure shortages, and enhance service delivery.

> **Technological shifts, particularly in artificial intelligence (AI) and the incorporation of digital technologies into our lives, accelerated tremendously.**
>
> **While these innovations have enhanced efficiency, the associated risks also increased.**
>
> **Redefine adapted effectively to these technological shifts as part of our holistic approach to reimagining the value we create across our portfolio.**

EVOLVING REDEFINE'S STRATEGY

In FY24, we enhanced the executive remuneration framework in order to define what strategic success looks like at a tenant, employee and society level.

A further shift in our business was the refinement of our strategic reallocation of capital across geographies and sectors. By simplifying our geographic footprint, we have enhanced operational efficiencies and focused investments where the best risk-adjusted returns lie, allowing us to better respond to market demands. We continue to maintain strong capital management throughout our strategic shifts, ensuring the sustainability of Redefine's capital structure.

This ensures we have a solid foundation for growth, enabling the business to withstand external shocks while we invest to deliver sustainable growth. Furthermore, by prioritising sustainability in decision-making, our asset management enhances portfolio quality and delivers broader societal and environmental benefits – ultimately strengthening relationships with stakeholders.

Our commitment to ESG principles is integrated into our daily operations. We have substantially improved energy, water and waste efficiency by adopting renewable energy solutions and securing green funding.

Focusing on sustainability delivers long-term benefits and returns for all stakeholders. By integrating sustainability into Redefine's practices, we inspire customers and communities to play a meaningful role in helping us build a resilient business that can thrive in a socially and environmentally conscious world.

Reflections from our chairperson continued

Pivotal decisions and drivers during FY24

The board was central in overseeing Redefine's strategy. The governance report on page 102 of the **ESG** report provides a detailed overview of the board's key matters and committee work in FY24.

Debt restructuring

We restructured R27.7 billion of South African secured debt, optimising capital and strengthening the balance sheet. This was largely due to Redefine's initiation of the largest secured funding model in South Africa with a consortium of funders, streamlining business processes and enhancing financial flexibility. The common terms agreement exemplifies innovation and sets a new benchmark sector wide.

Overseeing stakeholder relationships

Our people-centric approach is instrumental to preserving and creating value for stakeholders. We enhanced our value proposition through the impact framework, which aims to create a diverse, future-ready workforce while fostering a digitally proficient business that contributes positively to society.

INSTILLING GOOD GOVERNANCE

Redefine's board is committed to guiding the group's strategic development and overseeing the pursuit of its purpose, mission and strategic priorities. By ensuring that our decisions reflect the current market landscape, we can position Redefine for sustainable growth. We are committed to complying with local and international best practices and embedding stakeholder interests into decisions.

Essex Gardens, KwaZulu-Natal, South Africa

The board proactively considers matters that have financial impacts on the business, risks and opportunities, and the business's impacts on society and the environment in decision-making. This includes changes to the regulatory landscape as well as relevant local and international legislation, enabling good governance across geographies.

We continue to focus on ensuring that the board and executive team truly reflect our commitment to equity, diversity and inclusion. We believe this encourages diversity of thought and strengthens decision-making processes, ensuring we are better equipped to navigate an increasingly complex world. Our directors' expertise will also help us navigate regional complications – like the energy crisis in South Africa – as well as global shifts related to geopolitical tensions and technological developments.

There were no changes to the board in FY24, but we are exploring opportunities to attract additional talent and create capacity that reflects our presence in Europe more accurately. The board adopted a succession management framework to ensure continuity. This is supported by the remuneration committee (REM) and the nomination and governance committee (NOM), which focus on the executive management team succession plan, building capacity to anticipate future retirements, and attracting and retaining talent.

OUTLOOK

As we embrace the opportunities ahead, we invite our stakeholders to **live the upside** by leveraging the strong foundation Redefine has built over the past five years. We are well positioned to benefit from favourable shifts in the macroeconomic environment. With our focus on organic growth and cost management, we are ready to take full advantage of opportunities in South Africa and Poland.

Despite ongoing challenges in the market, we are seeing positive trends related to interest rates and inflation. While S&P's ratings reflect growing investor confidence, South Africa continues to hold a non-investment grade, requiring focused efforts on microeconomic stability, debt reduction, and stimulating economic growth to lower capital costs.

Significant progress hinges on addressing the country's energy deficit and water crisis. Securing these resources is vital for growth, and collaboration between national and municipal governments is essential to support expansionary macroeconomic policies.

The South African government's actions are crucial for future fiscal flexibility. The board supports national treasury's commitment to reducing debt and stabilising gross domestic product (GDP) ratios, which should lead to a responsible reduction in interest rates. This positive shift will enhance access to capital, allowing Redefine to capitalise on market opportunities effectively.

Redefine plays a vital role in addressing these challenges, and I believe our commitment to sustainable growth will persevere.

APPRECIATION

On behalf of the board, I want to convey our appreciation to everyone at Redefine for their unwavering dedication and hard work to deliver on our collective purpose. I am especially thankful to Andrew König, our CEO, and the executive team for their leadership, which will continue to drive Redefine forward. Our appreciation also extends to Company secretary Anda Matwa for her continuous support and contribution to governance best practice.

Lastly, thank you to my fellow board members for their invaluable perspectives, guidance and steadfast commitment to ethical and effective governance. The board's insight continues to serve as our compass, providing strategic direction for Redefine's future.

Our integrated approach to *business and value creation*

To achieve our purpose, we believe we must have a robust business model supported by a forward-looking strategy. This requires more than a business-as-usual approach – it necessitates an integrated approach to value creation.

INTEGRATED THINKING is central to how we make strategic choices. It drives our value creation and informs our integrated reporting

OUR APPROACH IS DRIVEN FROM A PLACE OF PURPOSE

Our purpose
is to create and manage spaces in a way that transforms lives

Our mission
in this decade to deliver the smartest and most sustainable spaces

Our vision
is to be the BEST South African REIT

Our **primary goal** is to grow and improve cash flow in order to create sustained value for all our stakeholders

ESG IS AT THE HEART OF OUR VALUE CREATION

ESG is integral to our long-term business resilience and promotes sustainable stakeholder ecosystems. Our ESG approach is embedded in our strategic decisions and operations, aligning with our values and strategic priorities. This enables long-term value creation while ensuring transparency and accountability for our actions.

Our **BEST VALUES** are what connect us and guide our behaviour

WHAT WE DO

PROPERTY IS OUR COMMODITY AND PEOPLE ARE OUR BUSINESS

Building a quality, diversified property portfolio in South Africa and Poland

We actively manage a diversified portfolio in South Africa and Poland. Our South African portfolio comprises mainly retail, office and industrial properties, complemented by retail and logistics property investments in Poland. We allocate capital where we believe the best risk-adjusted returns lie and reduce risk by diversifying our portfolio both sectorally and geographically.

HOW WE DO IT

WE'RE NOT LANDLORDS. WE'RE PEOPLE.

Our people-centric approach enables us to create and sustain meaningful value for our stakeholders.

CREATING VALUE

TO US, CREATING VALUE MEANS MEETING OUR STAKEHOLDER GOALS

WE ASSESS OUR CONTEXT

Operating context 24
Geopolitical events, socioeconomic challenges across our footprint, and emerging and existing trends shape the environment in which we create value.

Stakeholder relationships 28
Our engagement strategies enable us to prioritise what our key stakeholders value most and identify the value we receive from each relationship in return.

Risks and opportunities 31
We regularly analyse the impact of our operating environment, stakeholder relationships and resource availability on our business model. This analysis helps us identify our top strategic risks and opportunities.

WE CONSIDER OUR MATERIAL MATTERS

We apply a double materiality lens to determine the matters we impact as well as the matters that could influence our ability to create or preserve value in the short, medium and long term. These matters inform our strategy, mitigating risks and maximising opportunities. We group these matters into five themes. 38

GSF ERB BMA
HGR MBG

WE INTEGRATE OUR STRATEGY INTO OUR BUSINESS MODEL

Business strategy 14
Investing in a long-term asset class, we make strategic choices with lasting outcomes. Driven by our mission pathways, we embed integrated thinking into our business strategy, channelled by our strategic priorities to enable sustained value creation. These are the critical levers that affect our ability to create value in the short, medium and long term.

MISSION PATHWAYS 43

- Embedding diversity, equity and inclusion
- Mobilising digital transformation
- Nurturing and optimising our ecosystems
- Being a catalyst for good
- Being curious innovators

STRATEGIC PRIORITIES 43

- **IS** Invest strategically
- **OC** Optimise capital
- **OE** Operate efficiently
- **ET** Engage talent
- **GR** Grow reputation

Business model 14
We actively manage our business activities and measure their impacts to ensure we maximise the value we create and preserve and minimise the value we erode for all our stakeholders.

STAKEHOLDER GOALS 28

Providers of financial capital	Investors	A source of sustained growth in total returns
	Funders	A reliable source of returns on debt funding
Customers	Tenants	Provide differentiated and relevant space
	Shoppers	Provide a safe and enjoyable shopping experience
	Employees	Grow and inspire people who create and manage spaces for positive impact
	Property brokers	Be our property brokers' preferred business partner
	Suppliers	Be a responsible and compliant business partner
	Communities	Be a responsible community participant

We aim to deliver broader societal and environmental value through our commitment to the United Nations Sustainable Development Goals (UN SDGs)

Our primary UN SDGs

- 3 GOOD HEALTH AND WELL-BEING
- 5 GENDER EQUALITY
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Our secondary UN SDGs

- 4 QUALITY EDUCATION
- 6 CLEAN WATER AND SANITATION
- 10 REDUCED INEQUALITIES
- 17 PARTNERSHIPS FOR THE GOALS

Throughout this report, we highlight the relevant UN SDGs to which the content contributes by using an icon alongside. For more detail, please refer to our **ESG** report.

These areas are underpinned by the six capitals that we use or affect

- **FC** Financial capital 58
- **MC** Manufactured capital 61
- **HC** Human capital 75
- **SRC** Social and relationship capital 80
- **IC** Intellectual capital 87
- **NC** Natural capital 90

Who we are

2 Pybus Road, Gauteng, South Africa

Overview of our business

HOW WE APPROACH OUR BUSINESS

Our **purpose and values** inform all aspects of developing a quality diversified property portfolio, from how we evaluate investment opportunities to how and why we engage our stakeholders. All strategic decisions are therefore purpose driven, ensuring the long-term sustainability of our business.

Our pursuit of our primary goal – to grow and improve cash flow – enables us to meet our stakeholder goals, creating value for our stakeholders.

How we invest

Our investment philosophy centres on creating and managing a high-quality, diversified property asset platform designed to deliver sustainable risk-adjusted returns through market cycles, delivering sustainable value creation for all stakeholders. We invest in well-located, high-quality and efficient properties in key economic nodes in South Africa and Poland, focusing on blue-chip tenants to secure sustained cash flow. We monitor geographical and nodal concentration risks in our portfolio, aiming to unlock new opportunities as our operating environment evolves.

OUR ACTIVELY MANAGED SIMPLIFIED AND DIVERSIFIED, HIGH-QUALITY ASSET PLATFORM

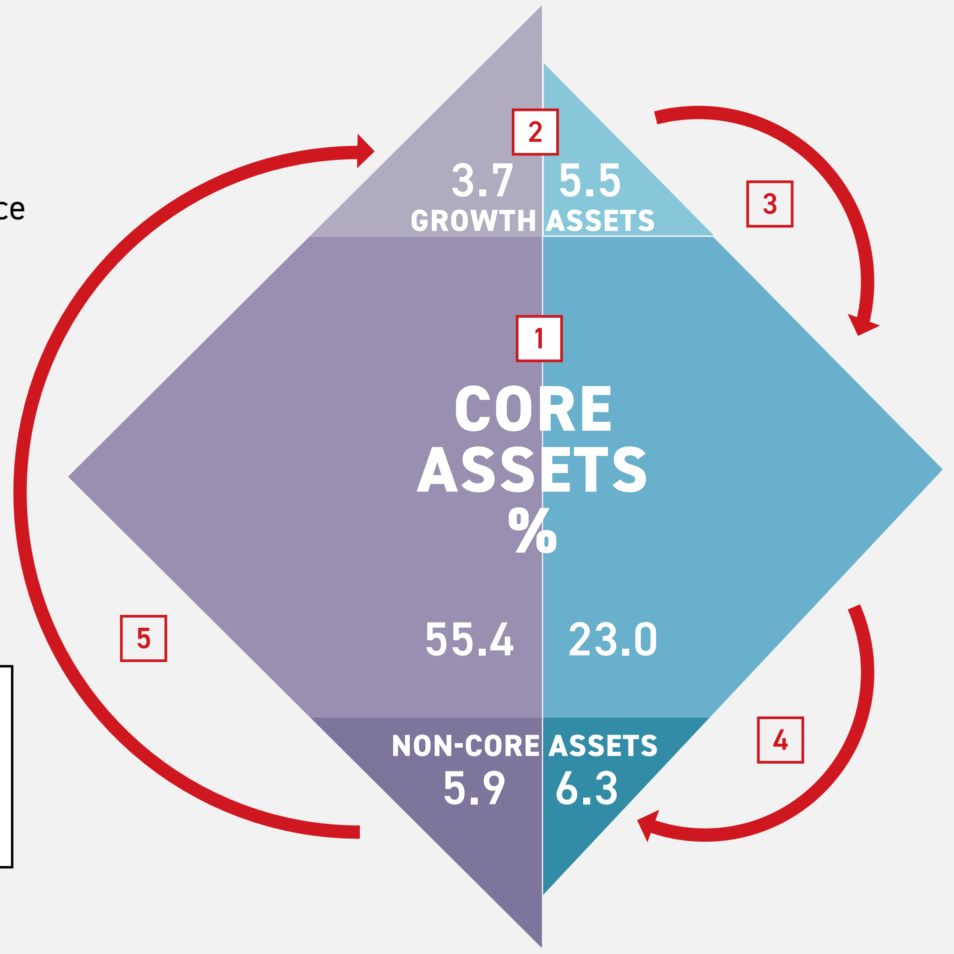
Our active approach to asset management evaluates opportunities and risks while considering capital resources to ensure our asset platform is capable of delivering sustained total returns.

South Africa	Other	Poland
65.0%	0.2%	34.8%

1 Our **core assets** make up the majority of our asset platform. These defensive assets are well tenanted and located and produce predictable long-term income

5 The recycling of **non-core assets** generates capital that can be used to buy back shares, repay debt or reinvest in growth assets

Our sustainable funding model with **solid credit metrics** supports our capital allocation decisions



2 Our **growth assets** are those properties that we invest in through refurbishment or development activity. They require short-term investment to optimise their attractiveness and long-term earning potential

3 As growth assets mature, they become part of our core assets

4 As core assets age, we consider asset optimisation initiatives to ensure they continue to deliver value. Once all opportunities have been exhausted, they become non-core assets

Our path to achieving our goals

Consistent strategic delivery drives us towards our primary goal and stakeholder goals.

Our strategy focuses on delivering sustained income and capital growth by attracting and retaining tenants to secure rental growth, optimising operating margins, managing natural resource use, and ultimately improving cash flow.

Our five **mission pathways** map out how we plan to create value in the long term

- Embedding diversity, equity and inclusion
- Mobilising digital transformation
- Nurturing and optimising our ecosystems
- Being a catalyst for good
- Being curious innovators

Our **resource allocation** supports our ability to deliver on our strategy

Our five **strategic priorities** guide our short-to medium-term focus

IS	Invest strategically
OC	Optimise capital
OE	Operate efficiently
ET	Engage talent
GR	Grow reputation

We measure the delivery of our strategy and create sustained value year on year through **clearly defined targets**

Refer to pages 43 to 49 for more information.

How we create stakeholder value

Our focused approach to building relationships enables us to create and sustain value for our stakeholders. We depend on our understanding of our stakeholders' needs, ensuring we recognise and manage both their impact on us and our impact on them to create sustained value.

OUR STAKEHOLDER VALUE PROPOSITIONS

Providers of financial capital	Investors	We offer our investors sustained capital growth and dividends by strategically allocating capital and managing our funding through the cycles
	Funders	We offer our funders a secure source of returns by maintaining healthy credit metrics and proactively managing risk
Customers	Tenants	We offer tenants resource-efficient spaces relevant to their evolving needs, and our differentiators – people centricity, technology and environmental efficiency – are at the forefront of our offering
	Shoppers	Shoppers have access to a safe and convenient retail environment that meets their needs
	Employees	Our employees have access to ongoing professional development and training, reskilling opportunities, and market-related remuneration as part of our purpose-led business
	Property brokers	We engage and support our property brokers by providing quality spaces, enhancing the ease of doing business, and providing them with the information they need to introduce quality tenants. This partnership creates mutual value for both parties
	Suppliers	We create mutually beneficial partnerships with suppliers by delivering relevant, seamless services and creating circular supply chains
	Communities	Through our focused-impact – socioeconomic development (SED) – strategy we prioritise the wellbeing and improved quality of life of our community members, fostering a sense of belonging. This is in line with our purpose and goal to transform lives. We provide our communities access to programmes that address systemic issues in innovative and sustainable ways, enabling them to unlock their potential

ESG IS PART OF EVERYTHING WE DO

We focus on people and purpose by placing **ESG at the heart of what we do**. Including ESG considerations in every aspect of what we do increases our long-term resilience, driving transparency and accountability in our actions. ESG considerations are woven into our strategic decisions and operational plans, with our sustainable financing framework guiding our use of sustainable financing instruments and proceeds.

We continue to expand our environmental and social targets into our business approach and operations and are committed to making a positive impact across our primary UN SDGs.

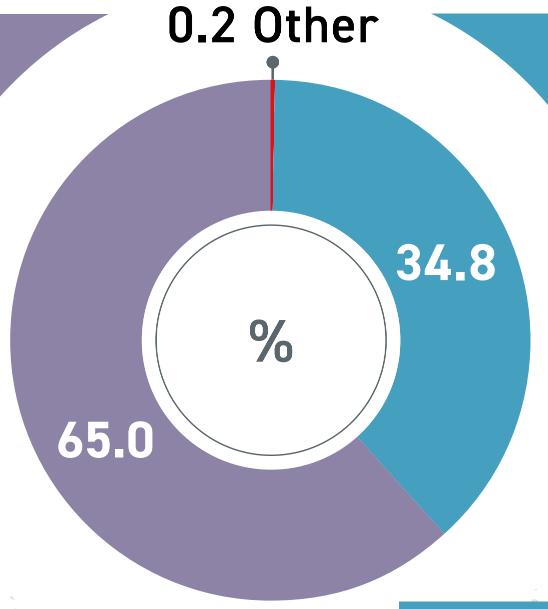
Where we operate

Our simplified and well-diversified asset platform is constructed to generate sustainable real estate-derived capital and income returns.

We believe diversification is key to driving value in a long-term asset class, as it mitigates cyclical, sectoral and geographic risks, enabling us to deliver consistent value through market cycles. We actively manage our property portfolio to ensure it remains well-diversified and comprises high-quality assets. In South Africa, our portfolio aims to mirror the South African property landscape and is positioned for predictable and sustained organic growth. Our Polish asset platform offers access to lower-risk opportunities and growth in hard currency.

Refer to manufactured capital on **page 61** for more information on our portfolio and to our business in context on **page 23** for more information on market trends.

REDEFINE IS A DIVERSIFIED REIT WITH EXPOSURE IN



Why South Africa

- Most diversified economy in Africa
- Resilient economy despite energy, water and infrastructure headwinds
- Strategically located
- Progressive constitution and independent judiciary
- Mature and liquid capital market
- Established asset base with scale in mature sectors
- A young talent pool that is resourceful and adaptable
- Advanced financial services and banking sectors
- Abundant natural resources

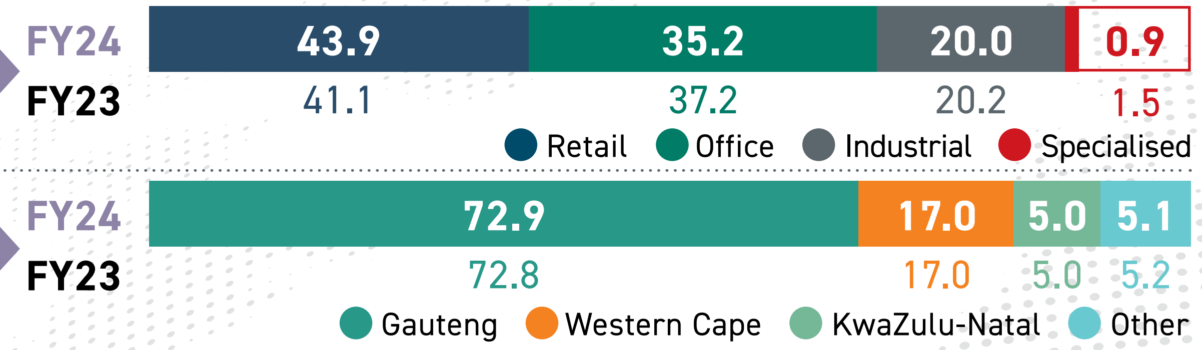
Why Poland

- Strong long-term economic fundamentals with GDP per capita expected to exceed the UK in 2030
- Well-educated and productive talent pool
- Solid public infrastructure
- Liquid real estate market
- Strong relationships and alignment with in-country partners
- Strategically well located
- European Union (EU) aligned regulatory framework
- No regulatory limits on capital flows

PROPERTY ASSET SPLIT

SECTORAL DIVERSIFICATION BY VALUE (%)

REGIONAL DIVERSIFICATION BY VALUE (%)



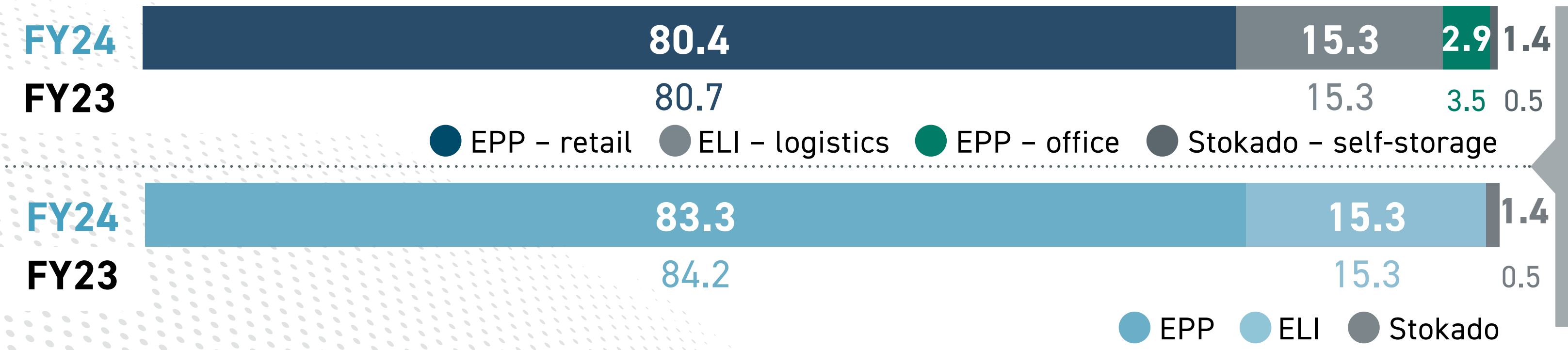
Our sizeable, high-quality portfolio is well diversified across the retail, office and industrial sectors, with regional exposure and prominence in South Africa's key economic nodes.

3.9 million m²^^ gross lettable area (GLA) (FY23: 3.8 million m²)	249 properties^^ (FY23: 252)	430 permanent employees (FY23: 415)	R64.7 billion^^ carrying value (FY23: R59.9 billion)

We will continue to drive organic growth in an environment characterised by constrained rentals and rising administered costs.

SECTORAL DIVERSIFICATION BY VALUE (%)

DIVERSIFICATION BY PLATFORM (%)



PROPERTY ASSET SPLIT

Our international exposure is primarily focused on Polish retail and logistics. This provides diversification in an economically stable, hard-currency market. Our key investments in Poland are:

2.4 million m² of directly and indirectly held GLA (FY23: 2.3 million m²)	A 99.9% interest in EPP* with 1.3 million m² of directly and indirectly held GLA (FY23: 95.5% and 1.3 million m²)	A 48.5% interest in ELI** with 1.1 million m² GLA (FY23: 48.5% and 1.0 million m²)	A 71.3% interest in Stokado*** with NLA^ of 26 061m² (FY23: 51.0% and 19 000 m²)	303 EPP and 11 ELI permanent employees (FY23: 212 EPP and nine ELI)	R34.7 billion carrying value (FY23: R36.7 billion)

We will continue to unlock value through active asset management and development in Poland.

---

^^ Including the Talis portfolio

** EPP N.V. – the largest manager of retail assets in Poland ** European Logistics Investment B.V. *** Stokado sp. z o.o. ^ Net lettable area*

Our *business model*

+ NET INCREASE OF VALUE
− NET EROSION OF VALUE
= NET PRESERVATION OF VALUE

We strive to manage the various resources and relationships that enable our business activities to maximise the value we create and preserve and minimise the value we erode.

OUR INPUTS*

	The resources and relationships on which we rely	**How we manage the availability, quality and affordability of the capitals**
FC	**R50.1 billion** in stated capital (FY23: R50.1 billion) **R42.7 billion** in interest-bearing borrowings (FY23: R40.0 billion)	**A costly and capital-constrained operating environment** ▸ Requires responsible financial and liquidity management
MC	**R64.7 billion** directly held South African property portfolio (FY23: R59.9 billion) **R34.7 billion** in directly and indirectly held Polish properties (FY23: R36.7 billion) **R0.2 billion** in unlisted international property investments (outside of Poland) (FY23: R0.2 billion)	**High levels of competition for quality assets and shifting consumer preferences** ▸ Necessitates a strategic approach to sectoral and geographic diversification and the exploration of alternative uses for existing property and asset classes
HC	**430** permanent property and financial professionals based in South Africa (FY23: 415) **314** permanent property and financial professionals based in Poland** (FY23: 221)	**The increasing shortage of experienced property skills and talent** ▸ Requires a focus on growing talent and supporting employee wellness
SRC	Strong key stakeholder relationships through communication and collaboration	**A low-trust environment coupled with high levels of social unrest** ▸ Requires careful management of stakeholder relationships and demonstrating behaviour that earns trust
IC	Group strategy Digital transformation journey and digital ratio of **29.7%** (FY23: 23.0%) Well-established brand: 92 South African registered trademarks (FY23: 100) Innovative thinking and ability to adapt to change supported by a workplace culture score of **92.0%** An **79th** percentile ethical maturity score from The Ethics Institute	**Innovative thinking has become a key differentiator that sets companies apart** ▸ Requires focus on agility and a future-ready mindset
NC	**2 015 590 litres** of water used (FY23: 2 183 107 litres)*** **426 433MWh** of electricity used (FY23: 481 299MWh) **200** Green Star SA certifications (FY23: 186)	**The availability of water and electricity remains constrained** ▸ Supports the business case for resource-efficient buildings that lower the cost of occupation

OUR BUSINESS ACTIVITIES

What differentiates us

Our business activities aim to secure long-term leases with blue-chip tenants to generate cash flow, creating sustained value for all our stakeholders. We are committed to measuring and improving the ESG-related impacts of our business activities and investment decisions.

Enabling services

The activities that grow our property portfolio value are underpinned by support services that enable the business to function in a manner that creates value in the short, medium and long term.

Capital sourcing and allocation

In a scarce and costly capital environment, we evaluate the prospective returns of each opportunity to determine the best capital allocation. Our decisions about sourcing, deploying, managing and, at times, recycling our manufactured capital support our business activities and align with our investment strategy.

Driven by demand, opportunity, and the need to remain relevant, we **develop** innovative, operationally efficient and cost-effective buildings and refurbish existing properties to extend value creation.

Our strategy is to grow and improve the quality of our portfolio by **acquiring** high-quality buildings with long-term leases, offering secure cash flows and high occupancy rates.

We **actively manage** our diversified portfolio to enhance efficiency and aim to consistently deliver acceptable risk-adjusted returns.

We **dispose of** assets at the end of their investment cycle and recycle the capital into opportunities that have better long-term income and capital growth prospects once all other alternative uses have been exhausted.

OUR OUTPUTS

What we produce

Our core output is quality real estate assets. Our business activities of developing, acquiring, managing and disposing of properties to recycle capital aim to create value across our capitals. We recognise that despite our best efforts some capitals may be negatively affected by this process.

Our product

Quality real estate investments that add value to society and deliver sustained cash flow

Total directly and indirectly held portfolio GLA of **6.2 million m²** (FY23: 6.1 million m²)

Our waste and emissions

Total GHG emissions of **596 873 tCO_2e** (FY23: 540 952 tCO_2e)

9 808 tonnes of waste generated from internally managed waste at **45.0%** of our properties by GLA (FY23: 6 426 tonnes for 43% of GLA)

OUR OUTCOMES

How we create, erode and preserve value

ACQUIRING AND DISPOSING

Acquiring properties diminishes our financial capital while increasing manufactured capital. When selling properties, the converse is true. In both activities, we rely on our intellectual and human capital to effectively manage the process to create and retain as much overall value for us and our stakeholders as possible.

FC + −
MC + −
HC + −
IC +

MANAGING AND DEVELOPING

Managing our portfolio requires human and intellectual capital to build stakeholder relationships, source new and retain existing tenants, and increase operational efficiency. Our inclusive internal and external stakeholder approach increases our human and social and relationship capital. Our focus on cost efficiencies increases financial capital.

Our environmental optimisation activities require financial capital to install but reduce our reliance on natural capital. These efforts result in better-managed buildings, increased tenant retention, and sustained financial capital. While development activities and capital expenditure preserve and enhance our manufactured capital, they diminish financial capital.

FC + −
MC + =
HC +
SRC +
IC +
NC − =

Refer to the value-creation section starting on page 57 for an overview of the outcomes per capital and pages 62 to 90 of the ESG report for our value-creation outcomes per stakeholder.

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* For the quantification of our inputs, we used closing year-end balances for consistency ** Includes EPP and ELI employees *** Total includes municipal and borehole water

Summarised *governance report*

INDEPENDENT NON-EXECUTIVE DIRECTOR | EXECUTIVE DIRECTOR | COMPANY SECRETARY

OUR GOVERNANCE CUSTODIANS

Our board mainly comprises independent non-executive directors with diverse backgrounds and experiences. This diversity enhances our ability to navigate a constantly changing business environment effectively by bringing a range of perspectives to board discussions.

Committees

AC	Audit committee
RCT	Risk, compliance and technology committee
REM	Remuneration committee
NOM	Nomination and governance committee
SET	Social, ethics and transformation committee
IC	Investment committee
●	Chairperson of the committee

Sipho M Pityana (65)
2 3 5 6 7 8 9 10 12 13 14 15

Independent non-executive chairperson
BA (Hons) and MSc in Politics and Sociology
Appointed: May 2019
NOM REM IC

Amanda Dambuza (46)
5 6 7 8 9 10 11 12 13 14

BSocSci, certified PMP®, PRINCE2®, AGILE and ITILL
Appointed: November 2018
SET RCT NOM

Cora Fernandez (51)
1 2 3 5 6 7 8 9 10 12 13 14 15

BCom, BCompt (Hons) chartered accountant
Appointed: November 2022
REM SET AC

Diane Radley (58)
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

CA(SA), MBA, PGD in Advanced Banking and AMP (Harvard)
Appointed: July 2020
AC IC RCT NOM

Lesego Sennelo (47)
1 2 3 5 6 7 8 9 10 11 12 13 14 15

CA(SA), HDip Auditing
Appointed: November 2018
RCT AC REM

Ntombi Langa-Royds (62)
5 6 7 8 9 10 11 12 13 14 15

BA Law, LLB
Appointed: November 2015
REM SET NOM

Simon Fifield (48)
2 3 4 5 6 9 11 12 13 14 15

BSc and MSc in Land Surveying, CFA charterholder
Appointed: September 2022
IC AC RCT

Andrew König (57)
1 2 3 4 5 6 7 8 9 11 12 13 14 15

CEO
CA(SA)
Appointed: January 2011
SET IC

Ntobeko Nyawo (42)
1 2 3 5 6 7 8 9 10 11 12 13 14 15

CFO
CA(SA)
Appointed: February 2021
RCT IC

Leon Kok (53)
1 2 3 4 5 6 7 8 9 11 12 13 14 15

COO
CA(SA)
Appointed: October 2014
RCT SET

Anda Matwa (41)

Company secretary
BCom PPE, MSc Management and Corporate Governance, PGDip Corporate Law, HDip Tax Law, Economics for Law, Compliance Management, FCG, Property Development Programme and Investment Management
Appointed: December 2021

FC	1	Financial accounting, reporting and tax
	2	Financial markets, funding and sustainability finance
MC	3	The allocation of capital and investment and asset management
	4	Property management
HC	5	People management
	6	Remuneration and awards
SRC	7	Corporate social investment (CSI) and transformation
	8	Health and safety
	9	Stakeholder management and engagement
IC	10	Technology and cybersecurity
	11	Innovation
	12	Risk and opportunities
	13	Regulatory, legal and compliance
	14	Corporate governance
NC	15	Environmental sustainability and climate change

Board succession

We believe that an effective board comprises diverse skills, knowledge and experience to oversee the execution of the strategy and provide oversight of the company's activities, risks, opportunities, business model, performance, and sustainable value creation. The board has adopted a board succession management framework to ensure continuity at board and board committee level. Similarly, the board, supported by the REM and NOM, considers the talent management, development and succession planning of the executive management team to ensure continuity of leadership.

Summarised *governance report* continued

OUR GOVERNANCE RESPONSE TO TRENDS IN OUR OPERATING ENVIRONMENT

We continuously monitor the environments in which we operate to identify risks, opportunities and trends that could impact the business.

TREND	OUR GOVERNANCE RESPONSE
The increasing pace of technological change, including AI, emphasises the need for robust cybersecurity and data privacy	▶ A robust, fit-for-purpose digital transformation strategy, which the board reviews annually ▶ Board training on AI governance oversight ▶ Annual risk workshop conducted by the risk, compliance and technology committee (RCT), with a focus on cybersecurity in FY24
Fortifying the integration of strategy and risk governance, including third-party risk management	▶ Adoption of a holistic GRC management approach ▶ Strategic risk oversight cascaded to committees and internal management structures ▶ Reviewing contract management and procurement strategies ▶ Third-party risk integrated into our AI governance protocol (under development) and entreprise-wide risk management (EWRM) framework
The rising prominence of ESG economics, including increasing expectations for the board to take accountability for the cost of executing ESG-related initiatives	▶ ESG strategy aligned with business objectives, underpinned by a robust ESG capital allocation process ▶ The board focuses on monitoring ESG return on investment against ESG-related capital expenditure
An unsettled geopolitical environment creates uncertainty and economic instability	▶ A robust risk governance strategy, with a focus on upside risk (opportunities) ▶ The board's continuous professional development framework focuses on current and emerging geopolitical risks

OUR VALUE-CREATING GOVERNANCE APPROACH IN ACTION

Our governance approach enables us to pursue transformative change in our governance structures, processes and actions, driving Redefine's value-creation process in the short, medium and long term. On the next page, we set out what we expect from the board and identify key actions in FY24 to drive transformative change. We aim to empower the board to oversee strategy execution and performance against the strategic objectives, with a drive to outthink competitors, address obstacles and bypass disruptions.

We unpack these actions in the **ESG** report and provide more detail about our performance against our FY24 strategic objectives throughout this report.

The board has adopted a stakeholder-inclusive approach to executing its governance role and responsibilities and is guided continuously by its commitment to the principles of **King IV™**. Effective governance processes are substantially entrenched in the board's policies, terms of reference, and overall procedures and processes.

For more information on how we have applied the principles of **King IV™**, see the **ESG** report.

The board appreciates the interconnectedness of the company's vision, business model, strategy, and associated material risks and opportunities. In directing our strategy, assessing our business model, and enhancing sustainability to create value for all stakeholders, the board considers the risks and opportunities related to the company's context.

MINDFUL GOVERNANCE: BOARD ACTIVITIES IN FY24

- Quarterly CEO report to monitor the group's performance in South Africa and Poland against strategic objectives, considering the operating environment, high-level challenges and opportunities, stakeholder management, and outlook
- Quarterly CFO report to monitor the outlook for the distributable income per share (DIPS), capital management (**FC**), and the delivery of strategic priorities through balance sheet flexibility and digital transformation
- Quarterly COO report to monitor our property portfolio (**MC**), focusing on asset and property management; monitoring the impact of our sustainability initiatives on the quality of assets (**NC**); and monitoring progress on developments, acquisitions and disposals
- Quarterly assessment of the quality of our relationship with key stakeholders (**SRC**)
- Quarterly monitoring of the company's financial performance and position
- On recommendation by the AC, recommended to shareholders PwC's re-election as the group's external auditors and Jorge Goncalves as the designated signing audit partner
- Approved the demerger of the ELI joint venture between Madison and Redefine through a portfolio split
- Approved the terms of reference of all the board committees on recommendation by the relevant committee
- Ratified the approval of the FY23 annual South African group insurance renewal and the appointment of Willis Towers as the insurance broker
- On recommendation by the NOM, approved to grant Nomalizo (Ntombi) Langa-Royds leave of absence for a period of four months
- Approved the common terms agreement with a shared security pool with all South African secured funders

Summarised *governance report* continued

🟩 ON TRACK OR COMPLETE 🟧 IN PROGRESS 🟦 ONGOING MONITORING ⬛ IN PLANNING

OUR STRATEGIC PRIORITIES

		Management's responsibility	How governance enables our business	Outcomes expected from the board	Mindful governance in FY24
IS	INVEST STRATEGICALLY	Maintain the right balance of strategic, transactional and statutory focus	Our robust governance approach enables the effective execution of our investment strategy and approach to capital allocation, underpinned by clear key performance indicators (KPIs) that are cascaded group wide	Ensure we follow a robust, fit-for-purpose decision-making matrix that aligns with the company's strategic priorities and future goals	🟩 Ongoing and regular monitoring of strategy at board and investment committee (IC) meetings 🟩 Disciplined capital allocation 🟩 A two-day off-site strategy session preceded by a two-day leadership strategy session for Redefine's senior leadership team 🟩 The acquisition of addditional EPP shares held by third parties 🟩 Implemented a governance scorecard, which forms part of the company scorecard, that measures strategy performance and alignment with vision and purpose
OC	OPTIMISE CAPITAL	Embed an integrated and coordinated governance, risk and compliance (GRC) management approach	We are enabling the business to effectively minimise inefficiency and eradicate duplication of efforts, resulting in reduced compliance costs	Contribute meaningfully to board and committee meetings and engagements	🟧 Adopted an enterprise-wide GRC management approach, which will support enhanced decision-making and capital allocation. Implementing this approach will be a key focus area in FY25 🟩 Revised board committee terms of reference to ensure continued effectiveness of cross-committee membership and integration of risk and strategy through continued focused reporting on strategic risks and opportunities relevant to each committee and other internal governance structures 🟩 Adequate communication from the CEO's office outside the meeting cycle 🟦 Ongoing monitoring of EPP's integration into the group-wide governance framework, reducing the cost of compliance and duplication of resources
OE	OPERATE EFFICIENTLY	Make better use of data for enhanced decision-making, underpinned by investments in technology to develop and improve efficiencies and supported by third-party risk management	We strive to streamline more time-consuming governance processes while maintaining ethical standards and minimising risk	Ensure data-driven decision-making, with informed and agile oversight of AI governance	🟧 Ongoing consolidation of governance policies across the group 🟧 Reviewed internal governance structures with a focus on EPP's joint ventures 🟧 Reviewed EPP's operating structures to ensure efficiencies and a fit-for-purpose business model 🟩 Developed a robust digital transformation strategy to future-proof our business, underpinned by increasingly digitalised governance processes and practices ⬛ AI governance protocol in planning, which will include third-party risk
ET	ENGAGE TALENT	Keep abreast of legal reform and evolving governance best practice. Entrench an effective company secretariat function that serves as a trusted corporate governance advisor to the business	We ensure an agile and responsive governance approach to maintain business resilience and ensure long-term growth	Unlock non-executive director value to the business based on their skills and experience – our optimal board is inclusive, purposeful and adaptive	🟩 Embedded enterprise-wide corporate governance through impact communication aimed at various stakeholders: ▶ Impact assessment of the Companies Amendment Act to assess our state of readiness for when it comes into effect ▶ Impact assessment of 2024 governance trends to monitor whether the company's governance approach remains relevant and responsive, reporting back to the NOM ▶ Regular impact assessments of our Polish operations on EU regulations,with a focus on the EU Taxonomy requirements ▶ Communication to identified stakeholders on governance developments relevant to the business using various internal platforms and LinkedIn 🟩 Continued to apply the board's framework for continuous professional development, including focusing on emerging trends such as AI governance
GR	GROW REPUTATION	Embed collective ownership of governance across the business, underpinned by an effective group governance framework	Strong governance practices maintain and build the group's competitive advantage and legitimacy, ensuring we retain our REIT status, attract investors and tenants, and secure access to broader funding options	Ensure responsible stewardship and facilitate high-performing thought leadership on the board	🟩 Adopted a governance KPI, cascaded group wide 🟧 A quantification of governance maturity is underway, guided by **ISO 37000** 🟩 Independently verified satisfactory application of **King IV™** and **ISO 37000** ⬛ The implementation of politically exposed persons (PEPs) self-declaration for employees 🟩 Adopted revised dealings in securities and insider trading policy 🟩 Adopted a revised board diversity policy

Summarised *governance report* continued

OUR DIVERSE AND INDEPENDENT BOARD

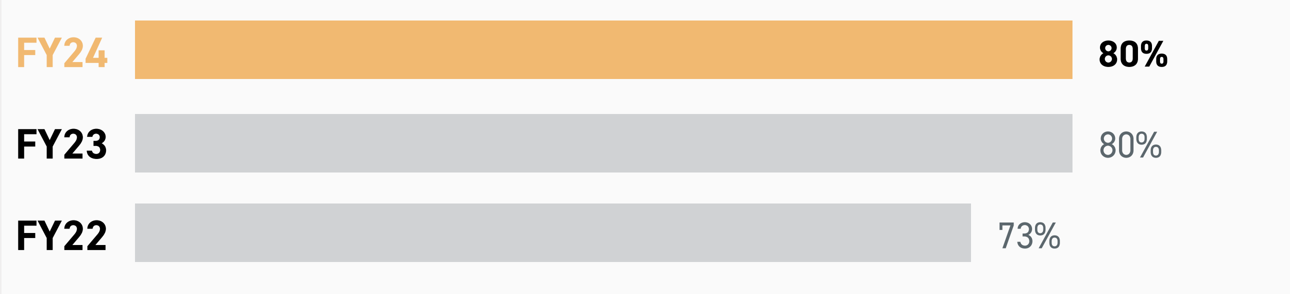
King IV™ highlights the need for the board to comprise the appropriate balance of knowledge, skill, experience and independence to discharge its governance role and responsibilities objectively and effectively.

Diversity takes various forms in a boardroom, and our board diversity policy categorises these forms according to various indicators in line with the JSE Listings Requirements, including gender, race, skills, experience and expertise, age, sexual orientation, and culture. Sexual orientation and culture relate to diversity in thought and mindful governance around organisational culture.

Age

Executive directors are required to retire from the company at age 65, and non-executive directors are required to retire from the board at age 70. Executive directors are subject to a three-month notice period.

Average age: **53 years** | Younger than 60 years: **80%**



Succession and diversity tenure

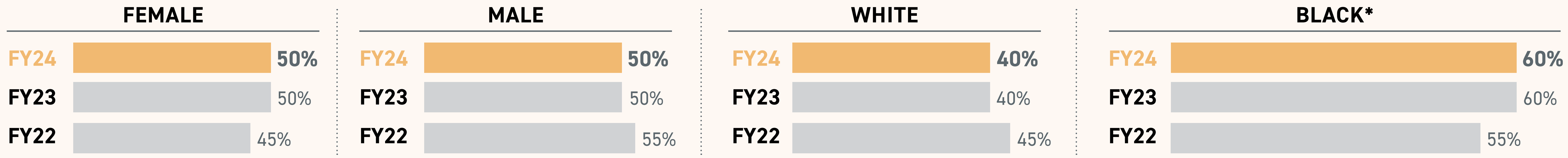
Periodic staggered rotation of members to ensure that members with new expertise and perspectives are introduced to the board while retaining valuable industry knowledge, skills and experience and maintaining continuity.

YEARS	Number of independent non-executive directors
< 1	–
1 to 3	2
3 to 6	2
> 6	3

Average tenure: **5.1 years**

Gender and race

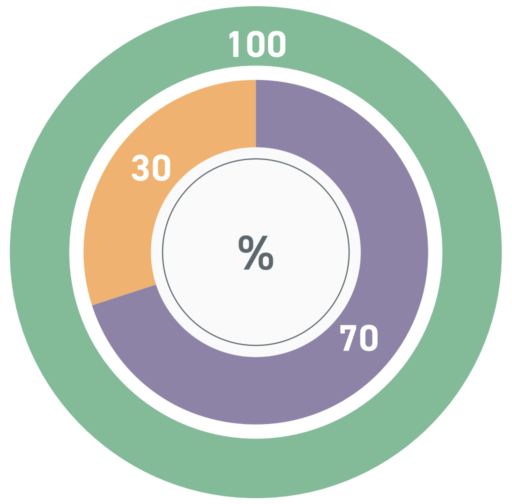
Our board diversity policy promotes voluntary targets of 40% female representation and 50% black* representation. The board met its gender and racial diversity targets.



** Black includes ACI members*

Board independence

The board comprises a majority of non-executive directors who are independent.



- 🟪 Independent non-executive directors
- 🟧 Executive directors
- 🟩 100% of non-executives are independent

All non-executive directors continued to be independent in character, demonstrated behaviour, contribution to board deliberations, and judgement.

King IV™ Principle 7 states that independent non-executive directors may serve for longer than nine years if an assessment is conducted annually to establish independence. Accordingly, the board concluded a vigorous assessment to establish the continued independence of Nomalizo (Ntombi) Langa-Royds and is satisfied that she exercises independent judgement in fulfilling her fiduciary duties as a director.

Diversity of expertise

We seek to develop an experienced board with the appropriate balance of knowledge and skills in areas relevant to the group. The following areas of expertise are relevant to Redefine**:

*** Percentage of directors with requisite skills*

FC	60%	Financial accounting, reporting and tax
	80%	Financial markets, funding and sustainability finance
MC	80%	Allocation of capital and investment and asset management
	40%	Property management
HC	100%	People management
	100%	Remuneration and awards
SRC	90%	CSI and transformation
	90%	Health and safety
	100%	Stakeholder management and engagement
IC	70%	Technology and cybersecurity
	80%	Innovation
	100%	Risk and opportunities
	100%	Regulatory, legal and compliance
	100%	Corporate governance
NC	90%	Environmental sustainability and climate change

Summarised *governance report* continued

BOARD EVALUATION SUMMARY

Board and committee evaluations

We test the robustness of our leadership through board and committee evaluations that enable us to assess whether we have the right mix of skills, experience and expertise to deliver on our purpose.

In accordance with **King IV™**, the board undergoes an externally facilitated evaluation process every third year. In FY23, an external service provider, Nasdaq Corporate Solutions (Nasdaq), conducted an independently facilitated board and committee evaluation. This evaluation aimed to provide information to enhance the board's overall performance and effectiveness, highlight areas of strength and improvement, and promote positive board dynamics. The evaluation confirmed that the board and its committees are performing well and identified several opportunities to enhance overall board and committee effectiveness.

This year, we put measures in place to support the outcomes highlighted by the evaluation. We will continue to measure our progress until the improvement areas are appropriately managed or resolved. For full details of the board evaluation, refer to page 108 of the **ESG** report.

Continuous professional development

We recognise the importance of ensuring that board members have access to training, knowledge and insights that enable them to discharge their duties effectively. The board has adopted a framework for continuous professional development. This framework comprises thought leadership reports focused on governance best practice, updates on market trends and industry-specific insights, and presentations by subject matter experts on emerging risks and opportunities.

For an overview of the areas of continuous professional development made available to directors during FY24, refer to page 79 of the **ESG** report.

A REVIEW OF OUR GOVERNANCE STRUCTURES AND DELEGATIONS DURING THE YEAR

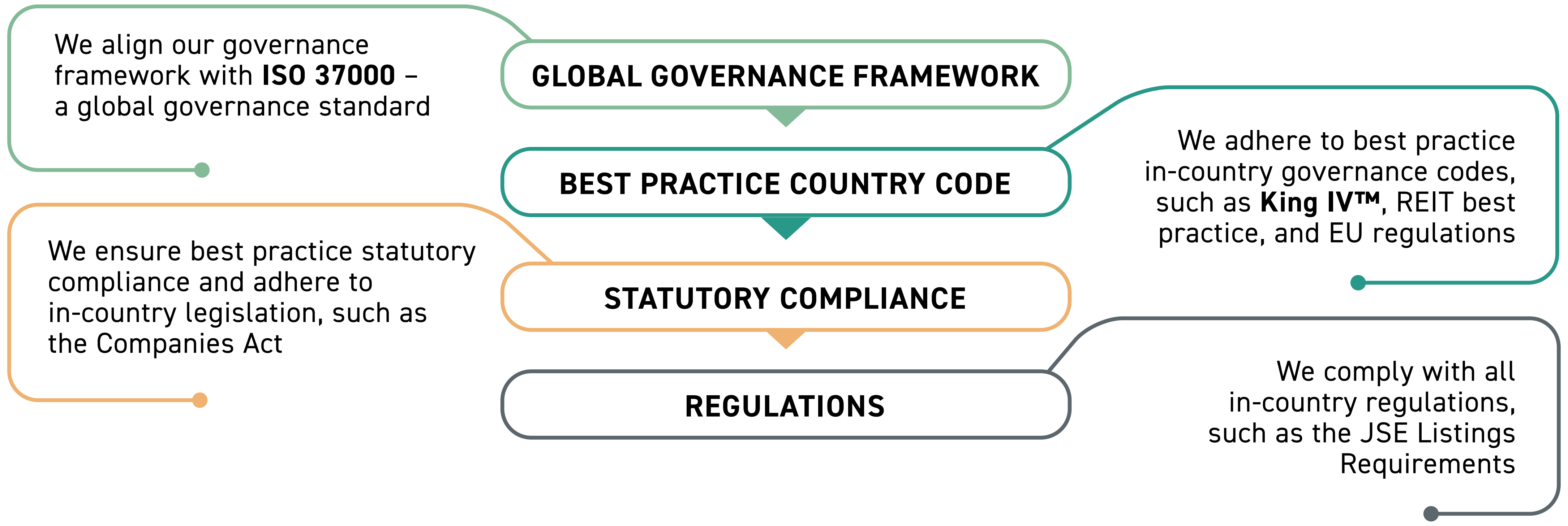
The board's strategic oversight role is supported by an effective delegation of authority framework and the quality of information it receives from management and its committees.

The group governance framework intentionally links the board's and committees' terms of reference, the company's strategic objectives, and the six capitals. Guided by annual work plans, the board and committees are well equipped to effectively monitor the group's quarterly performance against strategy, which supports a culture of accountability and continuous improvement.

Our group-wide governance framework

To give effect to our fit-for-purpose governance approach, we subscribe to a group-wide governance framework. This framework outlines our commitment to comply with relevant in-country legislation and regulations and is supplemented by the application of governance best practice relevant to the business.

Through our group-wide governance framework, we support the following UN SDGs



We align our governance framework with **ISO 37000** – a global governance standard

GLOBAL GOVERNANCE FRAMEWORK

BEST PRACTICE COUNTRY CODE

We adhere to best practice in-country governance codes, such as **King IV™**, REIT best practice, and EU regulations

We ensure best practice statutory compliance and adhere to in-country legislation, such as the Companies Act

STATUTORY COMPLIANCE

REGULATIONS

We comply with all in-country regulations, such as the JSE Listings Requirements

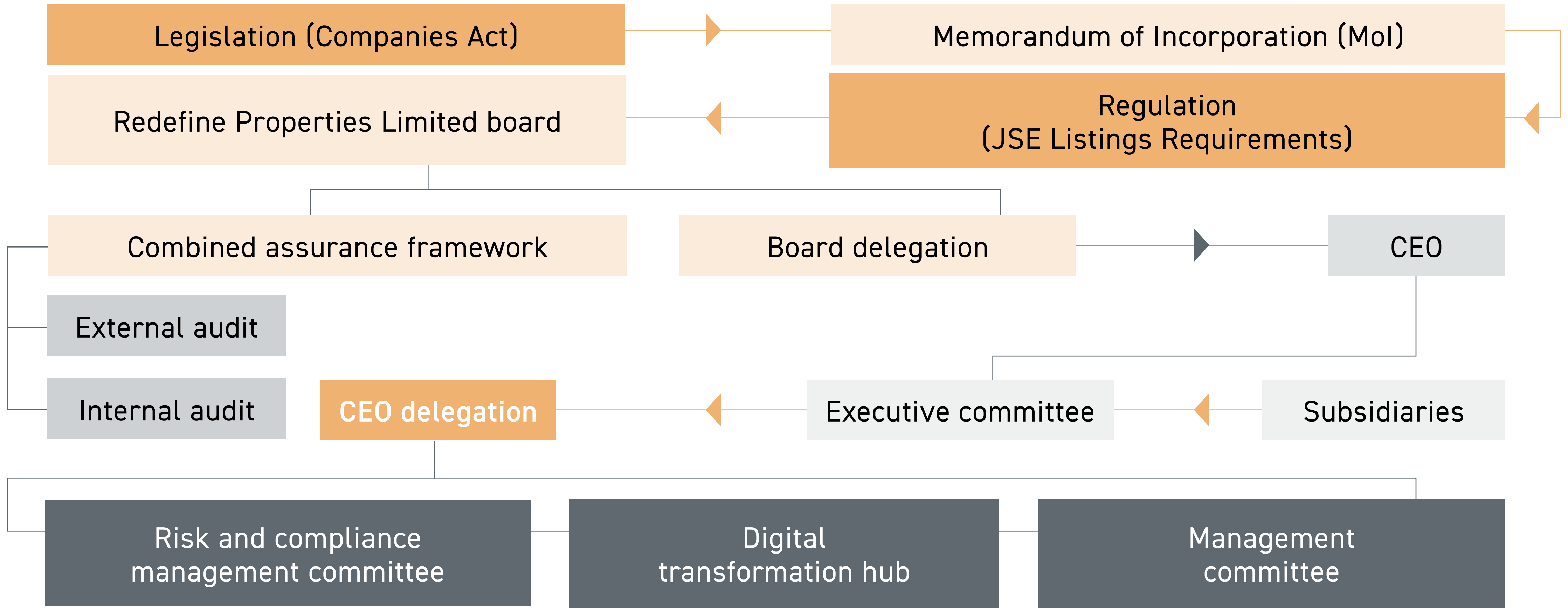
We ensure compliance with the following local and international governance best practice: King IV™ | ISO 37000 | UNGC | JSE | REIT best practice | EU Taxonomy | CIPC*

Where in-country legislation and regulations are less stringent than those applicable in South Africa, we enhance our governance processes in line with the recommended practices of **King IV™**, **ISO 37000** and relevant legislation. This approach supports our ambition to pursue governance best practice and act in the best interests of our stakeholders and the company.

EPP is subject to multicountry compliance and operates in Poland while its parent entity, EPP N.V., is domiciled in the Netherlands. Both countries boast strong legal systems and are subject to EU laws and the legal acts that the European institutions adopt.

Joint venture holding companies are domiciled in the Netherlands and Luxembourg. Management activities and board composition are directly regulated by the respective joint venture agreements.

Our group delegation framework



Legislation (Companies Act)

Memorandum of Incorporation (MoI)

Redefine Properties Limited board

Regulation (JSE Listings Requirements)

Combined assurance framework

Board delegation

CEO

External audit

Internal audit

CEO delegation

Executive committee

Subsidiaries

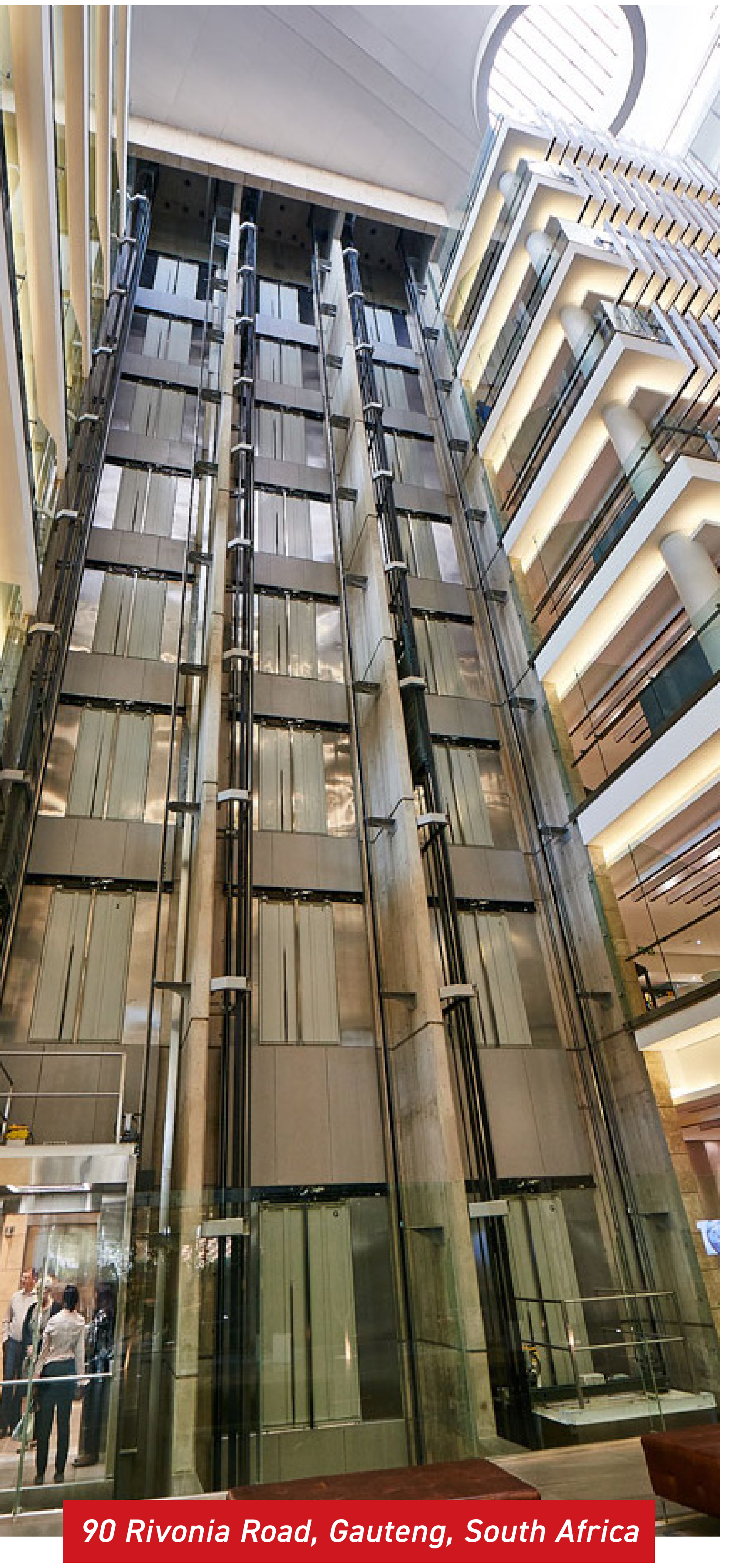
Risk and compliance management committee

Digital transformation hub

Management committee

** Companies and Intellectual Property Commission*

Summarised *governance report* continued


90 Rivonia Road, Gauteng, South Africa

Key areas of board oversight

- Set the direction of the group strategy
- Responsible procurement governance
- Succession planning
- Risk and compliance
- Financial control integrity
- Attraction and retention of human capital
- Risk and opportunity identification and monitoring
- Sourcing of capital
- Organisational culture
- Stakeholder management, including reporting
- Responsive governance
- ESG integration
- Capital allocation and investment strategy

Key areas of board committee focus

Board committee	Primary focus in terms of the six capitals		Primary focus in terms of Redefine's strategic priorities
AC Audit committee	FC MC IC	▶ Review the group **AFS** and **IR** and recommend to the board for approval ▶ Monitor the relationship and independence of external and internal audit ▶ Monitor combined assurance ▶ Consider tax governance matters	OC OE
RCT Risk, compliance and technology committee	IC	▶ Consider business continuity, risk, compliance and information and communications technology (ICT) governance matters ▶ Consider material legal matters	IS OE
IC Investment committee	FC MC IC	▶ Consider investment decisions, including capital allocation and recycling opportunities ▶ Review property valuations and recommend to the board for approval ▶ Monitor performance against the investment strategy	IS OC
SET Social, ethics and transformation committee	HC SRC IC NC	▶ Consider sustainable development and sustainability reports as well as transformation, diversity and inclusion, and corporate citizenship matters ▶ Monitor the group's ESG strategy and implementation framework ▶ Monitor progress of the impact framework	ET GR
REM Remuneration committee	HC SRC IC	▶ Consider fair and responsible remuneration, employee performance management, and talent management (recruitment, retention and succession matters) ▶ Review and monitor changes and proposals related to the remuneration elements of the Companies Amendment Act, including an impact assessment	ET GR
NOM Nomination and governance committee	HC IC	▶ Consider the board succession plan and group corporate governance matters ▶ Consider the impact of the governance strategy on the strategic objectives ▶ Consider legislative and governance developments and the impact on the group ▶ Monitor the progress of board evaluation feedback	ET GR

For more information, refer to the matters considered and approved by each committee on pages 118 to 123 of the **ESG** report.

The board reviewed the committees' terms of reference as part of its commitment to being a high-performing board and evolving governance practices over time. The terms of reference aim to ensure continued effectiveness of cross-committee membership and the integration of risk and strategy through continued focused reporting on strategic risks and opportunities relevant to each committee and other internal governance structures. The revisions are supported by crucial actions that include retaining cross-membership to promote collaboration between board committees, ensuring provision for sufficient reporting opportunities for all committees to the board, defining the mandate and functions of every board committee to facilitate the delivery of complementary work, and enabling formal reporting among the board committees, where relevant and required, to provide the necessary assurance that items have been duly considered and dealt with.

We continued on a journey to embed enterprise-wide corporate governance across the group. Regular review of our terms of reference enables us to improve board reporting and further strengthen our governance profile.

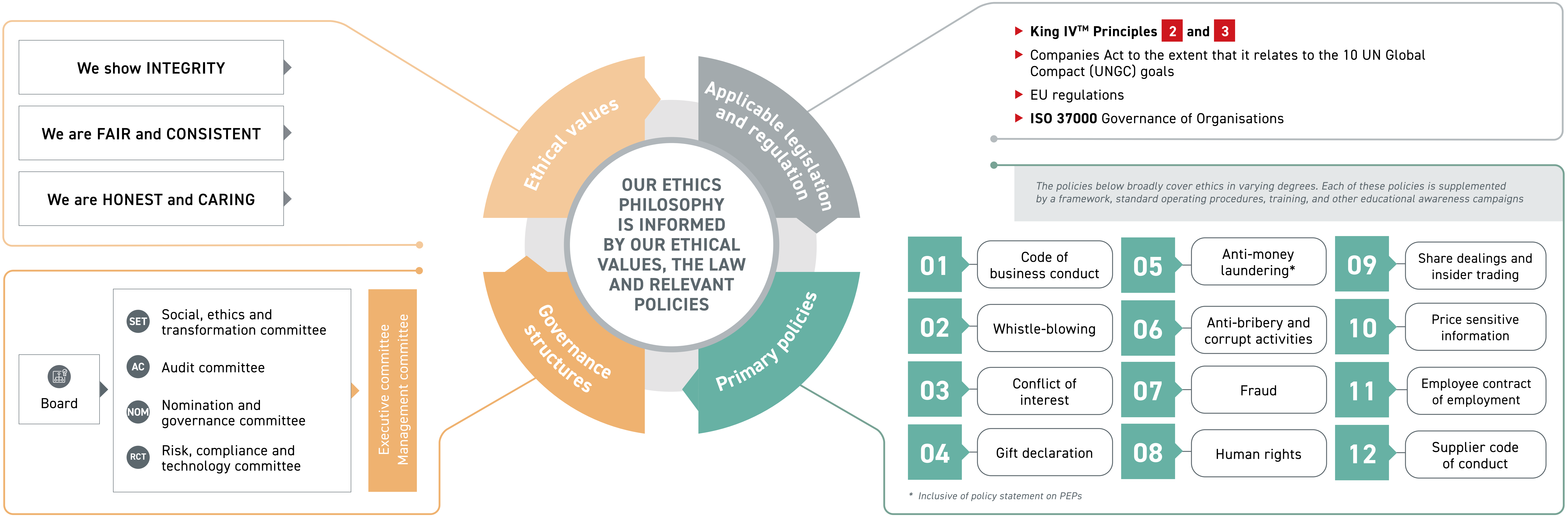
Summarised *governance report* continued

Organisational ethics

The board is responsible for ensuring a sound strategy and business offering, ethical leadership and a commonly accepted and lived set of values. This year, we reviewed our approach to measuring and assessing organisational ethics to ensure it remains effective. We also outlined our ethics framework and philosophy and identified key areas we will focus on going forward to ensure we continue to embed and promote a strong ethics culture. In addition, well-established corporate governance practices remain in place across the business. These practices are detailed in the **ESG** report.

Key focus areas going forward include

- Conducting the ethics survey every three years (rather than annually) to ensure we have sufficient time to implement and embed key outcomes before commencing a new evaluation process – this will be supported by the ethics management plan
- Developing a consolidated and integrated training, awareness and communication platform for ethics internally and externally
- Digitalising various ethics-related declarations, for example, we launched a digital platform for gifts and declarations this year, thereby enhancing efficiency in our approach to ethics management while delivering on our commitment to embed robust ICT governance in our operations. Read more about ICT governance on page 89



We show INTEGRITY

We are FAIR and CONSISTENT

We are HONEST and CARING

Board

- SET Social, ethics and transformation committee
- AC Audit committee
- NOM Nomination and governance committee
- RCT Risk, compliance and technology committee

Executive committee
Management committee

Ethical values

Applicable legislation and regulation

Governance structures

Primary policies

OUR ETHICS PHILOSOPHY IS INFORMED BY OUR ETHICAL VALUES, THE LAW AND RELEVANT POLICIES

- **King IV™ Principles 2 and 3**
- Companies Act to the extent that it relates to the 10 UN Global Compact (UNGC) goals
- EU regulations
- **ISO 37000** Governance of Organisations

The policies below broadly cover ethics in varying degrees. Each of these policies is supplemented by a framework, standard operating procedures, training, and other educational awareness campaigns

01 Code of business conduct
02 Whistle-blowing
03 Conflict of interest
04 Gift declaration
05 Anti-money laundering*
06 Anti-bribery and corrupt activities
07 Fraud
08 Human rights
09 Share dealings and insider trading
10 Price sensitive information
11 Employee contract of employment
12 Supplier code of conduct

* *Inclusive of policy statement on PEPs*

Summarised *governance report* continued

INNOVATION IN GOVERNANCE

With purpose and people in mind, one of our pathways to deliver on our long-term strategy and achieve our mission is being curious innovators. This means fostering a culture of innovation and a design-thinking mindset to fundamentally transform how our business evolves and creates value for our stakeholders.

The board promotes and enables innovation within Redefine by

- Ensuring that members possess adequate professional skills (including diverse and fresh perspectives) to exercise responsible stewardship and oversight in matters relating to innovation
- Ensuring Redefine's strategy, business model, and operating environment account for innovation in all aspects – this includes mobilising digital transformation as an innovation lever across the value chain
- Embedding an integrated GRC management approach across our business to drive increased organisational resilience and agility, thereby creating new avenues for ideation and innovation
- Developing an AI governance protocol to ensure the business can benefit from transformative technology and data-driven innovation while ensuring that AI tools and systems are ethical, trustworthy, legal, safe and secure
- Enhancing reliance on fit-for-purpose governance and monitoring our digital transformation journey

OUTLOOK

In FY24, we continued to align our governance processes with our strategic objectives to ensure a fit-for-purpose governance approach that is responsive to evolving market dynamics. This supports high-performing thought leadership that drives strategy execution.

In the table below, we outline our focus areas for FY25, guided by the megatrends shaping our world.

FY25 focus areas	Anticipated outcomes/impacts
Embed our governance KPI and develop a performance dashboard to monitor progress and enhance reporting	Support effective monitoring of strategy and performance
Qualify and quantify our governance maturity using **ISO 37000**	A fit-for-purpose governance approach that is responsive to macroeconomic, governance and legal reforms
Continue to refine our governance approach to ensure further integration of our international operations	Cost efficiencies that support financial performance through the application of fit-for-purpose governance approach
Adopt an AI governance protocol that supports AI governance best practice, including third-party risk management	Data-driven decision-making making process
Cascade and monitor the company-wide scorecard adopted to measure success	Operational resilience through robust strategy execution and performance delivery

ParkONE, Western Cape, South Africa

Our business in context

S&J Business Park, Gauteng, South Africa

Our *operating context*

🇿🇦 SOUTH AFRICA 🇵🇱 POLAND

Impact on Redefine

▲ POSITIVE ▼ NEGATIVE ■ UNCHANGED + NEW

Refer to our strategy on pages 43 to 49 for details on our strategic response.

Proactive management of the variables we can control creates opportunities to deliver sustainable organic growth in a challenging environment

Our operating context is shaped by global drivers, including macroeconomic and sociopolitical factors, that influence the business and trends in the property sectors in which we invest. We continuously monitor and analyse these trends to seize opportunities, manage risks, and make informed strategic decisions.

Key economic indicators	SOUTH AFRICA		
	2025	2024	2023
GDP growth	1.7%[1]	**1.0%**	0.7%[1]
Inflation	4.4%[1]	**4.6%**	5.9%[1]
Unemployment rates	32.8%[1]	**32.1%**	32.1%[3]
Interest rates	7.5%[4]	**7.8%**	8.4%[4]

Key economic indicators	POLAND		
	2025	2024	2023
GDP growth	3.3%[2]	**2.7%**	0.1%[2]
Inflation	4.6%[2]	**3.8%**	11.4%[2]
Unemployment rates	4.9%[2]	**5.1%**	5.2%[2]
Interest rates	2.4%[5]	**3.0%**	4.0%[5]

1 Oxford Economics and Statistics South Africa, November 2024

2 Oxford Economics and Statistics Poland, November 2024

3 https://tradingeconomics.com/south-africa/unemployment-rate

4 Three-month JIBAR and one-year forward rate as at 22 November 2024

5 Three-month EURIBOR and one-year forward rate as at 22 November 2024

6 International Monetary Fund, World Economic Outlook Update, October 2024

MACROECONOMIC DRIVERS

The macroeconomic environment remains complex as the global economy navigates the lingering aftereffects of high inflation and interest rates. We are starting to see a shift as inflation appears to be moderating and interest rates are slowly starting to reduce.

Inflation continues to moderate	2024	2023
	🇿🇦 🇵🇱 ▲	▼

After a period of high inflation driven by post-pandemic supply chain disruptions and geopolitical tensions, many economies are experiencing moderation. Global inflation data suggests that rates have eased compared to the peak inflation levels experienced globally in 2022. Global inflation is expected to continue moderating in 2025, albeit at a slower rate than anticipated.

Interest rates are expected to come down, impacting the cost of debt	2024	2023
	🇿🇦 🇵🇱 ▲	▼

Although global financial conditions continued to improve in 2024, borrowing costs remained high, materially impacting funding costs. Continued inflationary pressure led to central banks taking a cautious approach to easing monetary policy globally. A shift in monetary policy by the US Federal Reserve has signalled the start of a global monetary policy easing cycle.

Opportunities emerge amid energy and infrastructure challenges	2024	2023
	🇿🇦 ▲	▼

South Africa continued to navigate a complex landscape marked by persistent challenges and emerging opportunities in 2024. Modest GDP growth of 1.0% was projected for 2024, with forecasts improving marginally from 2023. The rand remains volatile, driven by domestic challenges and global economic pressures.

Loadshedding reduced in the second half of the financial year due to increased private solar adoption and the return of Kusile Power Station units. Despite this progress, the country's electricity distribution infrastructure, especially at municipal level, is deteriorating. Public infrastructure is a critical area of concern, with ongoing deterioration also affecting roads, ports, rail and water services. Encouragingly, initiatives like Operation Vulindlela are showing signs of reform in key areas.

The Polish economy remains well positioned for growth	2024	2023
	🇵🇱 ■	▲

Despite geopolitical challenges in neighbouring Ukraine, Poland's economic performance remains strong compared to the Eurozone, and its alignment with the European regulatory framework continues to support a stable operational environment. Low unemployment and government debt, as well as the stabilisation of inflation in 2024, further support a favourable economic outlook. Operational costs, however, continue to increase due to rising labour costs.

The primary capitals, material themes and strategic priorities affected

FC MC NC GSF BMA MBG IS OC OE

OUTCOME

- Global growth is expected to remain stable with 3.2% projected for 2024 and 2025[6]
- Inflation is expected to continue to decline in 2025, albeit at varying rates in advanced and developing markets
- The monetary policy rates of major central banks are slowly reducing, with the pace of adjustments to be slower than anticipated depending on the inflation target ranges
- Conflicts in Ukraine and the Middle East pose significant potential macroeconomic risks that could affect real estate fundamentals
- Since the onset of the conflict in Ukraine, Poland's economic performance slowed, largely due to a sharp rise in energy costs, supply chain disruptions, volatility in financial markets, and declining business and consumer confidence. However, Poland is expected to see a recovery in 2024 with GDP expected to grow at 2.7%. Stronger private consumption, driven by rising wages and increased government spending, is expected to support growth
- South Africa's growth prospects have improved but remain muted, with the economy expected to grow between 1.0% and 1.7% per annum over the next two years

HOW THIS AFFECTS OUR STRATEGY

- Engagement with all our key stakeholders is critical to ensure our strategy is well understood and aligned with their expectations
- Astute capital deployment and responsible capital management are essential to respond to the impact of these conditions on our operations and stakeholders
- In line with our funding model, we limit liquidity and debt concentration risks and manage our exposure to interest rates and currencies through hedging
- To ensure business resilience, we actively manage the variables under our control through active asset and property management
- Use of alternative energy sources reduces our reliance on unstable coal-powered electricity grids while maximising efficiency and reducing our carbon emissions

Our *operating context* continued

🇿🇦 SOUTH AFRICA 🇵🇱 POLAND

Impact on Redefine

▲ POSITIVE ▼ NEGATIVE ■ UNCHANGED + NEW

Refer to our strategy on pages 43 to 49 for details on our strategic response.

SOCIOPOLITICAL FACTORS DRIVE PERSISTENT UNCERTAINTY

The political climate and other social factors have tangible impacts on our business and stakeholders in the countries where we operate.

The primary capitals, material themes and strategic priorities affected

FC MC SRC GSF BMA MBG IS OC OE GR

Political shifts in Poland create opportunities for economic growth and legislative change	2024	2023
	🇵🇱 ▲	▲

Poland's 2023 general election outcome resulted in a significant political shift that has the potential to repair relations with the EU. Prior to the election, EU recovery funds intended for Poland had been frozen due to concerns over the country's judicial reforms. The election outcome has raised hopes for renewed cooperation with the EU, and the anticipated unblocking of these funds could provide a substantial boost to the Polish economy. These funds are expected to accelerate infrastructure development, enhancing economic growth and job creation.

South Africa's social and political landscape continues to be marked by uncertainty	2024	2023
	🇿🇦 ■	▼

Coalition governments were formed following the provincial and national elections in 2024. These have the potential to reduce political uncertainty if parties are able to overcome ideological differences and strengthen policies through diversity of thought.

Service delivery failures, particularly in electricity, water and infrastructure, remain key areas of concern. Protests over inadequate public services exacerbate political instability, increasing uncertainty for businesses and investors. While private sector intervention aims to mitigate service delivery failure, the erosion of social trust and political fragmentation, particularly at municipal and council level, pose risks for South Africa's economic and social progress. Persistently high levels of inequality and youth unemployment further erode social stability in South Africa.

OUTCOME

- The Polish presidential elections in 2025 have the potential to enhance or obstruct effective legislature, depending on the future president's alignment with the ruling parliamentary coalition
- While the Sunday trading ban is being debated, this is unlikely to be resolved before the 2025 elections
- In South Africa, political uncertainty brought on by the increase in coalition governments persists and is expected to pose challenges related to coordination and consensus building among diverse parties. Policies are expected to be more moderate, potentially leading to incremental changes rather than sweeping reforms. Overall, the success of coalition governments will depend on their ability to manage differences and work together effectively

HOW THIS AFFECTS OUR STRATEGY

- We actively monitor new developments in the geographies in which we operate and refine our strategy accordingly
- We engage and collaborate with various stakeholders who affect and are affected by our activities
- In South Africa, we took the maximum amount available for riot cover offered by our insurance programme and are better prepared to respond to social unrest

MARKET-SHIFTING DYNAMICS CONTINUE TO EVOLVE

In today's rapidly evolving business landscape, several key dynamics are shaping the market in which we operate and informing our strategic response.

The primary capitals, material themes and strategic priorities affected

FC MC SRC IC NC ERB BMA HGR MBG OE ET GR

Effective risk management in an uncertain world	2024	2023
	🇿🇦 🇵🇱 ▲	■

Conservative risk management is essential to mitigate potential threats and maintain strategic resilience. This includes addressing low-likelihood risks that can have immediate and impactful consequences, like the Russia-Ukraine war, and the possible negative impact of the conflict in the Middle East on the global supply chain, which will inadvertently put pressure on costs. In addition, the change in the political landscape in the US is likely to be inflationary for emerging markets, which may impact the trajectory of the interest rate cuts.

Rising environmental strain and natural resources dependency	2024	2023
	🇿🇦 🇵🇱 ■	▼

Human activity and climate change are increasingly straining the natural environment, while growing demands on natural resources are exacerbating food insecurity and impacting the business environment. Resource scarcity, extreme weather, and biodiversity crises highlight the urgent need for sustainable practices.

Digitalisation increases the risk of cyberthreats	2024	2023
	🇿🇦 🇵🇱 ■	▼

As technology becomes integral to business operations, the risk of cyberattacks and data misuse grows, potentially affecting our ability to operate and serve stakeholders.

Doing good as a business remains non-negotiable	2024	2023
	🇿🇦 🇵🇱 ■	▼

Maintaining good governance, ethical leadership and regulatory compliance are crucial to safeguard our reputation and balance the needs and expectations of all our stakeholders.

OUTCOME

- Market shifts are likely to continue shaping society and the business environment
- Growing awareness of environmental, social and digital concerns has resulted in increased stakeholder engagement
- Collective commitment (between government, private sector, and the broader society) to inclusive and sustainable economic growth has the potential to accelerate change in key areas

HOW THIS AFFECTS OUR STRATEGY

- Managing market shifts is crucial, but focusing on opportunities and variables within our control is equally important for resilience and growth
- We integrate corporate governance and ethics into the business, continually refining our compliance, risk management and combined assurance approach
- We focus on integrating climate risk management into our strategy and capital allocation decisions
- We leverage technology, data and innovation to identify solutions that increase efficiency and reduce consumption of natural resources
- We focus on improving the digital ratio and ensure we have adequate investment in cybersecurity systems

🇿🇦 SOUTH AFRICA 🇵🇱 POLAND

Impact on Redefine

▲ POSITIVE ▼ NEGATIVE ■ UNCHANGED + NEW

Refer to our strategy on **pages 43** to **49** for details on our strategic response.

Our *operating context* continued

INDUSTRY TRENDS

RETAIL

Retail remains well positioned for growth as the cycle turns

The primary capitals, material themes and strategic priorities affected

FC MC SRC NC GSF BMA MBG IS OC OE

The retail park format is gaining popularity in Poland	2024	2023
	🇵🇱 ▲	▲

Investment activity in the Polish retail sector remains focused on retail parks, potentially cannibalising market share between competing retail parks and shopping centres.

Retailers are embracing sustainability	2024	2023
	🇿🇦 🇵🇱 ▲	▲

Sustainability-related initiatives are becoming more common in the retail sector, receiving attention from tenants, landlords and investors. In Poland, retailers are adopting innovative recycling and renewable strategies, such as guarantees on used products and clothing repair services, reflecting a broader shift towards a circular economy. The South African retail sector's use of solar energy continues to expand, largely driven by cost efficiencies and the unpredictability of energy delivery. Other sustainability initiatives are largely focused on waste recycling and reducing water consumption.

Other trends impacting the retail sector	2024	2023
High interest rates and inflation continue to limit consumer spending.	🇿🇦 🇵🇱 ■	▼
Value retailers and international brands continue to enter and expand in Poland.	🇵🇱 ▲	▲
Online retail penetration is still relatively low due to the high cost of logistics; the retail market is still largely dependent on the physical retail store and omnichannel retail is becoming increasingly popular.	🇿🇦 🇵🇱 ■	■
The increase in funding for Poland's child support programme from zł500 to zł800 per child in 2024 is starting to positively impact retail spending.	🇵🇱 ▲	+
Demographic shifts and the growing integration of shopping and leisure drive the need for more entertainment-focused spaces in the retail sector.	🇵🇱 ▲	+

OUTCOME

- Tenant needs and preferences in the retail sector continue to evolve, impacted by omnichannel retail and sustainability
- Retail spaces must be rightsized and provide a differentiated offering
- Property upgrades (including extensions, modernisations and repurposing) and a focus on convenience create a strong foundation for organic rental growth

HOW THIS AFFECTS OUR STRATEGY

- Tenant retention and renewal rental growth are a key priority
- We ensure the portfolio is strategically positioned to capitalise on changes in the retail space by providing a differentiated offering
- We continue to explore ways to reduce the impact of our retail spaces on the environment

OFFICE

The office sector has stabilised

The primary capitals, material themes and strategic priorities affected

FC MC NC GSF BMA MBG IS OC OE

Office vacancy rates continue to gradually improve in P and A Grade properties	2024	2023
	🇿🇦 ■	▲

In South Africa, office vacancy rates for Premium and A Grade properties continue to gradually improve. The demand is driven by the lack of large new developments coming on line and the recall of employees back to the office by many major corporates – mainly to increase productivity and promote corporate culture, mentoring and on-the-job training.

Demand for smart and diversified space continues	2024	2023
	🇿🇦 ▲	▲

Companies increasingly require office space in outlying areas within or close to residential suburbs as tenants gravitate towards offices that are situated closer to home and outside of high traffic congestion areas, which supports their work-life balance. The preference for smart buildings is also set to continue as it provides tenants with flexibility and convenience and supports the work-from-anywhere trend. There is still strong demand for call centres in Cape Town with some interest now being shown in Gauteng.

Green and smart office buildings continue to be in demand	2024	2023
	🇿🇦 🇵🇱 ■	▲

The operational efficiencies offered by green buildings are increasingly valuable. Green buildings minimise negative environmental impacts by efficiently using water, energy and other natural resources, which leads to lower utility bills and ultimately lowers the cost of occupation for our tenants and has a direct impact on the property value.

OUTCOME

- Office tenants and their staff increasingly demand quality spaces that provide value-added services and convenience

HOW THIS AFFECTS OUR STRATEGY

- We differentiate our offering by understanding evolving office dynamics, leveraging digital tools, and greening building developments

Our *operating context* continued

🇿🇦 SOUTH AFRICA 🇵🇱 POLAND

Impact on Redefine

▲ POSITIVE ▼ NEGATIVE ■ UNCHANGED ✚ NEW

Refer to our strategy on pages 43 to 49 for details on our strategic response.

INDUSTRIAL, LOGISTICS AND SELF-STORAGE

The industrial sector in South Africa and logistics sector in Poland remain defensive, while the self-storage sector offers new opportunities

The primary capitals, material themes and strategic priorities affected

FC MC GSF BMA MBG IS OC OE

Business interruptions due to failing infrastructure continue

2024	2023
🇿🇦 ■	▼

Electricity and water supply interruptions continue to disrupt manufacturing, driving the demand for off-grid power and standby water solutions, which increases the cost of occupation for tenants. Policy uncertainty within municipalities continues to cause delays in the formulation of electricity wheeling opportunities.

Industrial tenants increasingly require modern industrial buildings

2024	2023
🇵🇱 ▲	✚

Tenants require modern industrial buildings that offer flexibility, better safety and increased efficiency. They also prioritise energy efficiency and sustainability with features like natural lighting, solar-ready rooftops, and improved backup water supply.

The Polish logistics sector continues to grow, albeit at a slower rate

2024	2023
🇵🇱 ■	▲

- Poland remains an attractive logistics market with affordable rent and strategic central location, offering an advantage compared to Western Europe
- Poland's lower production costs, strong infrastructure, and modern logistics spaces continue to boost the sector, though demand across Europe has slowed due to economic pressures and rising costs
- Tenants and developers are increasingly investing in green solutions, driven by high energy prices and the EU Taxonomy
- The demand for logistics space is anticipated to remain strong due to ongoing nearshoring, reshoring and friendshoring

The Polish self-storage sector has growth potential

2024	2023
🇵🇱 ■	✚

- Poland's self-storage market is still in its early stages but growing rapidly
- The market is fragmented, with two large players dominating the market
- Smaller operators dominate regional cities due to lack of supply
- Individuals and small business users increasingly require storage space due to changing lifestyles and the need for flexible lease terms and size options

OUTCOME

- The South African industrial sector remains defensive and well positioned for growth
- The Polish logistics industry is expected to benefit from moderated inflation and lower interest rates
- The Polish self-storage sector is expected to gain traction in line with market potential

HOW THIS AFFECTS OUR STRATEGY

- We continue to focus on reducing vacancies, securing rental renewals, and taking advantage of growth opportunities through developments and the recycling of non-core assets

Wrocław Phase I, Wrocław, Poland

Integrated *stakeholder engagement*

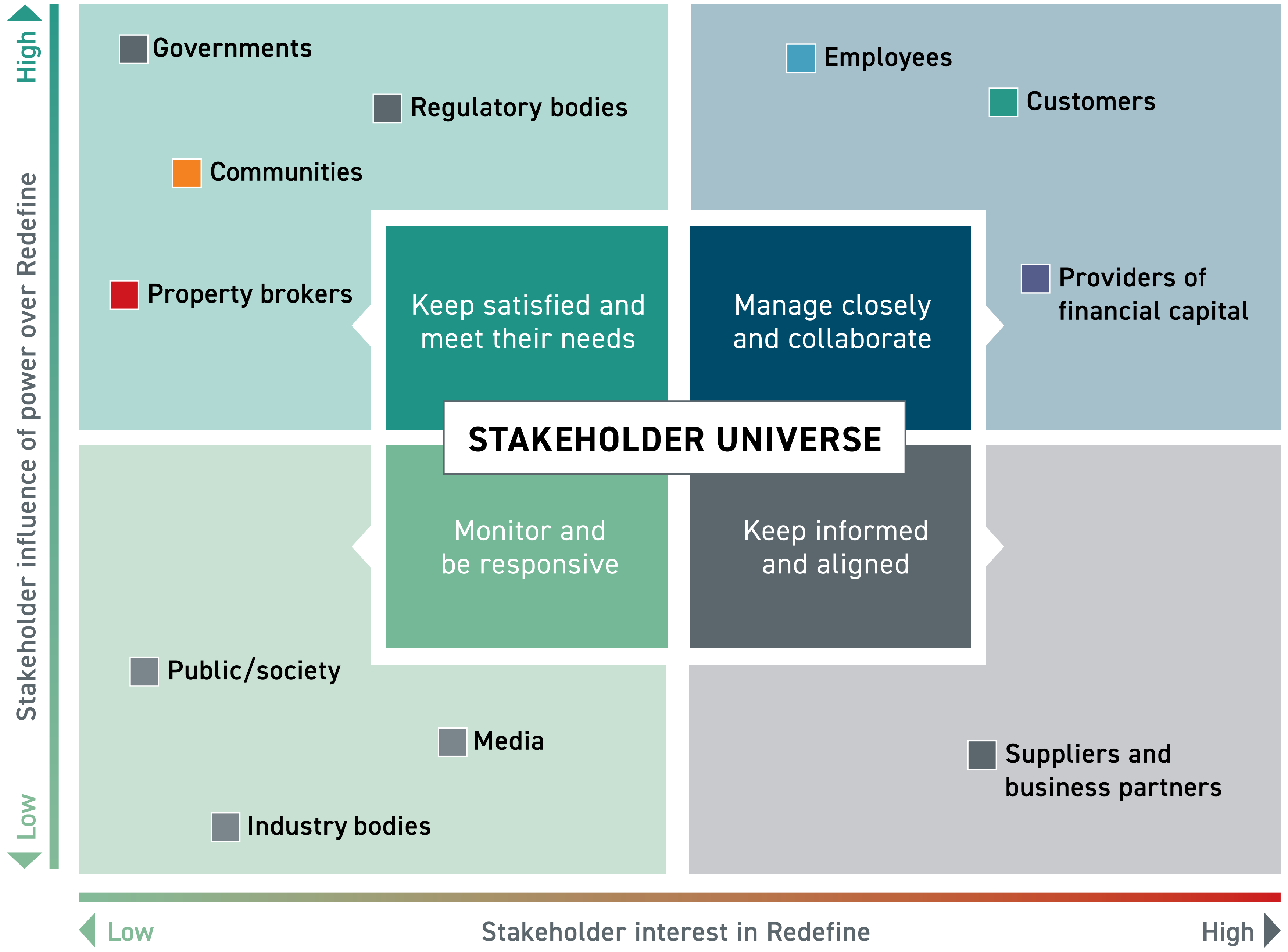
Our purpose places people at the heart of what we do, and we believe that effective and integrated stakeholder engagement is critical to our success. Our stakeholder-centric approach to value creation is based on understanding and responding to stakeholder needs, building long-term partnerships, measuring relationship effectiveness, and taking action in areas where we can positively impact long-term sustainability.

ANALYSIS OF REDEFINE'S STAKEHOLDERS

Our stakeholder landscape continues to evolve as we further align our goals with our mission pathways.

We group stakeholders by their level of influence on us and our impact on them. We are committed to understanding stakeholder concerns and applying relevant inputs to our decision-making to ensure value creation in a rapidly evolving operating environment.

For information on the stakeholder priority assessment process, refer to **page 60** of the **ESG** report.



Tailored strategies drive quality engagements with key stakeholders

We continue to enhance and expand how we measure the quality and effectiveness of our relationships: from qualitative surveys and internal assessments to quantitative performance-driven data. We have developed scorecards for key stakeholders and are focused on adopting the net promoter score (NPS) methodology more broadly across stakeholder groups to strengthen our approach. We provide more detail on the stakeholder scorecards in the social and relationship section of this report from **page 80**.

Refer to **page 62** of the **ESG** report for more information on how we are improving relationship quality measurement.

SA employees

Integrated *stakeholder engagement* continued

Embedding a strategic approach to stakeholder engagement

This year, we undertook several key initiatives to drive strategic stakeholder engagement. Refer to pages 63 to 95 of the **ESG** report for a detailed review of key initiatives per stakeholder.

In addition to the key initiatives per stakeholder, we executed several important multi-stakeholder projects, such as conducting a comprehensive competitor and industry analysis and launching the new stakeholder-centric corporate website. Both initiatives have resulted in deeper stakeholder insight and allowed us to further measure and improve the strength of our relationships.

In line with our mission pathway of nurturing and optimising our ecosystems, we are also focused on finding opportunities in our day-to-day business operations and engagements with stakeholders to foster an ecosystem mindset. An ecosystem mindset is based on appreciating the power and potential of the Redefine network. It is about being deliberate when engaging with our stakeholders so that we can unlock the significant opportunities we have to transform lives.

Refer to page 60 of the **ESG** report for more information on our approach to strategic stakeholder engagement.

OUR ECOSYSTEM IN SOUTH AFRICA | Leveraging off relationships to create value and improve cash flow

An ecosystem mindset is based on an appreciation for the power and potential of Redefine's network. It is about being deliberate when engaging with our stakeholders so that we embrace the significant opportunity to improve cash flow and transform lives.

Providers of financial capital

I am an investor and a tenant, which gives me deep insight into the way Redefine does business, helping me justify my investment decision.

Tenants

My relationship with Redefine has evolved to a true partnership. I am now both a tenant and a supplier. It is a win-win.

Shoppers

As a shopper with a conscience who values the importance of trying to do good in this world, I appreciate Redefine's approach to socioeconomic development and the environment. It helps justify my decision to spend money at their malls.

Property brokers

I value my partnership with Redefine and am focused on doing mutually beneficial deals. I could also be a tenant.

Employees

I understand the power of ecosystems, both my own personal network and the multitude of Redefine stakeholders I engage with. I have realised the immense potential to influence and help drive cash flow.

Suppliers

Our business relationship has developed from being just a supplier. When we needed to move from our current premises, we approached Redefine and have not looked back since.

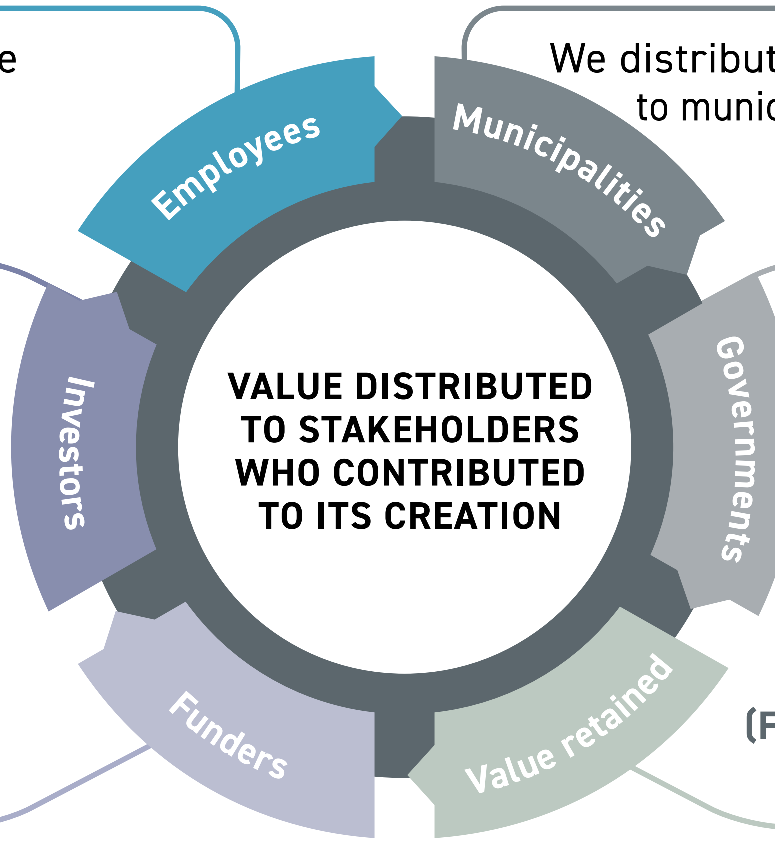
Communities

As an active community member, it is important to see property owners making a concerted effort to uplift the communities around the buildings they own.

INTEGRATED STAKEHOLDER ENGAGEMENT

Stakeholder engagement is a core component of social and financial value creation as an input and outcome. Our stakeholder-focused, value-added statement demonstrates how financial value is created and distributed to stakeholders.

Distributable revenue	+	Distributable interest received and other income	-	Distributable property and other operating expenses	=	Cash value created
R11.5 billion		**R0.8 billion**		**R3.4 billion**		**R8.9 billion**
(FY23: R10.5 billion)		(FY23: R0.7 billion)		(FY23: R3.1 billion)		(FY23: R8.1 billion)



We distributed **6.3%** (FY23: 6.9%) of the value created to employees through remuneration

R0.6 billion

PROVIDERS OF FINANCIAL CAPITAL

We distributed **32.1%** (FY23: 36.2%) of the value created to investors through the payment of dividends

R2.9 billion

R3.9 billion

We distributed **43.4%** (FY23: 38.5%) of the value created to funders through the payment of interest on debt

We distributed **10.2%** (FY23: 10.7%) of the value created to municipalities through the payment of rates and taxes

R0.9 billion

We distributed **2.1%** (FY23: 1.0%) of the value created to governments through the payment of PAYE and taxes

R0.1 billion

R0.5 billion

We retained distributable income of **5.9%** (FY23: 6.7%) of the value created to bolster our liquidity and allocate to capital expenditure

Integrated *stakeholder engagement* continued

For more information on our other stakeholders, including government, media and industry bodies, see page 28 of this report and page 61 of the **ESG** report. For more information on the value we create for each stakeholder group, refer to social and relationship capital on page 80.

OVERVIEW OF OUR KEY STAKEHOLDERS THROUGHOUT THE VALUE CHAIN

	Upstream		
	Investors	**Funders**	**Tenants**
WHO THEY ARE	Retail and institutional equity investors	Banks, debt capital market participants, financial institutions, and associated analysts and rating agencies	All current and future users of our space
STAKEHOLDER OWNER	**Head of corporate finance**	**Head of corporate finance**	**General manager**
KEY STAKEHOLDER MATTERS RAISED AND OUR RESPONSE	**Deliver risk-adjusted returns** ▶ Focus on organic growth in the portfolio by limiting negative reversions and improving cost control ▶ Maintain the current sectoral and geographic diversification to support long-term growth **Lower the group's gearing to reduce risk** ▶ Regularly and clearly communicate pathways to reduce the SA REIT and see-through loan-to-value (LTV) ratios ▶ Grow asset valuations and recycle non-core assets to reduce gearing **Cross-currency swaps and hedging strategies** ▶ Continue to adhere to the hedging policy ▶ Settle or refinance cross-currency swaps when the opportunity allows **Provide clear communication** ▶ Consistently communicate strategic priorities, risks and opportunities ▶ Clearly communicate geographic and sectoral strategies and capital allocation plans ▶ Provide concise ESG information ▶ Provide more detailed succession plans for executive directors	**Provide clarity on EPP's liquidity and joint ventures** ▶ Regularly communicate progress in refinancing EPP's core and joint venture portfolios ▶ Provide clarity around the long-term strategic priorities in Poland, particularly in terms of simplifying the joint ventures **Increase Redefine's access to sustainable funding** ▶ To date we have issued R15.6 billion of use-of-proceeds green bonds and loans to refinance eligible Green Star rated South African assets, promoting climate-resilient commercial real estate **Lower risk by simplifying the balance sheet and reducing the SA REIT and see-through LTV ratios** ▶ Maintain interest cover ratio (ICR) above 2x – currently at 2.1x (FY23: 2.5x) ▶ Reduce the SA REIT LTV ratio to within the target range of 38% to 41% – currently at 42.3% (FY23: 41.1%)	**Cost of utilities** ▶ Strategy to ensure all tenants have access to utility consumption data by implementation of smart metering solution **The economic climate and tough trading conditions** ▶ Flexibility when negotiating renewals and continued progress of our tenant support programme, ***Smartten*** **Concerns on water shortages and the impact on business continuity** ▶ Implementation of the water usage and backup supply strategy **Simplification of the contracting process** ▶ Development of a more concise lease and enhanced digital lease process
	page 81	page 81	page 82

	Company operations		
	Employees	**Suppliers**	**Property brokers**
WHO THEY ARE	Permanent and temporary employees	Providers of goods and services, who often act as our representatives	Brokers who originate new deals and negotiate renewals on behalf of tenants
STAKEHOLDER OWNER	**Chief people officer**	**General manager**	**Asset manager**
KEY STAKEHOLDER MATTERS RAISED AND OUR RESPONSE	**Greater transparency with a focus on fair and market-related remuneration** ▶ Enhancing the employee value proposition (EVP) framework ▶ Employee benefit training sessions ▶ Annual benefits presentation **Workplace flexibility** ▶ Flexible workdays, with three in-office days per week ▶ Flexible working hours, with core working hours between 09h00 and 16h00 **Wellbeing and stress management** ▶ Revised leave benefits have been implemented ▶ Holistic employee wellness programme ▶ Maintaining a safe and healthy work environment **Key themes from the employee engagement sessions (wellness, business efficiency, celebrating success, and innovation)** ▶ Consolidated communication strategy	**Cost savings and objective performance management** ▶ Implemented phase one of the supplier rationalisation programme ▶ Continued review and improvement of supplier agreements ▶ Continued execution of supplier development for exempt small, medium and microenterprises (SMMEs) with preferential payment terms ▶ Launch and implementation of the On Key system **Driving equity and inclusion** ▶ Continued participation in various supplier development programmes ▶ Ongoing engagement with non-compliant suppliers to improve their broad-based black economic empowerment (BBBEE) performance ratings ▶ Continuous assessment of current suppliers' BBBEE levels **Sustainability initiative partnerships** ▶ Conducted a supplier sustainability survey, receiving over 120 responses from top suppliers	**Timely payment of commissions** ▶ Timeous commission payments are paramount to maintaining good broker relationships and remain a priority **Continued improvement of time frames from lease deal origination to conclusion** ▶ After receiving positive feedback on these interventions, we will continue to improve processes to ensure our decision-making is quick **Enhancing the digital experience** ▶ Developing a new broker portal on the corporate website ▶ Launching a pilot project including the rollout of QR codes at vacant spaces
	page 82	page 83	page 83

	Downstream	
	Shoppers	**Communities**
WHO THEY ARE	Shoppers at our retail centres as well as online shoppers	The communities surrounding our buildings
STAKEHOLDER OWNER	**Asset manager**	**Socioeconomic development manager**
KEY STAKEHOLDER MATTERS RAISED AND OUR RESPONSE	**Continued focus on the shopping experience** ▶ Shopper surveys are now performed monthly ▶ Incorporated NPS results into building strategies and centre manager training ▶ Highlighted areas of focus for management intervention are safety and security, hygiene and cleanliness, tenant mix, and parking experience ▶ Developed shopper scorecard to measure relationship effectiveness **Tenant mix** ▶ Applied key learnings from market share surveys and NPS methodology to improve overall retail portfolio occupancy to 95.0% (FY23: 93.6%) **Integrated community initiatives into all mall marketing activity** ▶ Secured over R500 000 in sponsorship for the Maponya Mall Community Hub ▶ Launched and executed the Battle of the Choirs community campaign across multiple malls ▶ Dedicated over 15 000m^2 of retail space to non-governmental organisations and community initiatives	**Inequality** ▶ Execute the SED strategy, focusing on impact: transforming lives (people impacted directly) job creation (jobs created), educational qualifications, and health and wellbeing (people impacted) are key impact measures ▶ Launching and executing our alternative income SMME plan **Education** ▶ Beyond Hawk Academy, Maponya Mall Community Hub and Matlosana Mall Learning Centre, we identify educational organisations requiring resource support through campaigns and outreach initiatives ▶ Impact at least 409 people annually through campaigns/initiatives **Health and safety** ▶ Our properties meet rigorous health and safety standards and are externally audited annually to ensure compliance ▶ Launched our first mobile clinic solution at two buildings **Unemployment** ▶ Identify local employment seekers for new development projects and appoint a community liaison officer who links to the community, streamlines employment, and assesses skills for development to enhance local hiring ▶ The flagship projects focus on job creation, with 468 jobs created in FY24
	page 84	page 84

Risks and *opportunities*

Redefine's risks and opportunities are shaped by the broader macroeconomic environment, which impacts the markets in which we operate. We anticipate disruptions and remain strategically focused on navigating emerging risks and leveraging opportunities to drive long-term value creation. We believe strategic risk and opportunity management supports our long-term resilience.

We view risks and opportunities as factors that influence our ability to create value for stakeholders. Sound risk management allows us to adapt to shifts in the operating context and supports informed decision-making in uncertain times. We focus on the variables under our control by consistently executing our strategy to deliver long-term value.

Key factors that influence our risk profile include market conditions, geopolitical tensions and socioeconomic factors as well as the continued deterioration of public infrastructure and services in South Africa. Despite these challenges, the group-wide risk-bearing capacity remained stable during the year, supported by strong liquidity headroom of R4.8 billion **(FY23: R5.5 billion)**. The group-wide risk-bearing capacity protects our ability to absorb additional volatility in our operational results without detrimentally affecting our strategy.

FY24 ACTIONS

Aligned the key financial control design and attestation model across the group to support a strong and proactive control environment	Incorporated climate risk management into EWRM by identifying which assets are most at risk and included climate risk management in our capital allocation decisions	Further embedded our internal audit function by integrating it across the group, with a focus on leveraging technology to support our goal of continuous auditing of the control environment

FUTURE FOCUS

Further embedding our EWRM framework by

Improve modelling by using data-based scenario analysis to quantify risks and opportunities	Leverage technology to enhance data monitoring and analysis	Improve quantitative inputs to our EWRM framework to measure impacts and develop scenarios to assess risk maturity

INTEGRATED THINKING

We proactively respond to opportunities and related risks by focusing on the variables under our control to deliver consistent value for our stakeholders. The operating context informs our approach, and we evaluate risks in relation to our strategic priorities and proactively adapt our strategy when necessary. Risk and opportunity management is carefully balanced across all the capitals we impact.

OUR RISK MANAGEMENT APPROACH

Our integrated approach to EWRM fosters strategic and operational resilience, enabling us to pursue long-term growth and deliver sustainable stakeholder value through market cycles. This approach consolidates all material risks in a unified framework through a structured and systematic risk management process.

As the ultimate custodian of our corporate governance, the board guides the holistic and dynamic approach to managing risks and opportunities. Given the complexity and diversity of business risks, the process ensures consistent and integrated coordination across the business to mitigate risk and drive opportunity management.

Redefine employs a bottom-up approach to risk identification, assessment and management. This is complemented by a quarterly top-down review to ensure completeness, proportionality, continuous monitoring, and the overall effectiveness of our mitigation measures.

In FY24, we continued to evolve the risk and opportunity management framework to be more proactive and forward-looking across the key operating segments in South Africa and Poland. This approach balances safeguarding operations and enabling long-term strategic growth. We also improved the quantitative aspects of the process, broadening our understanding of risk dynamics and emerging opportunities through the property market cycles. Increasing our quantitative understanding of risks and opportunities ultimately supports strategic value creation.

EWRM APPROACH

Effective and sound risk management enhances Redefine's long-term competitive standing

EWRM design imperatives

Mitigation and proactive management of our risk profile

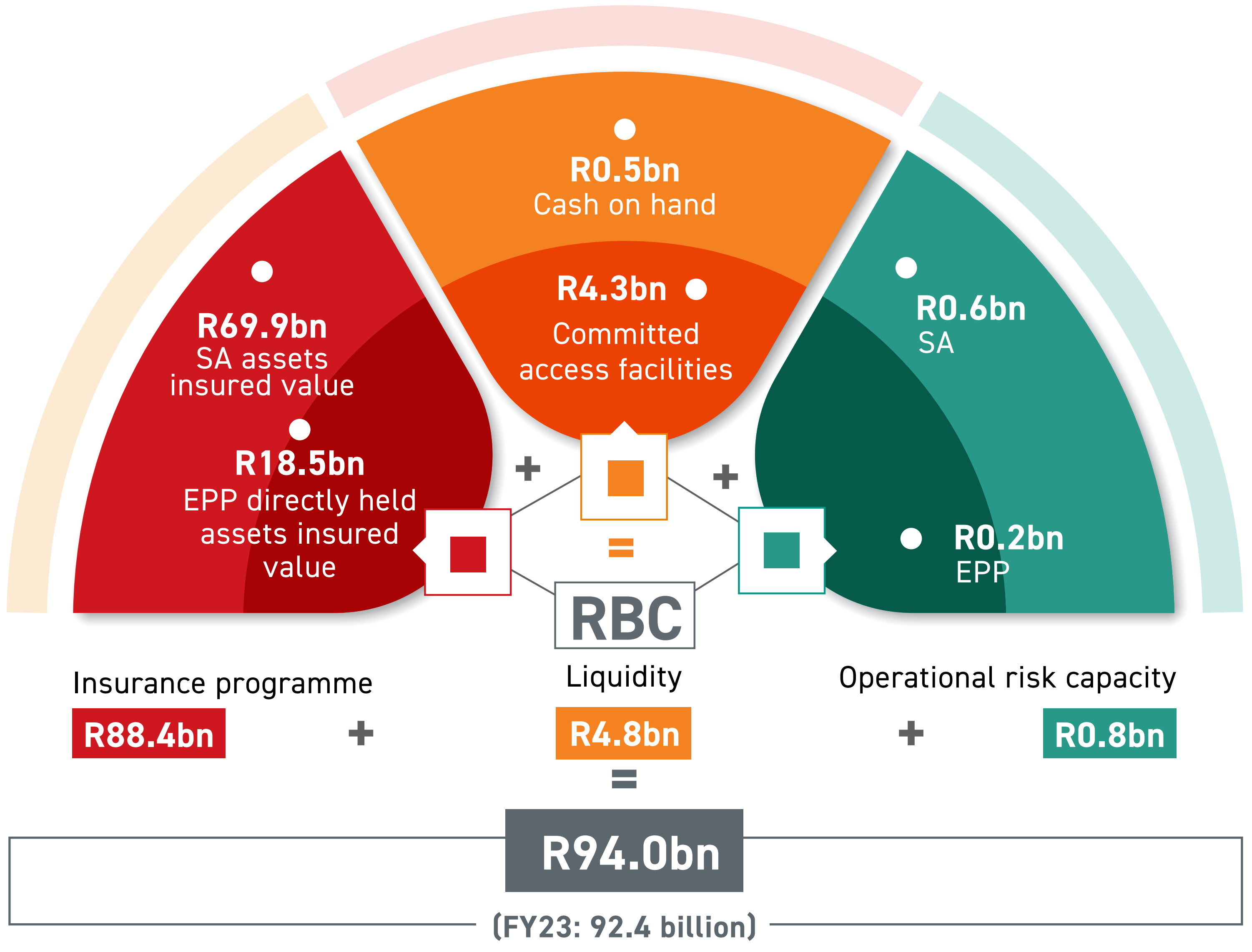
Provide reasonable assurance that we will achieve our strategic priorities

01 Effectively and proactively identify, assess, quantify and mitigate

02 Consider the potential positive and negative effects of the risk

03 Identify strategic opportunities

MAINTAINING A STABLE RISK-BEARING CAPACITY (RBC) IS AT THE CORE OF OUR PRUDENT RISK MANAGEMENT APPROACH



Comprehensive insurance programme

- Substantial risk laid off to markets with A-rated lead insurers in South Africa and Poland
- Healthy appetite from South African and Polish insurers to provide risk insurance cover for our assets
- South African riot risk is uninsurable in open markets, but is partially covered by SASRIA

Stable liquidity profile

- Strong cash generation supported by a healthy collection ratio

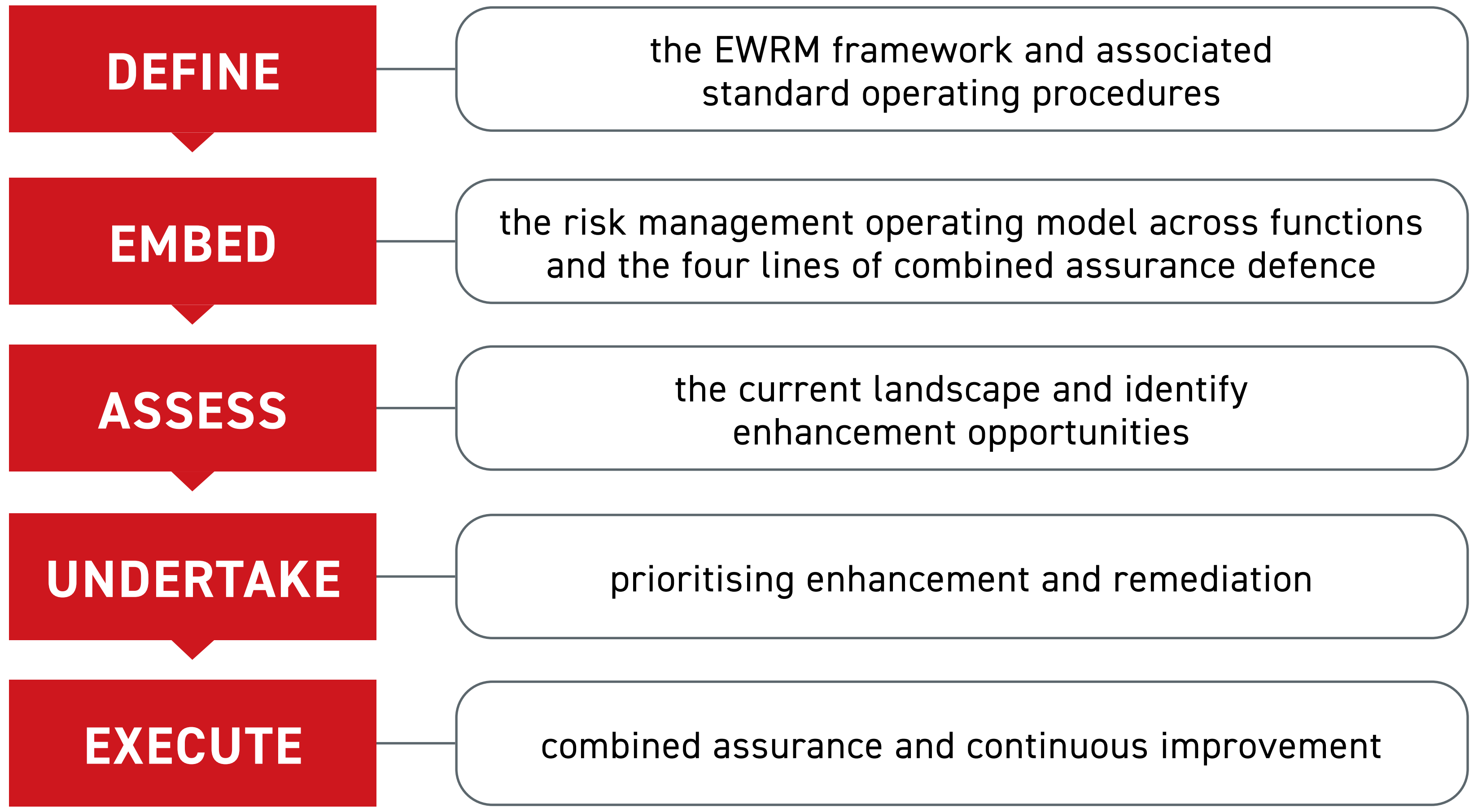
Operational risk-bearing capacity embedded in the business

- Conservative stochastic simulation model for South Africa and high level for EPP

Risks and *opportunities* continued

Embedding our EWRM framework into business activities and organisational culture

We continuously evolve our risk processes and advance our maturity to drive business improvement and efficiency. This includes strengthening our internal control environment and embedding robust risk management principles into our daily operations. Our EWRM framework, which EPP has also embedded, is systematically implemented to help management proactively balance value creation with acceptable risk levels, aligning with our approved risk appetite and tolerance.



DEFINE – the EWRM framework and associated standard operating procedures

EMBED – the risk management operating model across functions and the four lines of combined assurance defence

ASSESS – the current landscape and identify enhancement opportunities

UNDERTAKE – prioritising enhancement and remediation

EXECUTE – combined assurance and continuous improvement

Progress on our EWRM journey

We recognise that maturing risk management is a journey, which we embrace to enhance our long-term strategic resilience and enable sustained value creation.

	Where we used to be	Where we are	Where we want to be
RISK MATURITY	Basic risk management systems and processes in place, providing limited business risk intelligence	Increasing the intensity and frequency of risk programmes to cultivate a proactive risk management culture	Proactive identification, assessment, quantification and management of risks and opportunities within set appetite and tolerance levels to increase risk maturity
COMPLIANCE	Standard compliance management with limited oversight in place	Improving compliance management in line with best practice	Mature compliance management that enables business value-add with differentiated insights
EMBEDDING	Risk and compliance as the second line of defence was siloed	Embedding risk and compliance in collaboration with the business	Mature and integrated risk and compliance management across the value chain, using data-driven insights
STRATEGIC VALUE ENABLER	Fragmented approach to incorporating ESG into risk management	Incorporating ESG and technology as enablers to unlock strategic value	Forward-looking approach that embraces and enables full strategic value drivers and ESG to drive execution and delivery of the Redefine value and investment proposition

115 West Street, Gauteng, South Africa

Risks and *opportunities* continued

Risk capacity, appetite and tolerance

The board annually evaluates and sets the nature and extent of risks that Redefine is willing to assume in pursuit of value creation. The board's annual review and approval of EWRM processes also ensure alignment with **King IV™** good governance principles and global best practices, such as ISO 31000.

This process intends to ensure that Redefine remains within acceptable risk limits while pursuing its long-term strategic objectives. Driven by our aim to consistently deliver risk-adjusted returns through market cycles in the South African and Polish operating portfolios, we carefully balance Redefine's risk capacity with our appetite for opportunities and set tolerance levels that reflect the median of our diversified investment proposition. Risk appetite and tolerance thresholds are carefully integrated into our strategy development and business planning, guiding material risk-taking and significant opportunity-taking decisions.

These arrangements allow the board to evaluate whether Redefine is

- exploiting the full potential of its risk appetite and whether it is sufficient to achieve its stated objectives
- protecting itself sufficiently and within tolerance from the risks associated with its pursuit of value creation
- making the appropriate disclosures about risks and opportunities to its stakeholders

We operate in a volatile macroeconomic environment in which the rise of unpredictable risks and emerging structural opportunities will continue to impact the business model into the future. The process of setting the overall risk appetite continues to provide the board with an opportunity to oversee the overall strategic direction of the business.

BALANCING OUR RISK CAPACITY, APPETITE AND TOLERANCE

	Risk capacity	Risk appetite	Risk tolerance
DEFINITION	Risk capacity refers to the total amount of risk the group may bear assuming all other assumptions remain the same	Risk appetite refers to the total risk we are willing to take on to meet our strategic priorities	Risk tolerance describes the specific maximum amount of exposure by risk or risk category that is deemed acceptable
MEASUREMENT	Our risk capacity is assessed in terms of our balance sheet strength **Maintaining our SA REIT LTV ratio in the medium-term range of 38% to 41% provides adequate headroom to absorb risk**	Our ability to service debt obligations and preserve asset valuations is used as a yardstick to measure risk appetite **ICR: The long-term target must be above 2x**	Our risk tolerance is measured according to qualitative thresholds aligned with our approved appetite levels **The board assesses, reviews and monitors the qualitative thresholds as it oversees the strategic direction of the business**
APPLICATION	▶ Used by the board to assess risk and opportunities ▶ The RCT considered risk capacity in the annual risk workshop	▶ Used in setting strategy and business planning ▶ Aligned with Redefine's strategic priorities, using our risk registers as a key reference point ▶ Acts as a reference point for significant risk-taking and risk mitigation decisions	▶ Used by the board as a reference point to assess, review and monitor the strategic direction of the business ▶ Enables management to make prompt and proactive decisions to ensure risk management objectives are achieved in the ordinary course of business

Pasaż Grunwaldzki, Wrocław, Poland

Risks and *opportunities* continued

Mapping our strategic priorities across our risk appetite profile

The table below sets out our strategic priorities and the corresponding risk appetite for each matter

HIGH	Eager to be innovative and choose options that offer potentially higher business rewards despite the higher inherent risk
MEDIUM TO HIGH	Willing to consider potential options and choose one likely to result in successful delivery
MEDIUM	Preference for safe options that have a reasonable degree of risk and limited potential for reward
LOW TO MEDIUM	Preference for extremely safe options with low risk and the potential for limited reward
LOW	Avoidance of risk and uncertainty is the key organisational objective

RISK-TAKING PROPENSITY BY STRATEGIC PRIORITY

	IS	OC	OE	ET	GR
TREND	**STABLE**				
RISK APPETITE FY24 FY23	**MEDIUM TO HIGH**	**LOW TO MEDIUM**	**MEDIUM**	**LOW TO MEDIUM**	
	Redefine's risk propensity and capital allocation centre on creating value for shareholders, which is measured in the generation of growth in tangible net asset value (NAV) per share. Optimising asset allocation between core, defensive and secondary properties is actively pursued and managed. Redefine has a high appetite for geographic diversification and growth accretive investments that provide reliable income streams and risk-adjusted returns.	Our strong credit metrics provide a solid platform to fund our growth. We have a high appetite for broadening quality-rated funding sources and seeking cost-effective funding, targeting the lowest available cost of fixed and variable debt funding. We have adopted a hedging policy that is in alignment with our investment strategy and appetite to take these risks and pursue related opportunities. In accordance with industry practice, our hedging policy prohibits entering into derivative transactions that are not in the normal course of business.	The achievement of this strategic priority is linked to margins and growth. Within this context, the board is receptive to taking risks to achieve and realise opportunities that will optimise and improve the efficiency of operations, resulting in improved margins and, in return, shareholder growth. There is a low appetite for variances in KPIs that would negatively impact operational efficiency performance targets. There is a desire to refine business processes, optimise outsourced functions, and integrate acquisitions seamlessly and effectively.	Redefine is a people-centric organisation, and we believe that placing people at the heart of what we do will drive the delivery of our strategic priorities. Redefine aims to enhance employee relationships and achieve deepened employee engagement through our key performance areas (KPAs). Our corporate culture aims to create an enabling environment where talented people do their best work.	Strengthening our reputation and safeguarding our brand empower Redefine to fulfil our mission, driven by our purpose. Redefine has zero tolerance for any non-compliance or unethical business practices that may impair the brand and negatively impact our reputation. We value our brand as a key differentiating factor in our success in a marketplace that is fiercely competitive. We have a high appetite for advancing **INTEGRATED THINKING** and promoting opportunities for enhanced stakeholder engagement.

Top strategic risks

As part of our dynamic approach to the risk assessment process, we consider and assess risks in the short, medium and long term. The heat maps provide an overview of the assessment of our top 10 strategic risks.

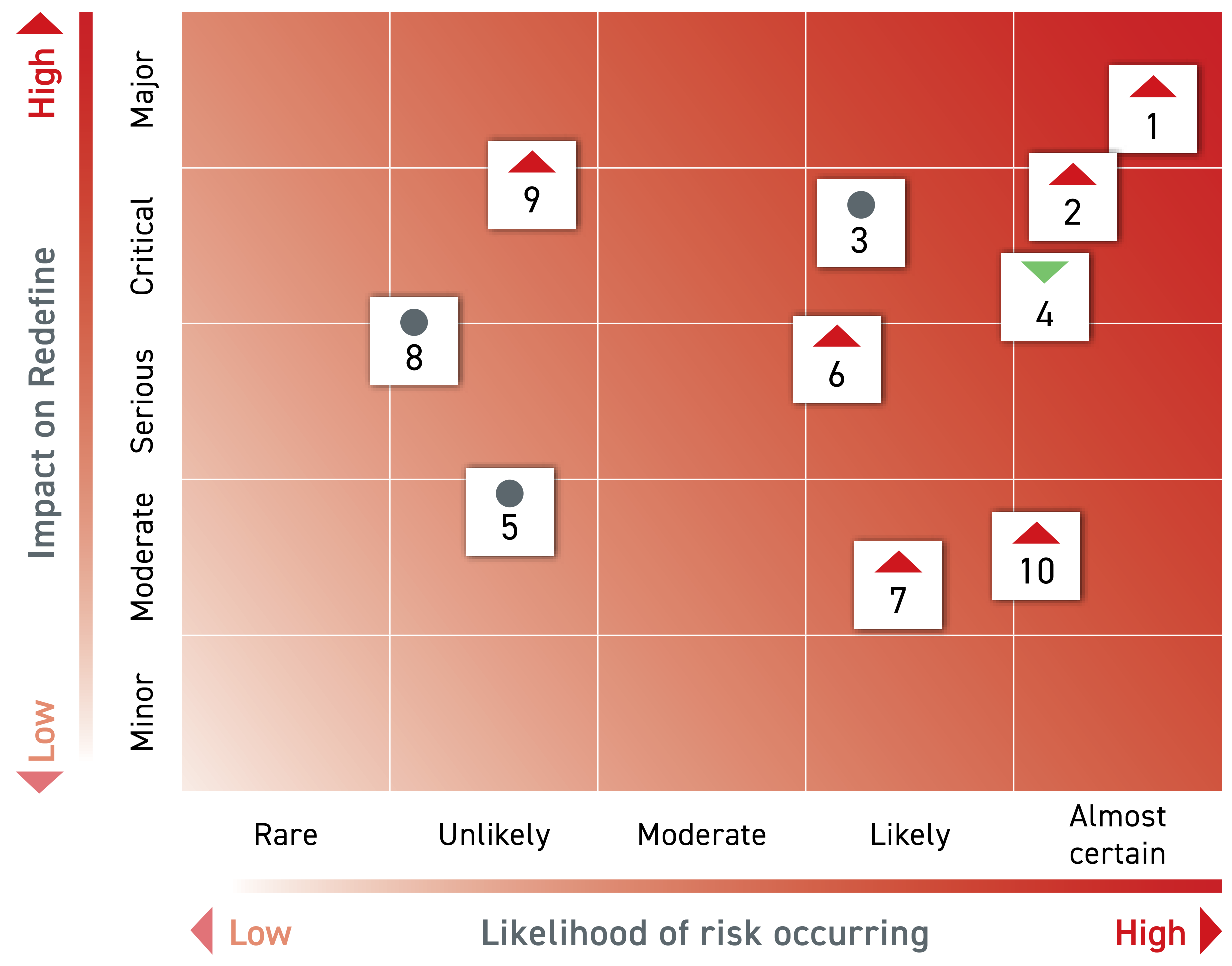
As a result of the rising geopolitical tension, divergence in socioeconomic trends, and an increase in underlying inequality, we have observed a rapid, dynamic and unpredictable change in long-term trends. The evolution of the risk universe has driven changes in the ranking of our top 10 strategic risks.

Top 10 strategic risks	
1	Uncertainty related to the medium-term impact of geopolitical factors
2	Deteriorating public infrastructure and poor service delivery locally
3	Impact of socioeconomic factors, including damage to property and security-related threats
4	Increased cost of debt
5	Increases in tenants' cost of occupation and the impact on rental growth
6	Significant increase in property administered costs
7	Increased vulnerability of cybersecurity
8	Retaining and attracting the right talent
9	Environmental resilience and the sustainability of our planet, society and the global economy
10	Reputation, ethical culture and brand management in an age of rising misinformation

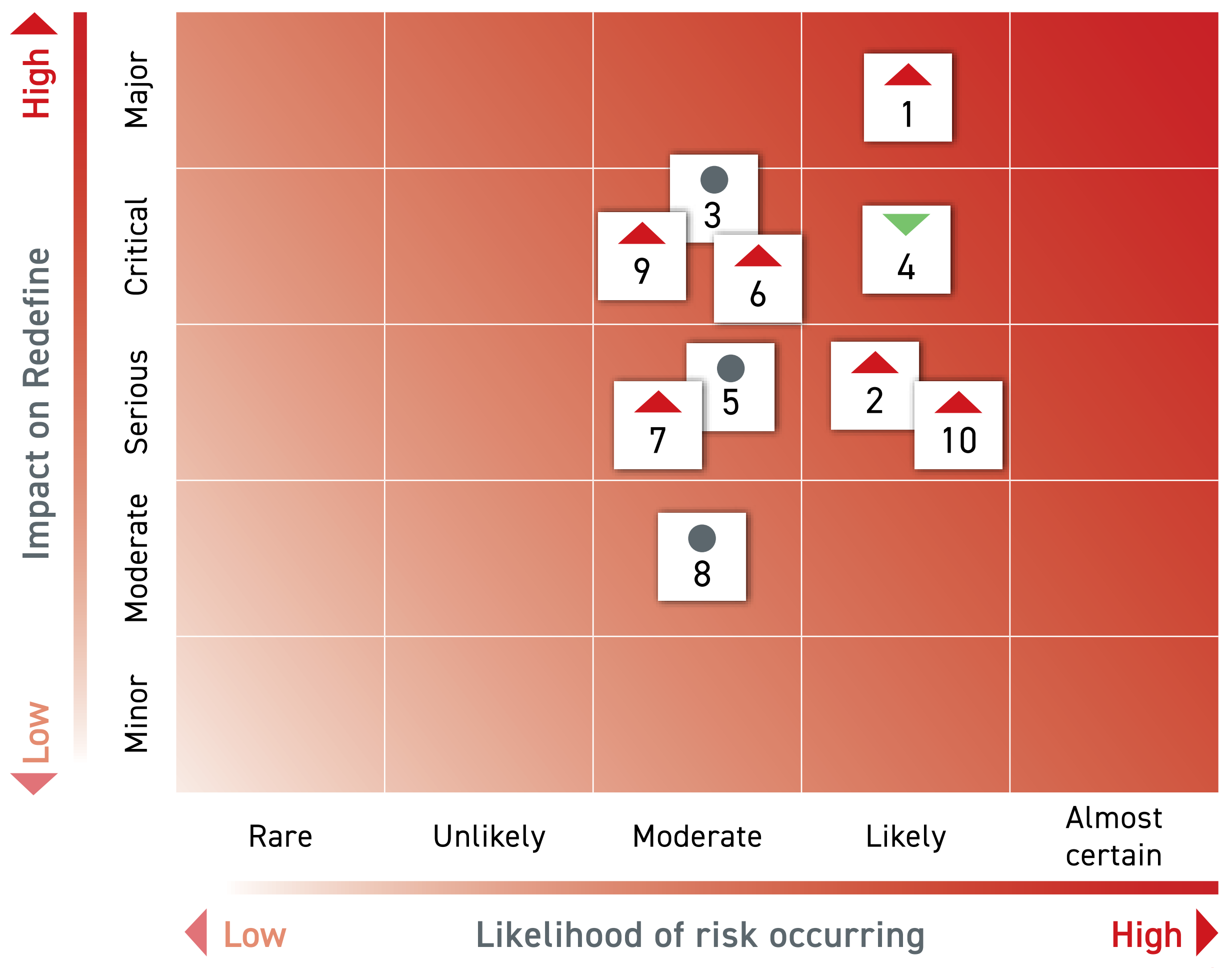
Refer to our detailed risk descriptions on pages 35 to 37.

▼ ELEVATED RISK ▲ REDUCED RISK ● STATIC RISK

18-month time horizon



Five-year time horizon



Risks and *opportunities* continued

▲ ELEVATED RISK ▼ REDUCED RISK ● STATIC RISK RISK APPETITE RISK TOLERANCE

▲ 1 Uncertainty related to the medium-term impact of geopolitical factors

FY23: risk 1

Medium to high | Exceeding appetite and tolerance

DESCRIPTION AND IMPLICATIONS FOR VALUE CREATION

Geopolitical volatility and its associated uncertainties can lead to social and economic disruptions. The conflict in the Middle East may cause supply chain disruptions, impacting inflation and interest rate cycles. Factors such as low economic growth, high unemployment, currency volatility, and sticky inflation due to rising oil prices increase the cost of doing business, leading to reduced demand for space and more tenants defaulting.

RESPONSE AND MITIGATING ACTIONS

- Monitoring local and global conditions, including economic, sector-specific, regional and global political events
- Applying conservative tenant selection and retention criteria and monitoring tenant strength through effective credit management practices
- Maintaining strong credit metrics and managing liquidity effectively

OPPORTUNITIES ARISING FROM THIS RISK

- Re-evaluate the growth prospects of our assets and reposition our portfolio to remain resilient
- Continually look to repurpose space to align with evolving market needs
- Look to diversify our funding base to reduce concentration to any one market

Committee overseeing the risk	Geographies affected	Affected strategic priorities and capitals
RCT	🇿🇦 🇵🇱	IS OC OE ET GR FC MC SRC

▲ 2 Deteriorating public infrastructure and poor service delivery locally

FY23: risk 3

Medium to high | Exceeding appetite but within tolerance

DESCRIPTION AND IMPLICATIONS FOR VALUE CREATION

Political instability, financial mismanagement and inefficient administration have led to delays in the maintenance and upgrades of core infrastructure, hindering economic growth. While the impact of loadshedding and the energy crisis appears to be behind us, the more imminent risk is the security of water supply and the impact on sanitation. This poses a risk to the health and safety of our properties. We respond by ensuring we have backup services, but this comes at a cost.

RESPONSE AND MITIGATING ACTIONS

- Ensuring the security of electricity and water supply and effectively managing the cost
- Ensuring properties are in well-serviced locations
- Participating in industry-led lobbying of local councils
- Expanding solar photovoltaic (PV) capacity and smart meters
- Developing a response plan for extended periods of load- and watershedding at each site in line with the business continuity plan
- Installing backup water supply at our properties

OPPORTUNITIES ARISING FROM THIS RISK

- Increase efficiencies to reduce reliance on municipally supplied utilities through innovative solutions and resource-efficient green initiatives, resulting in lower operating costs

Committee overseeing the risk	Geographies affected	Affected strategic priorities and capitals
RCT	🇿🇦	IS GR FC MC

● 3 Impact of socioeconomic factors, including damage to property and security-related threats

FY23: risk 4

Medium to high | Exceeding appetite and tolerance

DESCRIPTION AND IMPLICATIONS FOR VALUE CREATION

This risk affects employees, assets, tenants, the public and, ultimately, our reputation. Socioeconomic pressures can fuel civil unrest and terrorism, while rising crime and vandalism are inherent risks in the property sector.

RESPONSE AND MITIGATING ACTIONS

- Diversifying the asset base across sectors and key economic nodes to reduce exposure to localised incidents
- Maintaining an effective business continuity management programme
- Ensuring operational resilience through maintained and secure site security and critical equipment
- Maintaining strong relationships with security teams, the South African Police Service, and local communities
- Maintaining adequate insurance cover
- Strengthening security and health and safety programmes, including emergency evacuation plans

OPPORTUNITIES ARISING FROM THIS RISK

- Nurture stakeholder relationships to mitigate exposure in high-risk areas
- Use risk transfer mechanisms to maintain a stable risk profile and realign long-term capital allocation
- Explore new offerings from insurance providers for additional riot cover

Committee overseeing the risk	Geographies affected	Affected strategic priorities and capitals
RCT	🇿🇦	IS GR FC MC

▼ 4 Increased cost of debt

FY23: risk 2

Medium to high | Exceeding appetite but within tolerance

DESCRIPTION AND IMPLICATIONS FOR VALUE CREATION

Prolonged high inflation and rising interest rates, coupled with low economic growth, have increased the cost of debt. It appears that inflation has started to stabilise and the interest rate cutting cycle has begun. However, the pace of the interest rate cuts is still uncertain due geopolitical risks and policy changes made by the incoming government of the US, which may be inflationary for emerging markets.

RESPONSE AND MITIGATING ACTIONS

- Proactively renewing maturing debt facilities and extending our debt maturity profile
- Limiting group debt maturing in any year up to FY27 to no more than 20%
- Hedging of interest rates maintained at 75%
- Implementing austerity measures to ensure strong liquidity
- A shared security structure with common terms for our secured South African funders, which will assist in lowering the cost of debt and diversifying our funding sources

OPPORTUNITIES ARISING FROM THIS RISK

- Hedge interest rates at lower fixed rates for shorter tenors to take full advantage of the interest rate cutting cycle
- The Eurozone bond market appears to be opening, especially for green bonds, which may allow us to access the bond market in the medium term
- Improve the operating margin through organic growth

Committee overseeing the risk	Geographies affected	Affected strategic priorities and capitals
AC	🇿🇦 🇵🇱	IS OC OE FC MC

Risks and *opportunities* continued

▲ ELEVATED RISK ▼ REDUCED RISK ● STATIC RISK RISK APPETITE RISK TOLERANCE

● 5 Increase in tenants' cost of occupation and the impact on rental growth

FY23: risk 5

Medium to high | **Within appetite and tolerance**

DESCRIPTION AND IMPLICATIONS FOR VALUE CREATION

A low-growth environment limits the demand for space, putting pressure on market rental growth and increasing the competition for tenants. This impacts our ability to create organic growth and our overall market performance. Larger Polish retail tenants are gaining market share, putting pressure on smaller tenants and negatively impacting reversions and margins.

RESPONSE AND MITIGATING ACTIONS

- Implementing a leasing and tenant incentivisation strategy
- Proactively renewing leases before maturity and spreading the lease maturity profile to ensure that there are no significant concentration risks
- Running digital lead-generation campaigns

OPPORTUNITIES ARISING FROM THIS RISK

- Effectively communicate our ESG offering to attract and retain tenants
- Explore innovative technologies to enhance the tenant experience
- Eurozone funding and childcare grants are expected to boost retail spending in Poland
- Lease vacant space in newly developed logistics properties in Poland

Committee overseeing the risk

IC

Geographies affected

🇿🇦 🇵🇱

Affected strategic priorities and capitals

IS OE ET MC HC SRC IC

▲ 6 Significant increase in property administered costs

FY23: risk 8

Medium to high | **Exceeding appetite and tolerance**

DESCRIPTION AND IMPLICATIONS FOR VALUE CREATION

Property administered costs continue to increase at rates beyond inflation, which puts pressure on our and tenants' ability to do business. Operating costs are recovered from our tenants; however, this increases their occupation cost and hinders our ability to achieve rental growth.

RESPONSE AND MITIGATING ACTIONS

- Focusing on improving the net operating margin to 80% across the group
- Building efficiencies to reduce consumption
- Disposing of less efficient buildings
- Monitoring demand through smart meters to manage consumption and detect inefficiencies as early as possible
- Managing electricity and water tariffs effectively

OPPORTUNITIES ARISING FROM THIS RISK

- Focus our South African solar PV rollout plan on energy efficiency and driving down utility costs
- Actively pursue wheeling opportunities
- Establish efficiencies to reduce reliance on municipally supplied utilities through innovative solutions and green initiatives
- Introduce water-saving initiatives

Committee overseeing the risk

RCT AC IC

Geographies affected

🇿🇦 🇵🇱

Affected strategic priorities and capitals

IS OC OE ET GR MC HC SRC IC

▲ 7 Increased vulnerability of cybersecurity

FY23: risk 10

Medium to high | **Within appetite and tolerance**

DESCRIPTION AND IMPLICATIONS FOR VALUE CREATION

Cybersecurity is increasingly critical as hackers become more sophisticated in a digital environment. Potential breaches, including information theft, ransomware and malware, threaten our reputation and operational continuity. AI attacks and disinformation are used on social media, which may lead to reputational damage.

RESPONSE AND MITIGATING ACTIONS

- Continuously investing in cybersecurity awareness, prevention and security best practices as part of our culture
- Enhancing data governance and privacy practices
- Proactively managing third parties and conducting vulnerability scanning
- Continually enhancing our business continuity management programme
- Conducting penetration testing

OPPORTUNITIES ARISING FROM THIS RISK

- Explore cybersecurity posture enhancements as part of technology investment
- Internally drive awareness of end-user risk
- Increase cybersecurity beyond the benchmark to ensure the environment is safe and maintained

Committee overseeing the risk

RCT

Geographies affected

🇿🇦 🇵🇱

Affected strategic priorities and capitals

IS OE FC MC

● 8 Retaining and attracting the right talent

FY23: risk 9

Medium | **Within appetite and tolerance**

DESCRIPTION AND IMPLICATIONS FOR VALUE CREATION

Talent mobility has increased globally alongside the ability to work remotely. Competition to attract and retain talent has increased as companies aim to build diverse leadership teams and foster inclusive cultures to thrive in the evolving global landscape.

RESPONSE AND MITIGATING ACTIONS

- Continuously learning and developing skills focused on acquiring transferable skills and capabilities
- Executing plans to increase diversity, equity and inclusion, with 98% of local employee promotions being ACI employees
- Monitoring and celebrating the positive impact of the employee engagement survey results to maintain a good NPS
- The rightsizing of EPP is underway and is closely monitored to ensure that key employees are retained
- Bringing EPP's accounting function in-house to reduce dependency on outsourced accounting services and improve efficiency

OPPORTUNITIES ARISING FROM THIS RISK

- Identify behaviours that drive shifting needs
- Support workforce wellbeing and diversity, equity and inclusion
- Provide innovative incentives and rewards
- Enhance the group-wide EVP
- Attract and retain key talent to drive innovation and organic growth
- Enhance core competencies through the future skills leadership programme

Committee overseeing the risk

REM

Geographies affected

🇿🇦 🇵🇱

Affected strategic priorities and capitals

OE ET GR HC SRC IC

Risks and *opportunities* continued

▲ ELEVATED RISK | ▼ REDUCED RISK | ● STATIC RISK | RISK APPETITE | RISK TOLERANCE

▲ 9 Environmental resilience and the sustainability of our planet, society and the global economy

FY23: new risk

Medium | Within appetite and tolerance

DESCRIPTION AND IMPLICATIONS FOR VALUE CREATION

Environmental concerns and broader social implications could affect our financial performance, reputation, assets, and ability to meet our sustainability targets. Our assets are increasingly exposed to physical environmental damage driven by climate change. The cost of compliance is increasing due to regulatory changes. Our properties may become obsolete if they do not meet certain sustainability criteria.

RESPONSE AND MITIGATING ACTIONS

- Setting sustainability targets, overseen by the board and aligned with management KPIs
- Fully integrating sustainability considerations into our investment decisions
- Operationalising sustainability and making it part of our day-to-day decision-making
- Developing scorecards to understand the most important issues and opportunities for each of our stakeholders
- Obtaining external assurance for all key sustainability data and disclosures

OPPORTUNITIES ARISING FROM THIS RISK

- Raise green funding
- Attract new tenants looking for sustainable space
- Introduce a green lease framework
- Uplift and empower the communities in which we operate
- Grow our reputation as a leader in sustainability reporting in the SA REIT sector
- Develop innovative ideas through our participation in the UNGC

Committee overseeing the risk

RCT SET

Geographies affected

🇿🇦 🇵🇱

Affected strategic priorities and capitals

IS OE GR SRC

▲ 10 Reputation, ethical culture and brand management in an age of rising misinformation

FY23: new risk

Medium | Within appetite and tolerance

DESCRIPTION AND IMPLICATIONS FOR VALUE CREATION

Misinformation is becoming an increasing threat and can cause financial loss and reputational damage. It is important that our communication with stakeholders be clear and transparent. It is vital that our communication framework, which is anchored on transparency and clarity, support effective and relevant stakeholder engagement.

RESPONSE AND MITIGATING ACTIONS

- Developing and adhering to social media and media policies
- Scanning social media for misinformation
- Hosting connect sessions with employees to clearly communicate our strategy
- Regularly interacting with key stakeholders
- Providing media training
- Conducting an annual ethics survey

OPPORTUNITIES ARISING FROM THIS RISK

- Effective stakeholder management
- Deepen communication with all stakeholders
- Proactively measure relationship effectiveness with our stakeholders
- Implement innovative long-term brand management

Committee overseeing the risk

RCT

Geographies affected

🇿🇦 🇵🇱

Affected strategic priorities and capitals

OE ET GR HC SRC IC

Gdańsk V Phase II, Pruszcz Gdański, Poland

Our materiality process and outcomes

R LINKED TO EXECUTIVE DIRECTORS' REMUNERATION

● AMENDED

Redefine applies a double materiality lens to identify matters that impact our ability to create value over time. These matters shape our strategy as we manage risks and maximise opportunities. We conduct a materiality review annually to ensure we account for the dynamic nature of these matters.

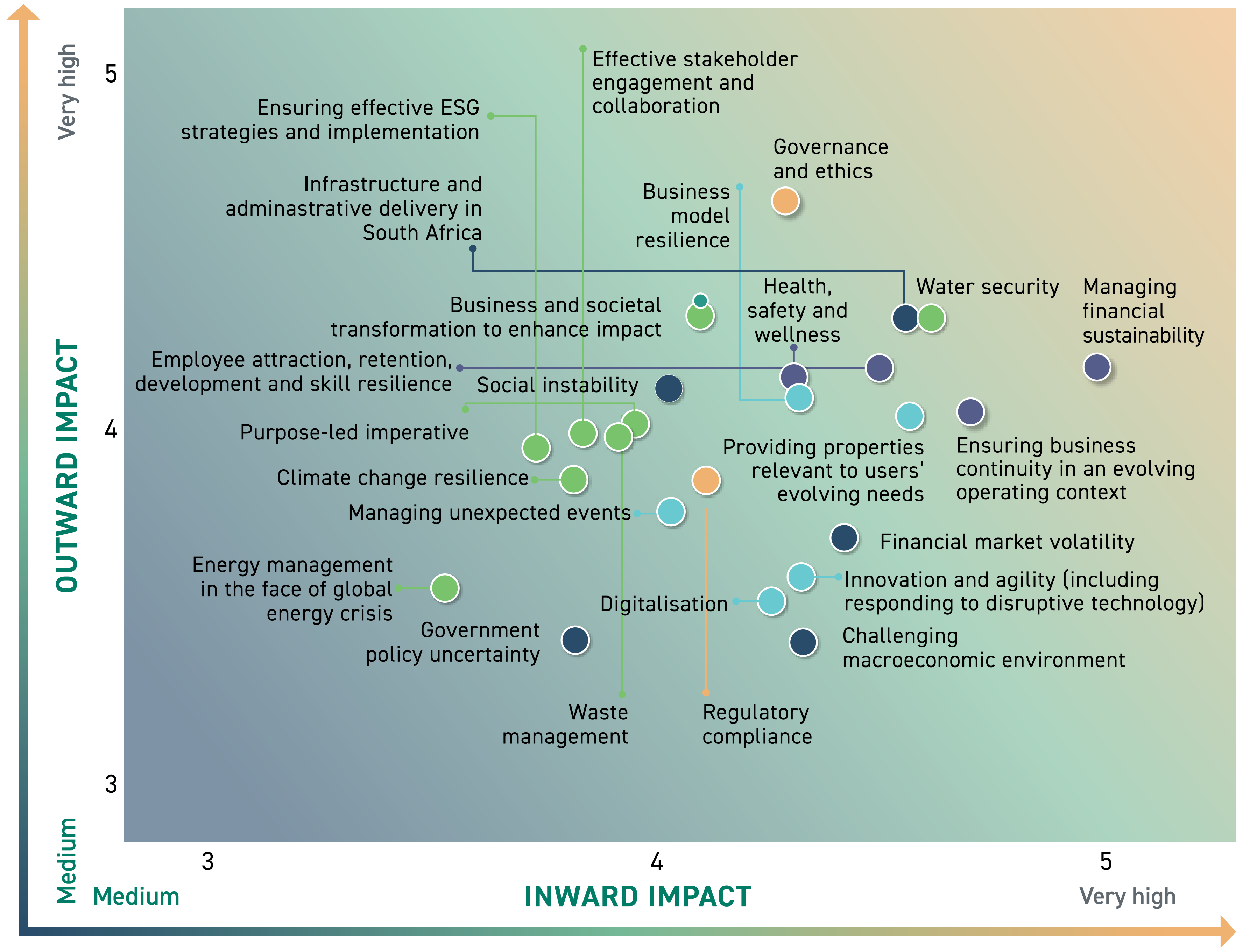
OUR MATERIALITY PROCESS

We identify what matters most to the business through the following process

		KEY ELEMENTS
IDENTIFY	We analyse the operating environment and the resources on which we rely, alongside internal and external stakeholder feedback, to identify matters of financial, reputational, operational, environmental, social, strategic and legislative significance We consider past events and potential future impacts that could affect the business (financial materiality) and society and the environment (impact materiality) in the short, medium and long term	▶ Prior-year material themes and matters ▶ Global and local risk reports, industry trends, materiality mappers and media reports ▶ Peer material matters, risks and opportunities ▶ Internal documentation, including board packs, strategy documents, and risk and opportunity registers ▶ Internal interviews ▶ External stakeholder engagement outcomes
PRIORITISE	We validate and prioritise the potential material themes and matters identified through in-person workshops, an online survey, and executive reviews	▶ Senior management material themes and matters deliberation workshop ▶ Senior management trade-offs and resource allocation workshop ▶ Survey review by non-executive directors, executive directors and management ▶ Approval through appropriate governance structures
INTEGRATE	The material matters inform strategic decisions Strategic progress is tracked against clear targets, many of which are linked to executive remuneration	▶ Inform board-determined strategic direction ▶ Considered in setting and allocating targets and KPIs ▶ R Remuneration based on the KPIs derived from strategy

OUR MATERIAL MATTERS

The outcomes of our materiality process



OUR MATERIAL THEMES

Our identified and prioritised material matters are grouped under five material themes

	GSF Impact of geopolitical and socioeconomic factors on the cost of capital and growth	**ERB** The evolving role of business in creating a prosperous and sustainable society	**BMA** Business model adaptability to the rapidly evolving context	**HGR** Heightened demands on governance and regulatory context	**MBG** Managing for long-term business growth
	External factors in the operating context influence business confidence and the cost of capital, affecting vacancies, demand, and Redefine's ability to grow organically	Business is increasingly expected to operate responsibly and sustainably, respond to social and environmental challenges, and create a prosperous and sustainable society	To protect or increase value creation, Redefine needs to be aware of, leverage, or be responsive to disruptive innovations, changing consumer patterns, and unexpected events	Heightened demands on governance and increasing regulatory changes can positively or negatively impact Redefine's ability to create social, environmental and business value	Our ability to manage our business is critical to its sustainability and growth. This requires the right team and skills to manage business functions, operations and strategy
WHERE WE SEE THE UPSIDE	The global economy is set to improve, and the real estate sector is expected to rebound as it starts to recover from the bottom of the cycle. In South Africa, improvements in electricity supply and reduced political uncertainty following the formation of the GNU present opportunities for Redefine to foster social stability by creating transformative spaces	Embedding ESG strategies in the business ensures long-term value creation, operational continuity, and resilience against climate change impacts. This approach protects asset value and ensures operational efficiency while our clear purpose and transformation efforts differentiate us, attract talent, and unlock new business opportunities	Our resilient and adaptable business model maximises positive outcomes, reduces negative impacts, and adapts to market changes, ensuring long-term competitiveness and efficiency. Through innovation, digitalisation, and proactive risk management, we protect assets, sustain occupancy, and continue delivering value despite unforeseen challenges	Our strong reputation for good governance and ethical practices builds trust and safeguards our reputation. Regulatory compliance reduces risks, improves operational efficiency, and aligns us with best practices, enhancing investor confidence	Maintaining financial sustainability and ensuring business continuity is critical to creating long-term value and increasing investor confidence. We attract top talent and foster innovation, productivity and stakeholder engagement by prioritising health, safety and wellness. This builds a resilient workforce that drives ongoing growth and reinforces our reputation as a responsible employer
	FC MC SRC NC	SRC NC	MC SRC IC NC	FC IC NC	FC MC HC

Responding strategically

Rosebank Towers, Gauteng, South Africa

Chief executive officer's *review*

I am grateful for the opportunity to reflect on our progress against our strategic priorities and performance this year. At Redefine, we are mindfully optimistic about our future prospects as we believe that we have reached the bottom of the property cycle and have put in place the groundwork to be well positioned for the anticipated upside.

REFLECTING ON THE VARIABLES BEYOND OUR CONTROL

Current macroeconomic indicators suggest that the **global economy** is recovering as inflation continues to moderate and central banks start their monetary policy easing cycles. Global economic growth is expected to reach 3.2% in 2024 and 2025 on the back of anticipated lower interest rates. Optimism is in the air despite the potential systemic risks posed by persistent geopolitical tensions, political uncertainty, and elevated debt levels.

The uptick in the global economy, along with a confluence of factors, is creating positive sentiment towards the property sector in **South Africa**. The newly constituted GNU promises to increase political stability in the country as diversity of thought is expected to strengthen policy setting, provided there are no implementation gridlocks. Electricity supply has also improved, with a welcome reprieve from loadshedding since March 2024. Significant progress has been made since the launch of Operation Vulindlela in 2020, which aims to address long-standing structural constraints and boost economic growth in the country. While we are encouraged by this progress, the emphasis must now shift to addressing the country's ineffective freight logistics system, failing water infrastructure, the deteriorating performance of local government, and growing inequality in collaboration with the private sector.

These developments are filtering to the sectors in which we operate. We are seeing an improvement in operational performance in the retail sector as tenants' sales recovery drives the first period of positive retail rental reversions since 2018. In the office sector, the latest South African Property Owners Association office vacancy survey shows an overall improvement in vacancies to 13.6% in the third quarter, down 3.1% from its peak in 2022.

In **Poland**, where we have a retail and logistics presence, the National Bank of Poland has delayed further interest rate cuts as inflation remains a concern, with core inflation expected to stay elevated due to rising labour costs. Inflation is anticipated to ease gradually towards the end of 2024 and into 2025, depending on energy prices and geopolitical risks. Despite these challenges, Poland's consumer-driven economy is regaining momentum compared to the Eurozone as consumer spending increases.

Refer to **page 24** for more information on our operating context.

> As the market starts to regain confidence, which is the cheapest form of economic stimulus, Redefine is well positioned to seize opportunities in the next phase of the cycle, enabling us to generate sustainable value for stakeholders.

OPTIMISING VALUE CREATION THROUGH THE CYCLES

I often refer to the property cycle as a clock that runs predictably through periods of growth, stability, decline and recovery. We focus our efforts on managing the variables within our control to maximise gains during growth and recovery phases, minimise adverse impacts during periods of decline, and be prepared to capitalise on the eventual upturn.

After a prolonged period of decline, categorised by high inflation and interest rates, a change in sentiment is now palpable as the cycle starts to turn towards recovery. While economic growth remains subdued, inflation has moderated and interest rates have started to come down. Until now, the Redefine team has worked to weather the downturn while laying the groundwork to capitalise on the upturn. This includes transforming the property asset platform through geographic and sectoral capital reallocation, strengthening the balance sheet, and focusing on operational efficiency. In recent years, we have also fully integrated ESG considerations into our decision-making processes and business management practices, recognising its critical role in fostering long-term value creation. This approach enhances our ability to manage risks, introduces efficient resource utilisation, and supports sustainable growth by aligning our strategy with evolving stakeholder expectations and global sustainability developments.

> As the property cycle starts to turn, we believe improving market confidence and interest rates are working in tandem to create a flywheel, where incremental and consistent progress in economic reforms, political stability, and electricity supply are set to create momentum and drive growth.

In FY23, I connected with nearly all of Redefine's employees through a series of CEO connect sessions, focusing on the challenges we face and what we could do to opt for the upside. This year, we extended the invitation to our broader stakeholders by asking them to **join the upside**. Now that it is clear we have reached the bottom of the property cycle, we want to invite stakeholders to **live the upside** as we look forward to the upturn.

LEVERAGING OUR ECOSYSTEMS TO ENHANCE OUR IMPACT

An ecosystem mindset is central to our approach to enhancing our impact and has guided us as we actively invite stakeholders to collaborate with us on this journey. By engaging with investors, funders, tenants, and other key stakeholder groups, we have created a resilient platform that is ready to take advantage of the opportunities available to us.

Andrew König
CEO

Chief executive officer's *review* continued

An ecosystem mindset is based on the appreciation for the power and potential of Redefine's network. It focuses on deliberate engagement with stakeholders to unlock significant opportunities to improve cash flow and transform lives.

Within this ecosystem, we are proud of the progress made to minimise our negative social and environmental impact and maximise the positive impact we have on stakeholders. We cannot fulfil our purpose of creating and managing spaces in a way that transforms lives without the high level of collaboration we have reached with our various stakeholders. Through meaningful stakeholder engagement, we develop initiatives that generate shared value, safeguarding the long-term sustainability of our operations.

Environmental and social impact initiatives in our ecosystem

- We provide **investors** with access to a low-risk investment from an ESG perspective and provide **funders** with green funding opportunities that mitigate climate risk
- We create awareness among **suppliers** to mitigate sustainability risks, perform sustainability audits, and provide support through our enterprise and supplier development programmes
- We drive a culture of innovation among **employees** and embed equity, diversity and inclusion to inspire a collective of people who create and manage spaces for positive impact
- We offer **brokers** and **tenants** green leases that drive collaboration on joint sustainability initiatives
- We encourage **shoppers** to use on-site recycling facilities
- We support **communities** through a demand-driven approach to SED to ensure we respond to the real needs of our communities. Our initiatives are committed to moving beyond incremental progress to transformative change – harnessing the power of our business to deliver on our purpose and create a more inclusive, equitable and sustainable world

Refer to the **ESG** report for more information on social and environmental impact initiatives.

MANAGING THE VARIABLES WITHIN OUR CONTROL IN FY24

Our South African and Polish portfolios performed well considering the higher-for-longer interest rate environment. Despite the challenging environment, operating metrics improved across all sectors. We attribute our performance to our continuous focus on managing the variables within our control.

Our strategic priorities guide our decision-making and execution to ensure sustained value creation.

IS

Over the past five years, we have transformed the property asset platform through the selective recycling of non-core assets and the strategic allocation of capital towards growth assets. Limiting our risk exposure to key South African and Polish sectors has positioned us to generate sustainable capital and income returns. The disposal of Bryanston Shopping Centre and investment in Pan Africa Mall exemplify this. Our investment in EPP continues to perform well as we focus on simplifying the joint venture structures to align with our strategic approach of investing in assets where the best risk-adjusted returns lie.

OC

During FY24, we focused on balance sheet strength and flexibility by maintaining a stable and low-risk debt maturity profile, restructuring more than 70% of our secured debt in South Africa into a common terms agreement with a shared security pool. Our new common terms and shared security pool have created an efficient evergreen structure to raise and refinance secured debt. Since 2022, we have raised R15.6 billion in green funding, representing 35.3% of group debt across sustainability-linked and use-of-proceeds green instruments. We firmly believe that integrating ESG considerations into the strategy supports long-term sustainability.

Refer to **page 46** for details of how we efficiently source capital.

OE

We are encouraged by the meaningful strides made to drive organic growth and contain costs this year. To support operational efficiencies, the group has set a net operating profit margin target of 80% across the group. The South African portfolio achieved good organic growth and maintained its net operating profit margin at 78.5% (FY23: 78.2%) while EPP's net operating profit margin reduced to 66.4% (FY23: 74.1%) due to once-off items associated with the rebasing of the cost structure. Digitalisation continues to play a pivotal role in improving efficiency, and we are encouraged by the progress in our digital ratio, which has increased to 29.7% from a baseline of 5.1% in FY20.

ET

Redefine embraces an inclusive culture through an environment that celebrates diversity of thought, ethical values in every decision, innovation, and life-long learning. This sentiment is supported by the results achieved through the South African employee engagement score of 94.4% (FY23: 90.3%).

During this year, we concluded the first cohort of the future-ready leadership development programme that was launched last year for the senior management team. Various action learning projects from the programme have been implemented in the business.

GR

Stakeholder collaboration is at the core of our sustainability journey and impact. The restructure of the Redefine Empowerment Trust unlocked approximately R15 million, which will result in meaningful social impacts for our communities. Key initiatives that will be supported through the trust include Hawk Academy, Maponya Mall Community Hub and Matlosana Mall Learning Centre. From an environmental perspective, we are proud to have achieved five net zero carbon level 2 certifications and the first precinct net zero award in South Africa, 200 Green Star certifications, and a GRESB score of 82/100 and 69/100 for South Africa and EPP, respectively.

Refer to **page 43** for an overview of our strategy and **pages 44** to **49** for further details on our performance against our strategy.

Chief executive officer's *review* continued

RECOGNITION FOR EXCELLENCE IN INTEGRATED REPORTING

Redefine is consistently recognised for its dedication to transparent integrated reporting, reinforcing our purpose-driven commitment to strategic clarity, execution and sustainable value creation.

I am proud to share that Redefine's FY23 integrated report won the Chartered Governance Institute of Southern Africa's Integrated Reporting Awards, in the Mid Cap category for the third consecutive year. Additionally, we have once again secured second place in the EY Excellence in Integrated Reporting Awards, marking 11 consecutive years of maintaining a top 10 position in these prestigious awards. These achievements underscore our long-standing commitment to tracking, assessing and communicating financial and non-financial information, demonstrating our integrated approach to strategic decision-making.

OUTLOOK AND KEY FOCUS AREAS

In the year ahead, we will further reinforce the solid foundation we have built. We will focus on continued conservative balance sheet management to enable sustainable growth by recycling non-core assets to reduce the LTV ratio, deliver on our earnings guidance, and simplify the joint ventures to reduce complexity. We remain focused on strengthening the portfolio by investing in growth assets as we continue to build a quality, diversified portfolio that delivers sustainable risk-adjusted returns.

We will continue to manage the variables within our control to take advantage of the upturn in the property cycle while remaining sharply focused on executing our strategic priorities and meeting the evolving needs of stakeholders. We seek to understand stakeholders' needs to ensure that their effect on us and our impact on them create meaningful, sustained value. As we strive to adapt, we will continue to ensure efficient capital sourcing and allocation, especially in a high-cost environment and competitive rental market.

To remain relevant, we know we must continue to invest in our human capital, nurturing innovation and fostering inclusivity to cultivate diverse perspectives that drive creativity. Furthermore, we must accelerate the adoption of data and digital platforms to create smart, sustainable spaces and embed ESG in everything we do through collaborative efforts that extend the impact of our initiatives.

> As we focus on the variables under our control, we need to actively seek the opportunity in every challenge to reimagine and rebuild. As interest rates normalise, we can be sure that there will be more aftershocks and new opportunities.

Chartered Governance Institute of Southern Africa's Integrated Reporting Awards 2024: Winner in the Mid-Cap category

EY Excellence in Integrated Reporting Awards 2024: Second place

APPRECIATION

I am grateful to my fellow board members, executives, management and employees for their unwavering dedication in helping us achieve our strategic objectives. Your integral role in shaping Redefine's asset platform, both locally and internationally, is a testament to our collective strength.

I extend my heartfelt thanks to our stakeholders for your continued support as we pursue our purpose and mission pathways. Your courage, innovative thinking, and drive to unearth new opportunities have been vital in bringing about the positive changes that define Redefine today.

Andrew König
Chief executive officer

Strategic overview

MANAGING THE VARIABLES UNDER OUR CONTROL

As we build a future-ready organisation, **five strategic priorities** guide us in the short to medium term, while **five mission pathways** articulate our long-term aspirations. Both these performance horizons are essential to fulfil our **vison, mission and purpose**. Since we operate in a long-term asset class, our choices have a lasting impact, and we consider ESG issues in all capital allocation decisions.

Our purpose
is to create and manage spaces in a way that transforms lives

Our vision
is to be the BEST South African REIT

Our mission
is to deliver the smartest and most sustainable spaces

WHY	Our short- to medium-term strategic focus	Our long-term pursuit
	STRATEGIC PRIORITIES	OUR MISSION PATHWAYS
HOW	To consistently execute and deliver on our strategy, we have five short- to medium-term priorities	To support our long-term strategy, we have mapped out five mission pathways
TIME HORIZON	Short to medium term (18 months to five years)	Long term (five years and beyond)

STRATEGIC PRIORITIES

		Capitals employed
IS	Our business sustainability is tied to the wellbeing of the planet and society. Consequently, we consider the long-term impact of our capital allocation decisions and explore innovative solutions like greening our buildings and investing in renewable energy solutions.	FC MC HC SRC IC NC
OC	Strengthening our financial position through disciplined capital allocation builds a diversified, sustainable capital structure that supports our long-term ambitions. By integrating sustainability initiatives and UN SDG commitments, we gain access to sustainability-linked funding.	FC MC HC IC NC
OE	In a resource-scarce environment, efficient capital use is key to long-term sustainability. Innovation and technology improve building efficiency, providing financial benefits and promoting sustainable societies.	FC MC HC SRC NC
ET	We are committed to creating a workforce aligned with our goals for a prosperous, equitable society and a data-driven business model. Employee development, supportive policies and wellness programmes foster personal and professional growth.	FC HC SRC IC
GR	Our properties' success and resilience rely on communities. Through targeted initiatives, we support Redefine and our stakeholders in a challenging socioeconomic environment.	FC MC HC SRC IC NC

Refer to **page 45** for more information on our capital allocation decisions.

OUR MISSION PATHWAYS

Embedding diversity, equity and inclusion	We create belonging and promote inclusivity and transformation in our value chain, fostering innovation, creativity, and a positive and productive work environment. This strengthens sustainable decision-making and value creation for stakeholders. **FY30 target:** Have our people and value chain fully representative of the society in which we operate
Mobilising digital transformation	Technological advancements and data enable our people to enhance product and service quality and performance, with a focus on digitising the tenant-servicing model to transform their experience. **FY30 target:** Achieve > 50% digital ratio
Nurturing and optimising our ecosystems	We are transforming from a product-driven to a service-based business built on partnerships and platforms. Nurturing mutually beneficial stakeholder relationships is key to sustaining and extending value creation across our ecosystems. **FY30 target:** Achieve a product-service hybrid revenue model that will attract and retain tenants and entrench the continued relevance of the asset platform
Being a catalyst for good	Our ESG strategy, centred on the 2030 UN SDGs, ensures that we have a lasting long-term impact on people and the planet, while remaining adaptable and equipped for an ever-changing market and low-carbon economy. **FY30 target:** Achieve the 2030 UN SDGs to which we have committed
Being curious innovators	We challenge our people to embrace a design-thinking mindset and foster a culture of innovation to transform how the business evolves and creates value for stakeholders. **FY30 target:** Achieve a net operating profit margin of between 80% and 85% on a sustainable basis

Performance against our strategy

▲ POSITIVE ▼ NEGATIVE R LINKED TO EXECUTIVE DIRECTORS' REMUNERATION

HOW WE MEASURE THE DELIVERY OF SUSTAINED VALUE YEAR ON YEAR

		Performance indicator		Target	Performance	FY24	FY23	FY22	Assurance	Remuneration
	LONG-TERM PERFORMANCE	Our integrated, long-term approach to strategy enables us to deliver sustained value for all stakeholders. Our primary long-term objective is to increase our total return through improved cash flow, enabling sustained growth	Total return to shareholders (dividend per share + SA REIT NAV* growth per share)	Annual five-year average risk-free rate + 2% = 8.7%** (FY23: 8.3%)	▼	**8.5%**	12.5%	10.8%	Financial information extracted from the audited **AFS**	R
			Inputs							
			Dividend per share			**42.5**	43.8	43.0		
			Year-on-year change in SA REIT NAV*			**22.3**	45.9	31.0		
IS	**INVEST STRATEGICALLY**	SA REIT NAV is a key indicator of the organic growth of the actively managed capital base, demonstrating the effectiveness of our investment strategy and business sustainability	Growth in SA REIT NAV per share	One third of the total targeted return	▲	**2.9%**	6.4%	4.5%	Financial information extracted from the audited **AFS**	
OC	**OPTIMISE CAPITAL**	The SA REIT LTV ratio is a lead credit metric and an indication of a REIT's indebtedness and ability to access financial capital	SA REIT LTV ratio	Range between 38% and 41%	▼	**42.3%**	41.1%	40.2%	Financial information extracted from the audited **AFS**	R
OE	**OPERATE EFFICIENTLY**	Net operating profit margin, a profitability metric, measures the portfolio's efficiency by assessing income generation and cost management relative to revenue growth	Net operating profit margin	Between 80% and 85%	▲	**75.1%**	76.7%	76.1%	Financial information extracted from the audited **AFS**	R
ET	**ENGAGE TALENT**	Engagement scores reflect employees' commitment, discretionary effort, and intent to stay, given their experiences and future expectations. The score is based on an externally facilitated engagement survey	Engagement score	Maintain or improve the previous year's engagement score	▲	**94.4%**	90.3%	86.5%	Independently verified	R
GR	**GROW REPUTATION**	Forward yield reflects the market's rating of our ability to deliver sustained value through growing dividends and capital growth	Forward yield	Dividend forward yield ≤ five-year average bond yield	▲	**11.2%**	13.3%	11.3%	Independently verified	

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* *SA REIT NAV is a standardised definition used across the industry to measure a REIT's NAV and is defined by the SA REIT best practice recommendations*

** *The average risk-free rate is weighted between South Africa and Poland based on the average property asset allocation*

Performance against our strategy continued

+ VALUE CREATED **− VALUE ERODED** **= VALUE PRESERVED**

IS INVEST STRATEGICALLY

Allocating capital to where the best risk-adjusted returns lie

WHY INVESTING STRATEGICALLY MATTERS

We leverage our extensive property and financial experience to make strategic capital allocation decisions, creating sustainable value for stakeholders through smart, sustainable spaces.

Related material themes

GSF	Impact of geopolitical and socioeconomic factors on the cost of capital and growth
BMA	Business model adaptability to the rapidly evolving context

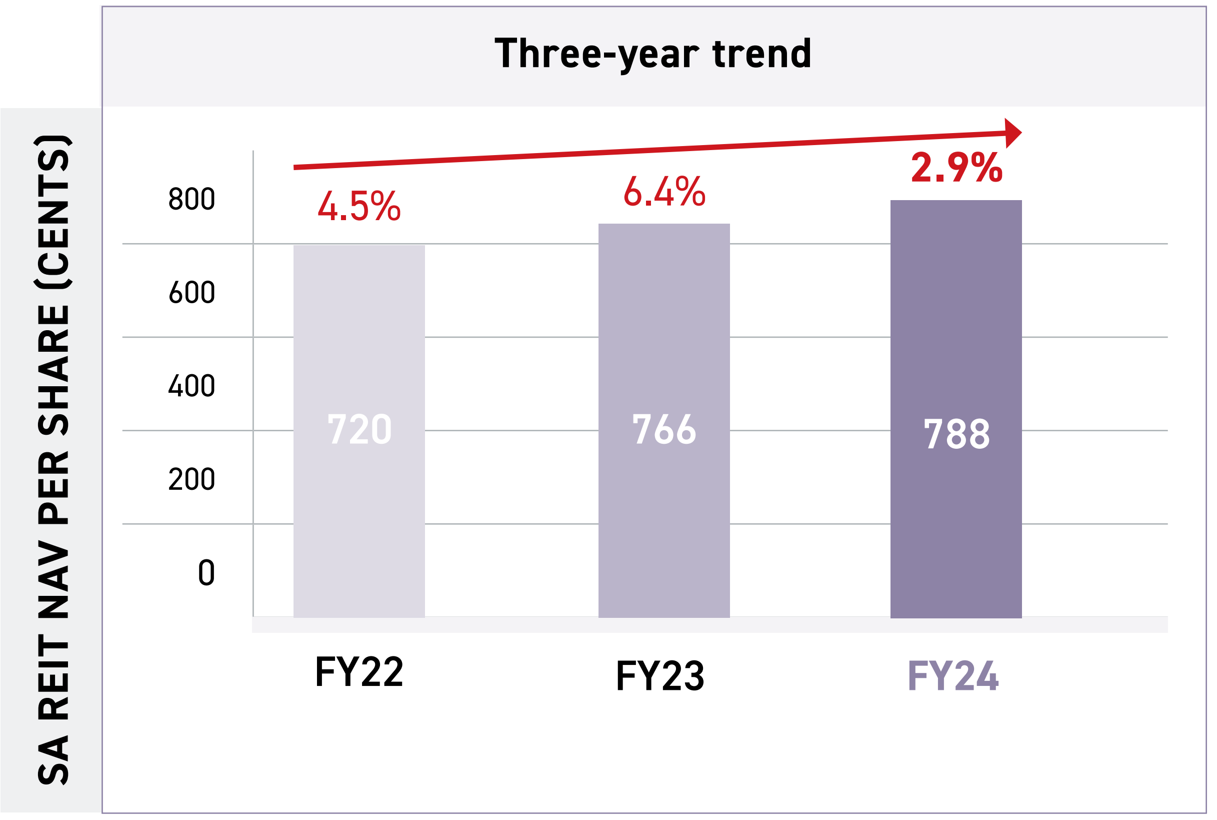
UN SDGs

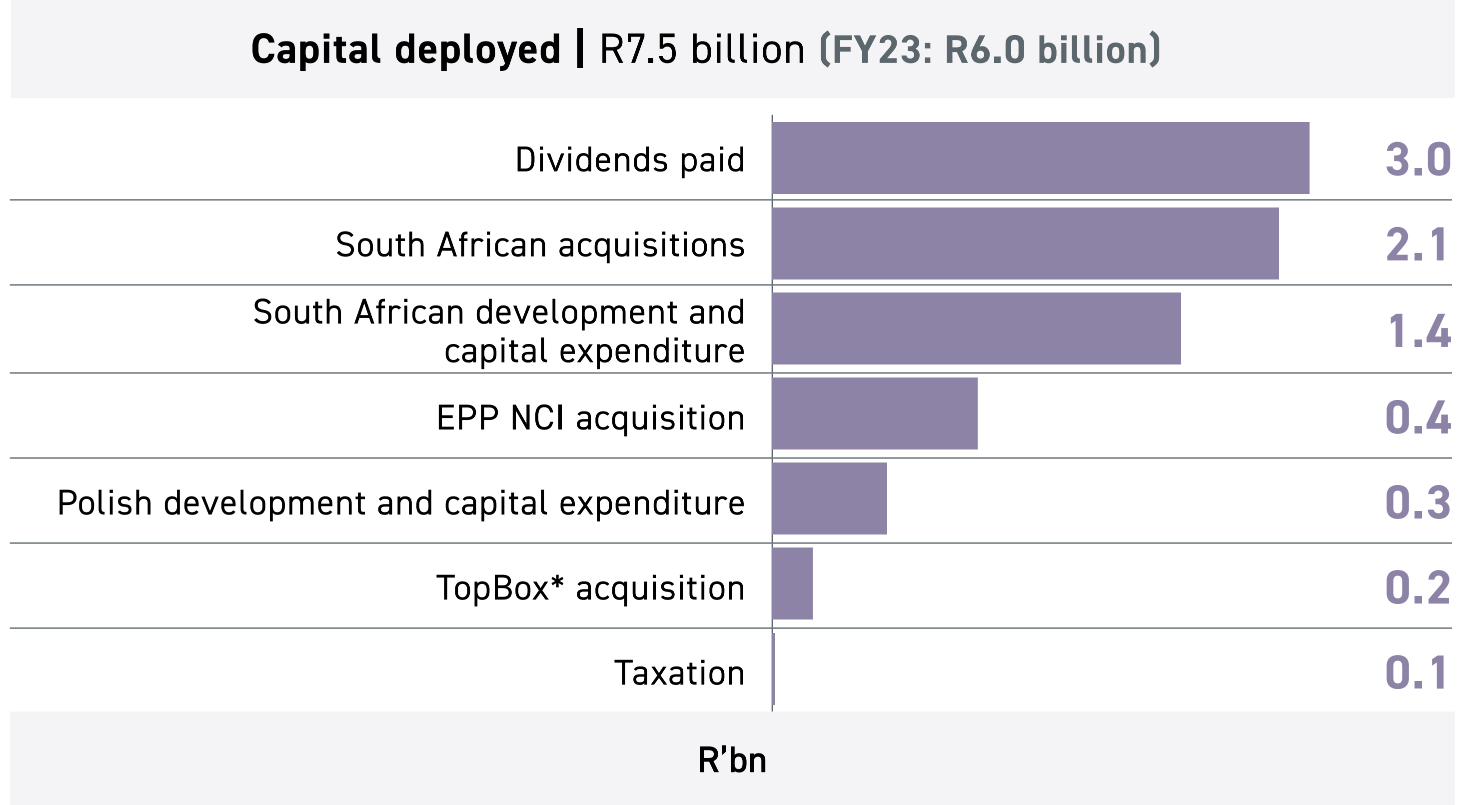
Primary: 7 AFFORDABLE AND CLEAN ENERGY; 8 DECENT WORK AND ECONOMIC GROWTH; 13 CLIMATE ACTION

Secondary: 17 PARTNERSHIPS FOR THE GOALS

UNPACKING OUR PROGRESS

SA REIT NAV per share increased during the year, largely due to the uplift in property valuations and the appreciation of the rand.





** Poland sp. z o.o., Box Development sp. z o.o. and TopBox 2 sp. z o.o.*

Related stakeholders Investors

RESOURCE ALLOCATION

We allocate financial capital to the best risk-adjusted return opportunities available to improve portfolio diversity across key geographies and sectors. Our strategic allocation of financial capital supports new income streams that leverage the real estate portfolio. Our investments consider the environmental and social imperatives across the portfolio.

Key trade-offs

- Managing capital allocation arising from the recycling of non-core assets

Capitals employed

FC MC HC SRC IC NC

LOOKING AHEAD

FY25 focus

- Create value through organic growth and asset optimisation
- Strategically allocate capital into growth sectors and asset optimisation
- Keep spaces relevant to ensure they meet stakeholders' needs

Anticipated outcomes

- Deliver growth in total return to investors
- Improve the quality of cash flows, which supports an increase in valuations
- Protect value by investing in nodes and areas that are well serviced

FY24 OUTCOMES

- + Acquired **R2.6 billion** in property assets (FY23: R0.8 billion)
- + Recycled **R0.4 billion** of non-core assets in South Africa (FY23: R0.6 billion)
- + Completed developments in Poland with a total GLA of 62 437m² at a cost of **R1.0 billion**, resulting in a capital uplift of R0.3 billion
- + Completed **R160.0 million** in refurbishments (FY23: R58.0 million)
- + Completed the disposal of **Towarowa 22** in Poland
- + Continued to expand in Poland by investing in the self-storage sector
- + SA REIT NAV improved by 22.3 cents (FY23: 45.9 cents) to 788.0 cents (FY23: 766.0 cents) per share

Performance against our strategy continued

+ VALUE CREATED − VALUE ERODED = VALUE PRESERVED

OC OPTIMISE CAPITAL Building an efficient funding model that supports growth

WHY OPTIMISING CAPITAL MATTERS

Access to funding enables us to capitalise on the right opportunities and meet our operational needs. Optimising the funding model focuses on deploying scarce financial capital to increase returns and support predictable, sustained growth that creates value for stakeholders. To do this, we ensure optimal portfolio funding and responsibly manage interest rate and currency exposure.

Related material themes

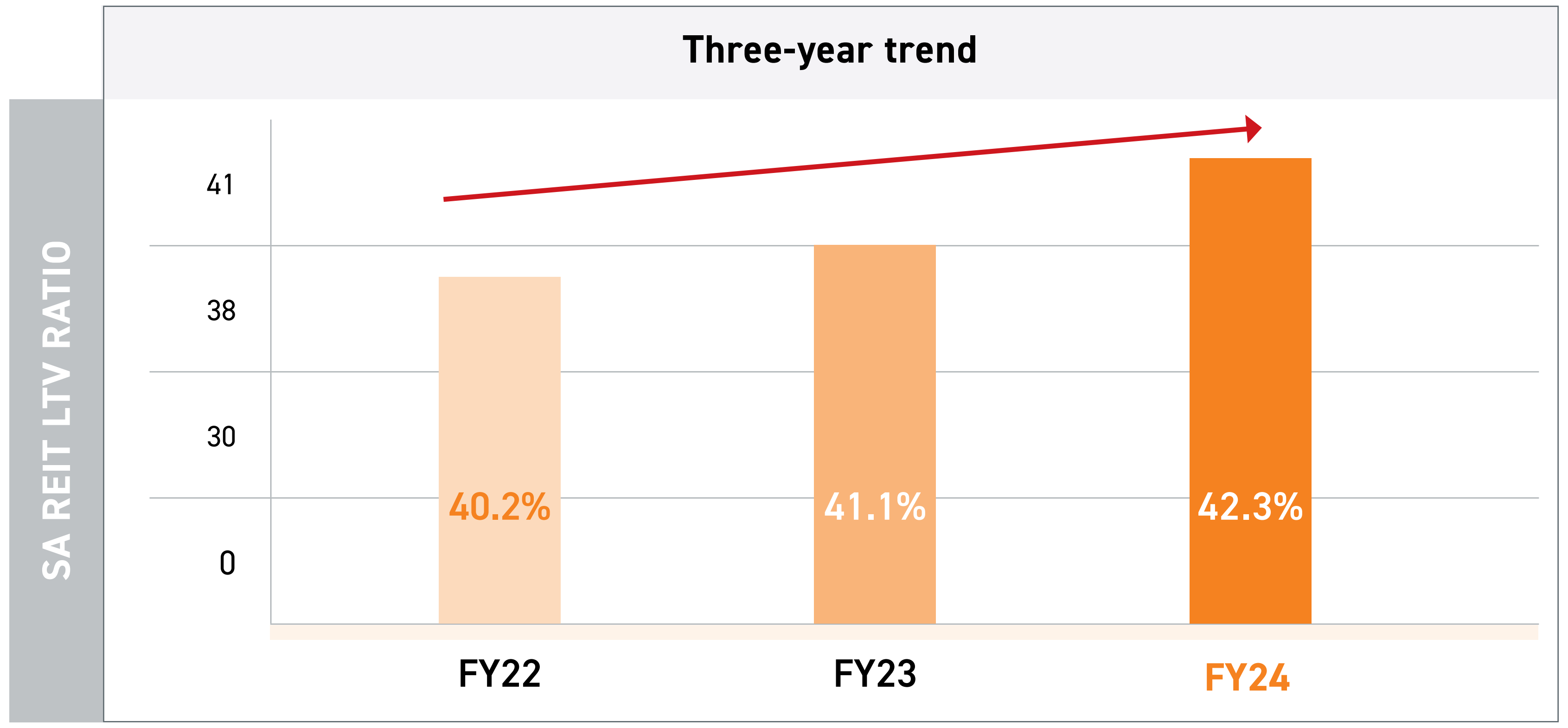
GSF	Impact of geopolitical and socioeconomic factors on the cost of capital and growth
MBG	Managing for long-term business growth

UN SDGs

Primary	Secondary
7 AFFORDABLE AND CLEAN ENERGY 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	17 PARTNERSHIPS FOR THE GOALS

UNPACKING OUR PROGRESS

The LTV ratio increased to 42.3%, which is outside of the medium-term target range of 38% to 41% – largely attributable to the acquisition of Mall of the South and the purchase of EPP's remaining non-controlling interest (NCI).



Related stakeholders FUNDERS

RESOURCE ALLOCATION

The sustainable financing framework enables us to take advantage of new funding sources, and our common security pool enables the efficient use of collateral. Within a high-cost and capital-constrained environment, we have also lengthened the debt maturity profile and effectively managed the liquidity profile. Within this context, we continue to recycle manufactured capital to generate financial capital.

Key trade-offs

- Moving from a bilateral relationship with our South African secured funders to a common terms agreement and shared security pool
- Managing capital allocation arising from the recycling of non-core assets
- Hedging strategically to manage uncertainty

Capitals employed

FC MC IC NC

LOOKING AHEAD

FY25 focus

- Proactively renew maturing debt facilities, extend the debt maturity profile, and continue to diversify funding sources
- Vigilantly manage interest rate risk through the cycles
- Source new capital and recycle non-core assets to actively reduce the SA REIT LTV

Anticipated outcomes

- Lower liquidity and concentration risk
- Ensure predictable, quality distributable income through the interest rate cycles
- SA REIT LTV reduced to the target range of 38% to 41%

FY24 OUTCOMES

- = Committed undrawn facilities and cash on hand of **R4.8 billion** (FY23: R5.5 billion)
- − Weighted average cost of debt increased by 40bps to **7.5%** (FY23: 7.1%)
- − ICR at 2.1x (FY23: 2.4x)
- = Interest rates hedged on **78.9%** of debt (FY23: 77.1%)
- + Transformed our debt structure by establishing a common terms agreement and shared security pool for all South African secured funders
- = Continued to diversify funding sources, with **35.3%** of total debt from green instruments
- = Extended the debt maturity profile, with no more than **20%** of group debt maturing each year until 2027
- + Reduced the group weighted average debt margin by **32bps**
- + SA banks funding in-country in Poland
- + Effectively implemented our hedging strategy to provide protection in a rising interest rate environment

Performance against our strategy continued

+ VALUE CREATED **− VALUE ERODED** **= VALUE PRESERVED**

OE OPERATE EFFICIENTLY

Positive organic growth sustaining operating margins

WHY OPERATING EFFICIENTLY MATTERS

Operational efficiency, particularly in a tough operating context, is about effectively utilising the capitals at our disposal. It is largely driven by effective cost management, which enhances profitability and organic leasing growth, to ensure sustainable occupancy rates and revenue generation. Managing the variables under our control protects cash flow and enhances operational resilience.

Related material themes

ERB	The evolving role of business in creating a prosperous and sustainable society	**HGR**	Heightened demands of governance and regulatory compliance
BMA	Business model adaptability to the rapidly evolving context	**MBG**	Managing for long-term business growth

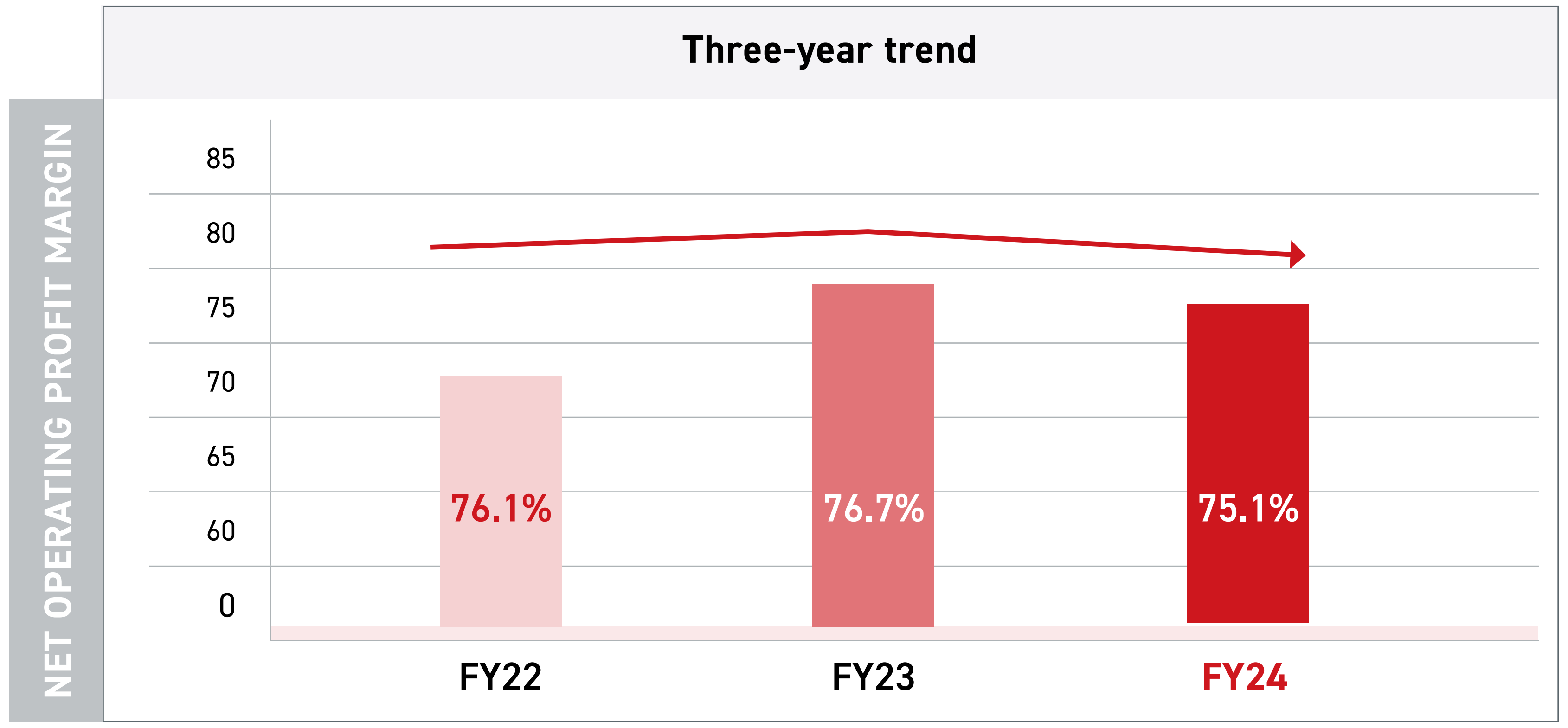
Primary

UN SDGs

3 GOOD HEALTH AND WELL-BEING · 7 AFFORDABLE AND CLEAN ENERGY · 8 DECENT WORK AND ECONOMIC GROWTH · 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION

UNPACKING OUR PROGRESS

The net operating profit margin is below our target range of 80% to 85%.



Related stakeholders Tenants | Suppliers | Property brokers

RESOURCE ALLOCATION

Efficiency-focused initiatives across our operations require data-driven solutions that draw on our intellectual capital. They enable us to manage the resources we use efficiently, attract tenants, and grow the business organically. We allocate financial and human capital to green our buildings by optimising energy and water usage and recoveries. Green initiatives support our operating margins, address growing natural capital deficits, increase the resilience of our operations, and, increasingly, attract tenants.

Key trade-offs

- Moving from a bilateral relationship with our South African secured funders to a common terms agreement and shared security pool
- Balancing environmental goals with tenant preferences and business continuity
- Managing tenant retention over rental growth while ensuring spaces remain relevant

Capitals employed

FC MC HC NC

LOOKING AHEAD

FY25 focus

- Improve renewal reversion rates, continue to implement tight cost control measures and improve recoveries of administered costs by investing in renewable sources of energy
- Continue to attract new tenants by offering compelling value-added services
- Continue to improve the digital ratio and use data insights to gain more understanding about our stakeholder behaviour

Anticipated outcomes

- Improve the net operating profit margin to the target range of between 80% to 85%
- Attract new tenants and improve occupancy levels by offering a simplified digital experience
- Limit the increase in administered costs by using data analytics to identify trends and inefficiencies

FY24 OUTCOMES

- + Occupancy improved to **93.2%** for South Africa (FY23: 93.0%)
- + Occupancy improved to **99.1%** for Polish core portfolio (FY23: 98.4%)
- + South African solar PV capacity increased to **43.2MWp** (FY23: 34.9MWp)
- + **480 724m^2** renewed (FY23: 452 669m^2) at an average reversion of **-5.9%** (FY23: -6.7%) for South Africa
- + Average rental reversion of the Polish core portfolio of **0.2%** (FY23: -7.2%)
- − South African tenant retention rate by gross monthly rental (GMR) at **89.4%** (FY23: 92.8%)
- − Polish tenant retention rate by GMR at **94.8%** (FY23: 96.3%)
- + Improved the digital ratio to **29.7%** (FY23: 23.0%)
- = Analysed non-financial data on energy, water, waste, refrigerant gases and travel in the annual carbon footprint assessment to inform behavioural insights (refer to pages 36 to 37 of the ESG report)

Performance against our strategy continued

+ VALUE CREATED | − VALUE ERODED | = VALUE PRESERVED

ET ENGAGE TALENT

Empowering creativity and driving innovation while leading with purpose

WHY ENGAGING IN TALENT MATTERS

Our people-centred approach sets us apart, with diversity, equity and inclusion driving innovation and a future-ready workplace. We recruit and develop individuals who have the qualifications, know-how and people skills to support our relationship-driven business, and we prioritise employee health and wellness amid socioeconomic challenges.

Related material themes

ERB	The evolving role of business in creating a prosperous and sustainable society	HGR	Heightened demands of governance and regulatory compliance
BMA	Business model adaptability to the rapidly evolving context	MBG	Managing for long-term business growth

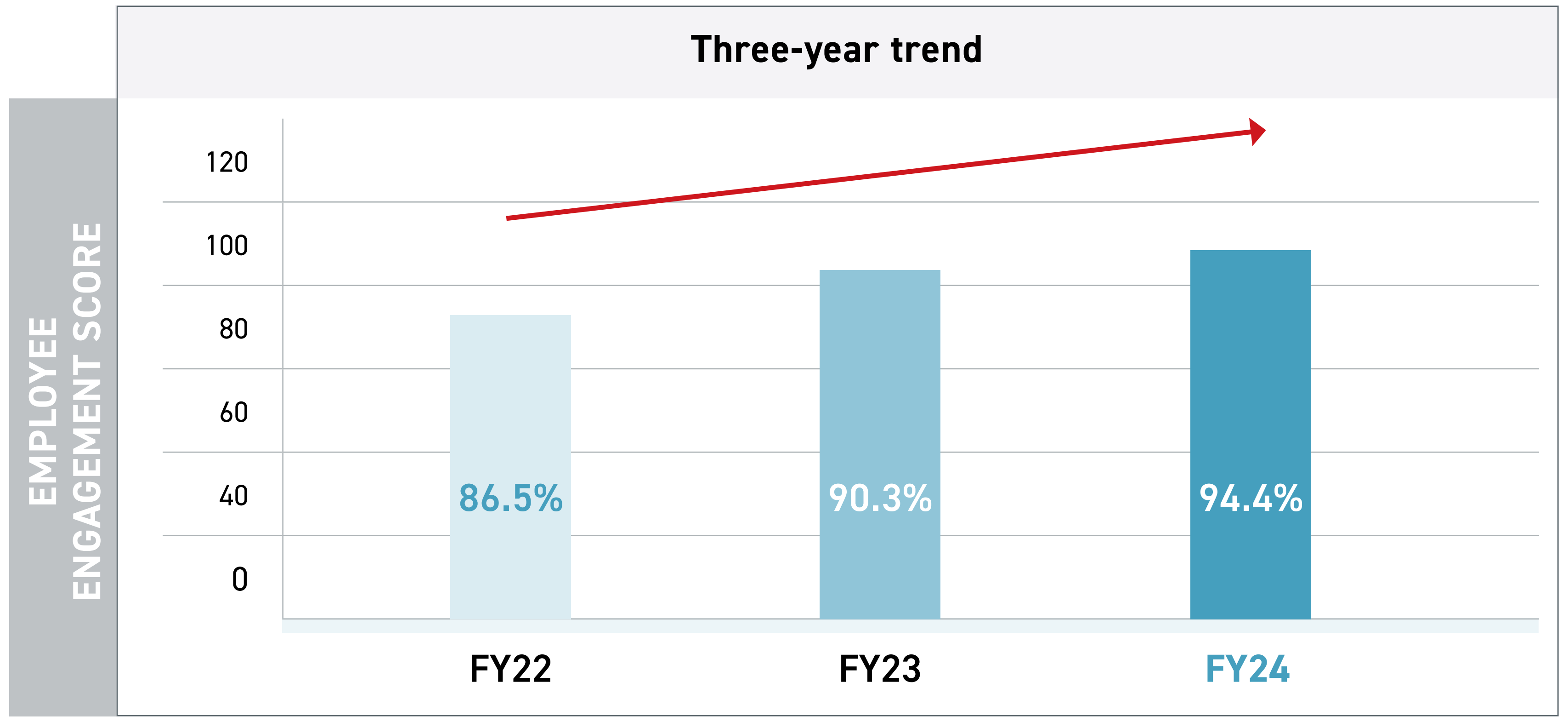
UN SDGs

Primary: 3 GOOD HEALTH AND WELL-BEING; 5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH

Secondary: 4 QUALITY EDUCATION; 10 REDUCED INEQUALITIES

UNPACKING OUR PROGRESS

The employee engagement score increased to 94.4% due to direct connection with employees on what is expected from them and what they can expect in return.



Related stakeholders: Employees

RESOURCE ALLOCATION

Allocating financial and human capital to employee training and engagement initiatives drives employee productivity, contribution and engagement and supports our brand and reputation. Many employee-related initiatives are digitally enabled. Ongoing training and development create a culture of innovation that supports diversity of thought and builds intellectual capital.

Key trade-offs

- Moving from a bilateral relationship with our South African secured funders to a common terms agreement and shared security pool

Capitals employed

FC HC SRC IC

LOOKING AHEAD

FY25 focus

- Build future-ready skills
- Cultivate an inclusive and diverse high-performing team
- Review people structures to ensure they are fit for purpose

Anticipated outcomes

- Develop our own internal pipeline of scarce skills
- Enable creativity and foster innovation
- Develop a diversified, future-ready workforce that efficiently delivers on the strategic priorities

FY24 OUTCOMES

- + **469** learners have completed the Learnership Programme since FY13 (FY23: 411 learners)
- = Certified as a top employer
- + **South Africa: 22 922** man-hours of training and development (FY23: 18 464 man-hours)
- + **Poland: 4 221** man-hours of training and development (FY23: 5 786 man-hours)
- + Achieved an employee net promoter score (eNPS) of **32.7** in South Africa and **-5** in Poland*
- + Achieved an overall workplace culture score of **92.0%**
- + Improved staff retention to **90.8%** (FY23: 86.7%) in South Africa and **92.5%** in Poland (FY23: 88.1%)

** An eNPS score can range from -100 to +100. A score between +10 to +30 is considered good while a score of +50 or above is considered excellent*

Performance against our strategy continued

+ VALUE CREATED | − VALUE ERODED | = VALUE PRESERVED

GR GROW REPUTATION

We place stakeholder collaboration at the core of what we do

WHY GROWING OUR REPUTATION MATTERS

Our brand and reputation shape how stakeholders see us, building mutual trust and respect. We strive to enhance our reputation in all interactions and business activities. We take a people-centric approach to business and to our commitment to being a catalyst for good, supporting the UN SDGs, embedding ESG, and delivering excellence aligned with stakeholder expectations.

Related material themes

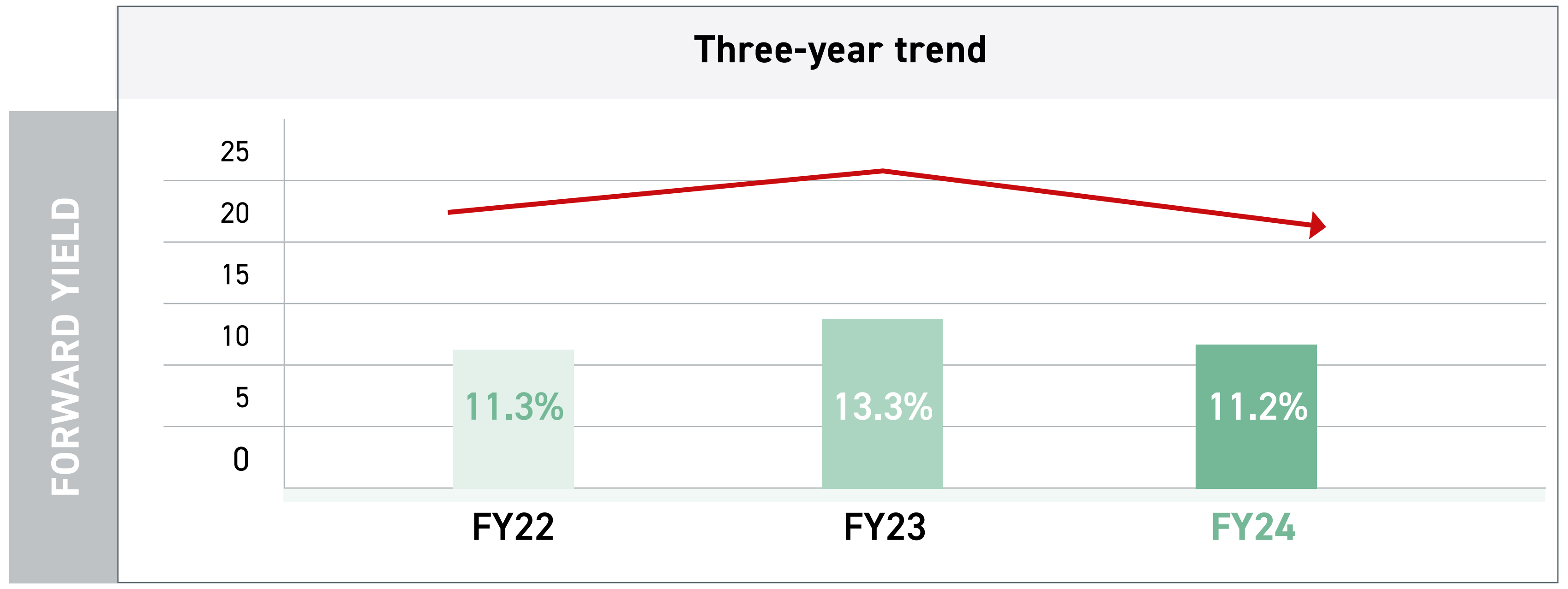
GSF	Impact of geopolitical and socioeconomic factors on the cost of capital and growth
HGR	Heightened demands of governance and regulatory compliance
ERB	The evolving role of business in creating a prosperous and sustainable society
MBG	Managing for long-term business growth
BMA	Business model adaptability to the rapidly evolving context

UN SDGs

Primary	Secondary
5 GENDER EQUALITY 11 SUSTAINABLE CITIES AND COMMUNITIES 13 CLIMATE ACTION 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	10 REDUCED INEQUALITIES 17 PARTNERSHIPS FOR THE GOALS

UNPACKING OUR PROGRESS

The forward yield has recently improved, which means raising equity is not as costly and dilutive.



Related stakeholders Shoppers | Communities

RESOURCE ALLOCATION

We approach resource allocation by considering both intellectual and human capital and their impact on the business. Through strategic allocation, we deepen stakeholder engagements, better understand the stakeholder universe, and meet our ESG commitments. This changes how our people manage the property life cycle and fosters sustainable partnerships.

Key trade-offs	Capitals employed
▶ Balancing environmental goals with tenant preferences and business continuity ▶ Managing tenant retention over rental growth while ensuring spaces remain relevant	FC MC HC SRC IC NC

LOOKING AHEAD

FY25 focus

- Collaborate with key stakeholders
- Create sustainable socioeconomic impacts
- Reduce reliance on municipally supplied utilities

Anticipated outcomes

- Expand the reach of sustainability initiatives
- Accelerate our ESG strategy
- Implement innovative resource-efficient solutions, including solar PV expansion and collaboration with alternative energy providers

FY24 OUTCOMES

- − **8.5%** total return to shareholders (FY23: 12.5%)
- + **200** Green Star SA certifications (FY23: 186)
- = Achieved a **79th** percentile ethical maturity score from The Ethics Institute
- = BBBEE level **1** rating (FY23: level 1)
- = Directed our environmental efforts towards climate risk management
- = SA maintained an **82/100** GRESB score
- + EPP improved their GRESB score to **69/100** (FY23: 55/100)
- + EPP and ELI increased their BREEAM® certifications by two and seven to 30 and 37, respectively
- = Achieved our targets for the sustainability-linked bond

Our *trade-offs*

✚ NEW ▲ DELIBERATED MORE ▼ DELIBERATED LESS ● STABLE ✖ NO LONGER RELEVANT

Redefine applies integrated thinking to balance value creation, preservation and erosion across multiple time horizons.

Despite the complex operating environment, we focus on the variables within our control as we look through the cycle, responding with agility to position the business for sustained growth and resilience. We continuously review how best to use the resources at our disposal and create sustained value for stakeholders.

Balancing short-term performance expectations and long-term value creation

Balancing short-term performance expectations against long-term value creation is our overarching trade-off, which influences many critical decisions. The material decisions highlighted here demonstrate how trade-offs affect value creation over time. These trade-offs arise from the interdependencies between capitals or when a decision results in trade-offs over time. Redefine carefully considers significant trade-offs in decision-making to support sustainable value creation.

1 Moving from a bilateral relationship with our secured funders to a common terms agreement and a shared security pool ✚

The common terms agreement and shared security pool is the best use of our security collateral because the quality and diversification of the portfolio is shared equally among the funders. The structure has improved efficiencies as all terms and covenants have been standardised, thereby reducing the amount of effort required to manage multiple bilateral agreements. The structure took a significant amount of time and set-up costs to implement. At inception, the structure is anchored by our key large funders, causing a level of concentration risk and posing a potential barrier to entry for smaller lenders. This trade-off balances streamlining collateral use and funding efficiency against the up-front costs and reduction in flexibility when dealing with one funder on a bilateral basis.

KEY OUTCOMES

- The funding structure aims to reference the median strength of the South African portfolio
- All South African secured funders operate within a common terms agreement and have access to a shared pool of quality assets as collateral
- In the medium term, the structure will lead to more competitive funding margins
- The structure is evergreen, thereby reducing the need to renegotiate terms and incur additional legal fees in the future

OC OE ET FC SRC 8 BMA MBG

2 Managing capital allocation arising from the recycling of non-core assets ✚

Funds arising from the recycling of non-core assets can be put towards buying back shares, repaying debt, or investing in properties in growth sectors. Share buybacks can enhance shareholder value while debt repayment strengthens the balance sheet and reduces risk. However, investing in growth assets supports long-term expansion and revenue generation. The trade-off in actively managing our asset platform lies in balancing the need to provide immediate financial benefits to the providers of financial capital with the need to fuel capital growth and increase stability of quality future cash flows.

KEY OUTCOMES

- During FY24, we used funds arising from the disposal of non-core assets towards the acquisition of a share of Pan Africa Mall, a township retail asset which is a growth sector
- In Poland, we continued to invest in self-storage and selected logistics assets
- We retained 15% of our distributable income to bolster our balance sheet flexibility and reduce our LTV, in addition, we offered shareholders the right to reinvest their final FY24 dividends, which is dilutive to NAV as our share price is currently below our NAV

IS OC FC MC 8 MBG

Refer to page 10 for the strategic priorities and capital icons and page 38 for the unpacked materiality icons.

3 Balancing environmental goals with tenant preferences and business continuity ▲

Our commitment to reducing water and energy consumption for ourselves and our tenants supports long-term sustainability. We collaborate with tenants to promote behavioural change and invest in energy- and water-saving solutions. These solutions often directly benefit only tenants as we pass on the benefits to them. While we encourage tenants to take up these opportunities, we must balance our environmental goals with tenant behavioural preferences. In South Africa, energy supply challenges complicate this balance further, as diesel generators – though necessary to maintain operations – hinder our carbon emission reduction efforts.

KEY OUTCOMES

- We offer tenants several water and energy efficiency improvement programmes
- Tenant willingness and ability to take up these programmes impact our overall resource consumption
- While we continue to install renewable energy solutions, they do not provide standby power but rather help reduce our collective reliance on fossil fuels and diesel
- As a result of a reduction in loadshedding and electricity supply interruptions, diesel consumption has decreased by 56.0% year on year

Refer to the natural capital section on page 90 for more information.

OE GR FC SRC NC 7 11 GSF MBG

4 Managing tenant retention over rental growth while ensuring our spaces remain relevant ▲

Our tenants face cost pressures due to inflation, high interest rates, and utility cost increases, with rental expenses being a significant financial burden. As lease agreements near expiration, rental terms are subject to negotiation. While tenant retention is a management priority, we must also ensure our spaces remain relevant. This may involve prioritising tenant retention over higher rentals, negotiating the total space provided to enhance the quality or finding alternative uses for spaces that are not well utilised.

KEY OUTCOMES

- South African tenant retention ratio by GMR decreased to 89.4% **(FY23: 92.8%)**
- Polish tenant retention ratio by GMR decreased to 94.8% **(FY23: 96.3%)**
- Renewal reversions in South Africa improved marginally to -5.9% **(FY23: -6.7%)**, while renewal reversions of the EPP Core portfolio improved to 0.2% **(FY23: -7.2%)**

OE GR FC MC SRC 8 GSF BMA MBG

5 Hedging strategically to manage uncertainty ▼

In recent years, hedging has been a significant trade-off due to the uncertainty around interest rates. To mitigate this risk, we fix at least 75% of our variable interest rate exposure through derivative instruments, such as interest rate swaps. Our approach is selective and strategic as we use the most appropriate hedging instruments for the prevailing conditions.

During FY24, interest rates and the cost of funding remained higher for longer. The hedging policy remained effective as it mitigated the full impact of the peak of the interest rate hiking cycle. As the interest rate cutting cycle begins, we review expiring hedges on a case-by-case basis to ensure we capture the benefit of lower interest rates and manage the cost of funding as low as possible. Our weighted average hedge tenor is relatively short at 1.3 years **(FY23: 1.8 years)**. We expect to increase the hedging tenor as interest rates start reducing and the market normalises.

KEY OUTCOMES

- Redefine maintained a stable and gradual hedging maturity profile with 78.9% of group debt hedged
- To create additional headroom in the corporate ICR covenant as a result of higher interest rates, we negotiated a relaxation of the covenant from 2.0x to 1.75x with all our funders for all measurement periods up to and including 31 August 2026
- Stable cash generation continues to support debt servicing requirements despite the high cost of debt

OC OE FC 8 GSF BMA MBG

Remuneration practices creating value

The remuneration policy is designed to support the execution and delivery of our strategy, which serves as a roadmap to creating sustainable value for all our stakeholders. Our remuneration structures assist us in measuring performance against the strategic priorities using the relevant KPIs.

The variable pay structure that guides executive director remuneration is supported by key principles as set out in the table below.

GOVERNANCE PRINCIPLES GUIDING EXECUTIVE DIRECTOR REMUNERATION

	How this links to sustained value creation	Mechanism	Implication
PAY MIX	The pay mix for executive directors is appropriately weighted towards variable pay, thus cementing a pay-for-performance culture. However, we manage the risks associated with the variable pay framework	**Total reward ratio** ▶ This is measured as the ratio of fixed to variable pay for executive directors	Executive directors are incentivised to create value in the short and long term, and there is an appropriate balance between short-term incentives (STIs) and long-term incentives (LTIs). The majority of the total remuneration mix is at risk, but the portion of guaranteed pay is sufficient to ensure that executive directors are not overly reliant on at-risk variable pay (which may drive inappropriate risk taking)
RISK ADJUSTMENTS	The leadership team is accountable for the decisions that are made on behalf of Redefine	**The LTI plan** ▶ The REM may, on or before the vesting date of an award, reduce an STI or LTI award should a trigger event occur during the vesting period ▶ The REM may take steps to recover awards that have vested (on a pre-tax basis) in the event that a trigger event has occurred	Variable pay outcomes can be adjusted or recovered in certain predetermined circumstances, including instances where executive directors have behaved in a manner that has caused harm to the company (financial and/or reputational, caused by a trigger event) long after the vesting and payment dates. Executive directors are accountable for the decisions they make on behalf of the company. Where events or behaviour occur that effectively result in lost stakeholder value, the REM is able to adjust vesting or payment outcomes as appropriate or recover past incentives from executive directors on a pre-tax basis, even though the performance conditions have already been met
LONG-TERM ALIGNMENT	The leadership team should remain aligned with the impact of our decisions on stakeholders and continue to create long-term value for the company	**Minimum shareholding requirements** ▶ Executive directors must hold shares based on a tiered structure to the value of between 150% and 300% of their total guaranteed package, which must be accumulated within five years of the appointment of the executive director ▶ The shares must be held by the executive director throughout their tenure **Post-vesting holding periods** ▶ For LTIs awarded to executive directors (excluding the deferred STI awards), they must hold any vested shares for two years after the vesting date. They cannot trade the shares during this period but will receive dividends and can exercise voting rights in respect thereof	Redefine operates in a long-term asset class, and executive directors remain invested in the company while they make prudent, long-term decisions regarding these assets. They are also aligned with the interests of stakeholders, who are affected by the long-term ramifications of our decisions (that extend beyond the short-term and long-term vesting periods) **The terms of the minimum shareholding requirements and post-vesting holding periods are set out in the remuneration report in the ESG report.**

STI AND LTI PERFORMANCE MEASURES IN FY24

This section links the pay-for-performance framework as it applied in FY24 to short-term outputs, based on executing our short-term objectives, and to long-term stakeholder value-creation outcomes.

The pay and vesting outcomes applicable to FY24 are explained in more detail in the remuneration report in the **ESG** report.

STI – INCENTIVISING EXECUTION

Weighting		KPI	Target (100%)
60%		**Company financial performance**	
	20%	**Absolute DIPS growth** relative to approved budget	Achieved budget
	20%	**Growth in DIPS** measured against the relative performance benchmark comparator group FTSE/JSE SA REIT Index	Median
	15%	**Financial health scorecard**	
		▶ Group SA REIT LTV	41%
		▶ Debt expiry profile	2.5 years
		▶ Interest rate hedging	75%
		▶ ICR	2.25x
	5%	Improve net operating profit margin (after admin costs)	80%
20%		**Company non-financial performance**	
	20%	**Sustainability scorecard** that includes transformation, water efficiency, renewable energy, reduction in emissions, and embedment of the enterprise-wide corporate governance framework	
20%		**Individual performance**	
	20%	Delivery on executive director's personal targets linked to key strategic matters	

LTI – ACHIEVING STAKEHOLDER GOALS

Weighting		KPI	Target (100%)
75%		**Company financial performance**	
	25%	**Absolute total return (aTR)** measured against Redefine's targeted return of the risk-free rate (five-year average) plus 300bps	aTR equal variance of targeted return over three years
	25%	**Average relative total return (rTR)** measured against the FTSE/JSE SA REIT Index over three years	Median
	25%	**Relative total shareholder return (rTSR)** measured against the FTSE/JSE SA REIT Index over three years	Median
25%		**Company non-financial performance**	
	25%	**ESG goals** Based on the improvement over a three-year period using the Sustainalytics ESG risk rating, measured against the management score element of the index	8% increase

The executive directors are specifically incentivised in their individual KPAs for the STIs to achieve outcomes that meet stakeholder goals. In addition, these goals permeate the entire variable pay framework, as illustrated for the STI and LTI performance measures that applied through FY24.*

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* *Anticipated outcomes form part of the short- and medium-term strategic priorities*

Chief financial officer's *review*

Economic conditions remained tough during FY24, and administered costs in South Africa are growing substantially ahead of our ability to increase rentals. As we continue to build a sustainable and flexible balance sheet that supports our strategic growth aspirations, it is necessary for us to become more innovative to ensure we achieve our goals. The quality of our South African and Polish assets, combined with a solid operational performance, allowed us to achieve good organic growth and generated high levels of quality recurring distributable income.

Ntobeko Nyawo
CFO

OPERATING EFFICIENTLY TO DELIVER SUSTAINABLE SHAREHOLDER VALUE

We remain focused on improving the quality of our distributable earnings by driving organic growth in the portfolio and implementing initiatives to increase the net operating profit margin. Accordingly, we have set a net operating profit margin target of 80% for the group. The group net operating margin decreased marginally to 75.1% **(FY23: 76.7%)** for FY24, largely due to the decrease in EPP's net operating margin to 66.4% **(FY23: 74.1%)** as a result of once-off costs incurred to rightsize the operating structure, while the South African net operating margin increased to 78.5% **(FY23: 78.2%)**.

Key initiatives, which will support margin improvements, include maintaining operating cost recoveries above 80%, our solar PV rollout (which mitigates against electricity price increases), continuing to simplify group operating structures, and improving our digital ratio to drive operational efficiencies and transform the tenant experience.

The South African retail sector performed well, achieving net property income growth of 6.4% **(FY23: 2.5%)** for the active* portfolio mainly due to an improvement in reversions from -4.1% in FY23 to 0.2% and stable in-force lease escalation rates of 5.9% **(FY23: 6.0%)**.

The industrial portfolio continues to be defensive and is well positioned for good organic growth, achieving 4.2% **(FY23: -1.7%)** growth in net property income for the active portfolio. The portfolio is underpinned by stable lease escalation rates of 6.5% **(FY23: 6.5%)** and an improved renewal reversion rate of 5.5% **(FY23: 2.1%)**.

Our high-quality office portfolio continues to benefit from the demand for Premium Grade, well-located properties, with net property income for the active portfolio increasing to 3.1% **(FY23: 1.8%)**. The growth was driven by stable in-force lease escalation rates of 6.8% **(FY23: 6.8%)** and a marginal improvement in the renewal success rate to 67.8% **(FY23: 67.2%)**, albeit at a higher average negative renewal reversion rate of -13.9% **(FY23: -12.1%)**. Market rentals remain under pressure given the competitive landscape and oversupply in the market.

EPP has more ground to make up to reach the medium-term net operating margin target, and we continue to focus on identifying ways to improve efficiencies in the business. The EPP portfolio achieved growth of 5.2% for the active portfolio (excluding the impact of exchange rates) mainly due to a decrease in their vacancy to 0.9% **(FY23: 1.6%)** and an improvement in the weighted average renewal reversion rate to 0.2% **(FY23: -7.2%)**.

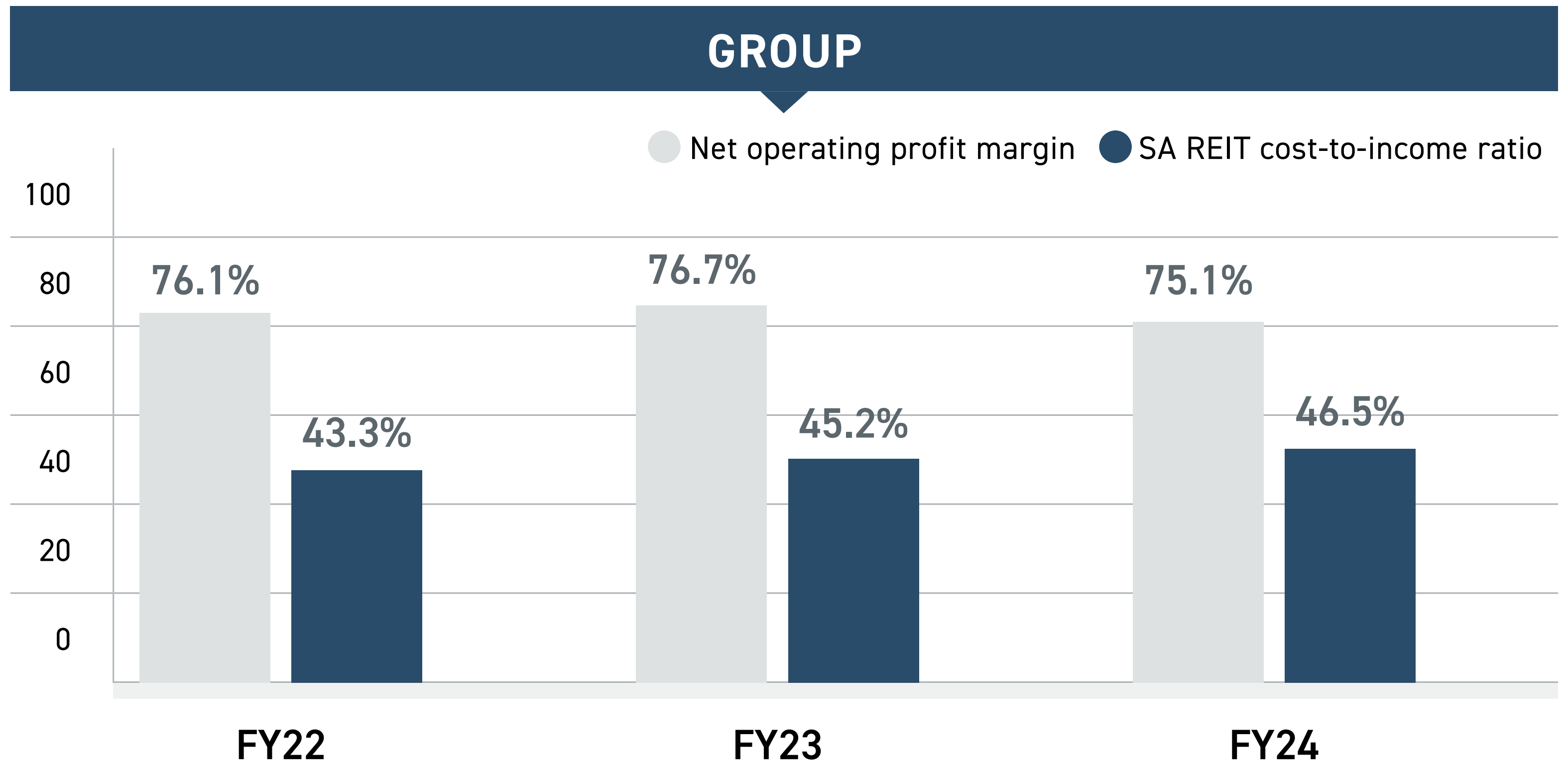
Distributions received from our Polish joint ventures improved to R637.7 million **(FY23: R393.2 million)** mainly due to cash released by Horse Group JV during the year from the successful outcome of the Metro lease arbitration and the restructuring of the Młociny debt facility.

Refer to manufactured capital on **page 61** for more information on our operational performance.

The portfolio's strong performance enabled us to deliver distributable income per share of 50.02 **(FY23: 51.53)**, which was within the guidance range we provided to the market.

** Active refers to properties owned for 12 months in FY24 and FY23 on a like-for-like basis*

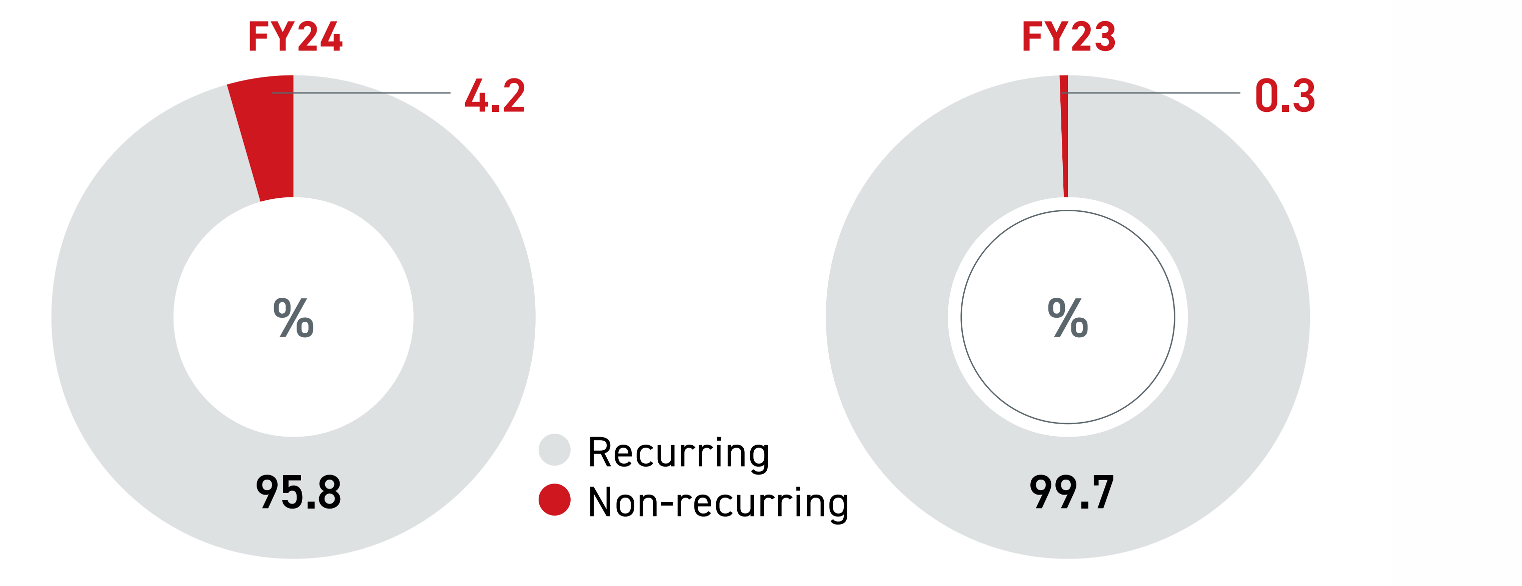
Group net operating profit margin* and cost-to-income ratio



** Net operating profit margin is after administration costs and before funding costs*

DISTRIBUTABLE EARNINGS QUALITY

The sustainability and reliability of earnings available for distribution to shareholders are further illustrated by the distributable earnings quality graph below.



Chief financial officer's *review* continued

DISTRIBUTABLE INCOME

Redefine uses dividend per share as its key financial metric for communicating the company's trading and performance to investors and the market. During the year, we maintained our earnings guidance, meeting investors' expectation of paying consistent dividends. In FY24, the group applied a dividend payout ratio of 85%, resulting in the dividend per share decreasing by 2.9% to 42.52 cents **(FY23: 43.8 cents)**. Group distributable income decreased by 2.9% **(FY23: decrease of 4.1%)** to R3.4 billion **(FY23: R3.5 billion)** for the year, with the decrease driven mainly by elevated interest rates that increased net funding costs.

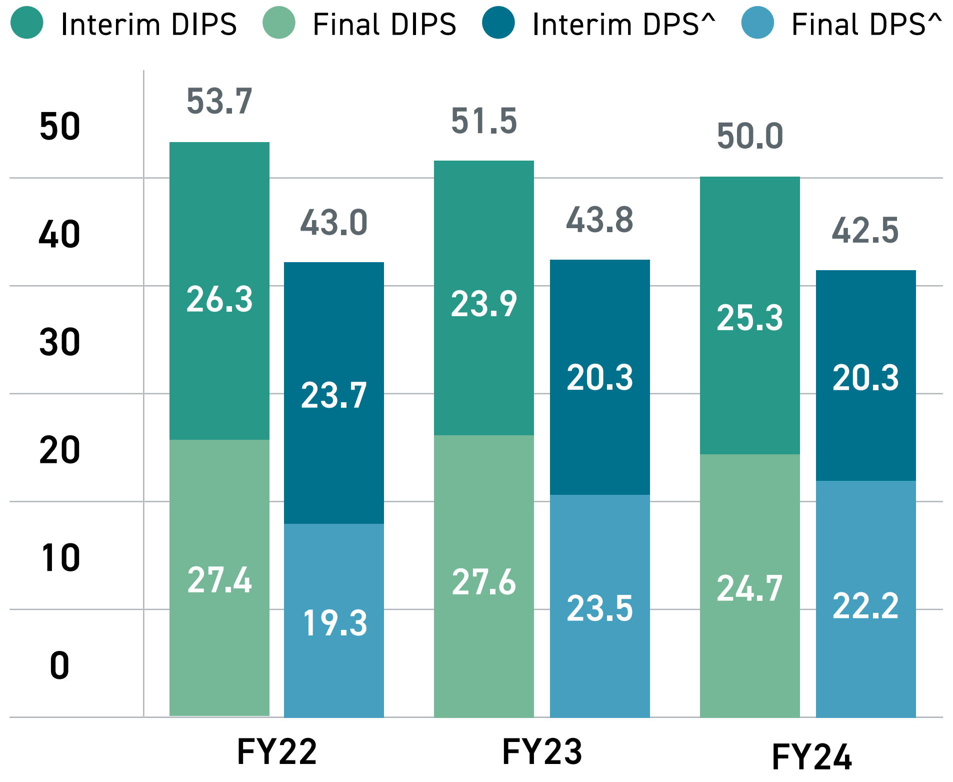
Total group revenue, excluding straight-line rental income, increased by 6.9% **(FY23: 16.1%)**. This increase was due to positive rental reversions and revenue from newly acquired and developed properties, which offset negative rental reversions and the reduction in revenue due to disposals.

The operating cost and expected credit losses on trade receivables to contractual rental income ratio increased by 0.1% to 40.0% **(FY23: 39.9%)**. Net of electricity costs and utility recoveries, operating costs remained stable at 15.4% **(FY23: 15.4%)** of contractual rental income.

Net group interest costs, including finance costs and income received from cross-currency and interest rate swaps, increased by 25.0% **(FY23: 34.2%)** during the year, mainly driven by the high base interest rates in South Africa, the weaker rand, and an increase in debt of R1.8 billion arising from the acquisition of Mall of the South on 1 December 2023.

Redefine's local net operating profit, excluding straight-line rental income, increased by 6.1% compared to FY23, principally due to the acquisition of the remaining 80% shareholding in Mall of the South, Pan Africa Mall (50.9% share), Hertford Office Park (33.3% share), and the remaining 49.9% of 10 Rubicon Boulevard (Massmart distribution centre). Other contributing factors include new developments coming online, higher rentals achieved on newly secured leases, improved reversions on the renewal of leases, and better cost recoveries, partially offset by properties sold during the prior and current year and the restructuring of the government-tenanted portfolio. On a like-for-like basis, the net property income (excluding straight-line rental income and administration costs) for the active property portfolio grew by 4.7% **(FY23: 1.5%)**.

DISTRIBUTABLE INCOME AND DIVIDEND PER SHARE (CENTS)

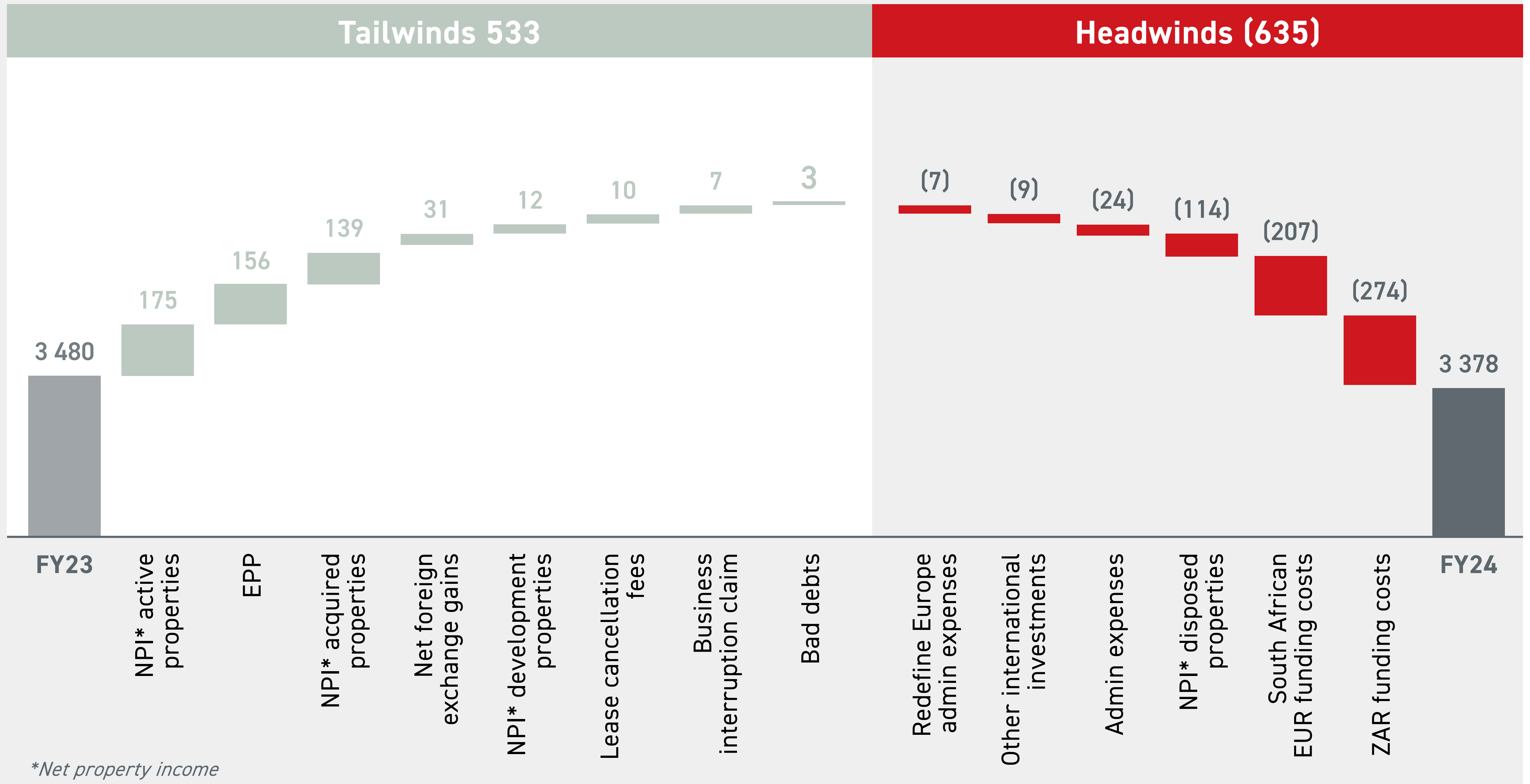


^ Dividend per share

FUNDS FROM OPERATIONS, DISTRIBUTABLE INCOME, AND DIVIDEND PER SHARE

R'000	FY24	FY23
SA REIT funds from operations	**3 464 760**	3 629 046
Number of shares outstanding at end of year (net of treasury shares)	6 752 419	6 752 419
SA REIT funds from operations per share (cents)	**51.31**	53.74
Company-specific adjustments	**(86 875)**	(149 293)
Distributable income	**3 377 885**	3 479 753
Distribution payout ratio	**85%**	85%
Dividend declared	**2 871 202**	2 957 790

CONTRIBUTORS TO CHANGES IN DISTRIBUTABLE INCOME (R'M)



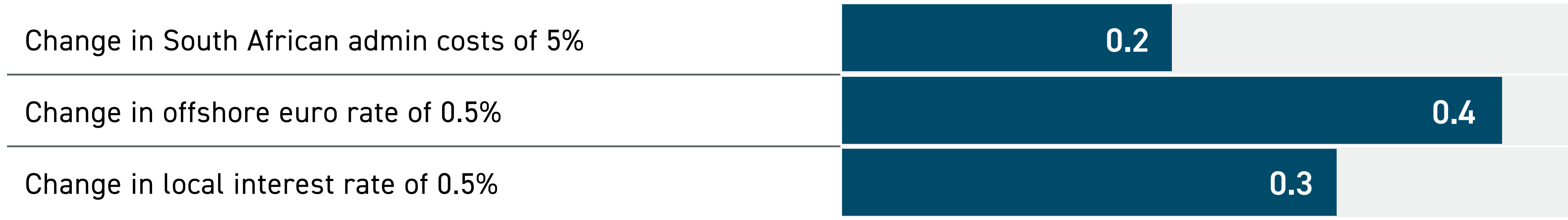
**Net property income*

DISTRIBUTABLE INCOME SENSITIVITY ANALYSIS

Redefine's diversified portfolio comprises assets in key mature market segments in South Africa and Poland that are robust enough to absorb cyclical market risks. It is well positioned to capture emerging sectoral opportunities and provides a stable asset platform for sustainable growth into the medium term.

In the context of the prevailing economic conditions, we are subject to numerous variable factors outside management's control. The analysis (below) provides some insight into these factors and their potential impact on distributable income per share on an annualised basis.

FY24 distributable income per share sensitivity analysis (cents per share)



Chief financial officer's *review* continued

🟢 ACHIEVED ⚫ NOT ACHIEVED

EFFICIENTLY SOURCING CAPITAL

We are focused on improving balance sheet optionality by broadening funding sources to achieve long-term attractive debt margins through market cycles. During the year, we collaborated with South African banks to fund directly into Poland with security against the in-country Polish property assets without recourse to the South African balance sheet.

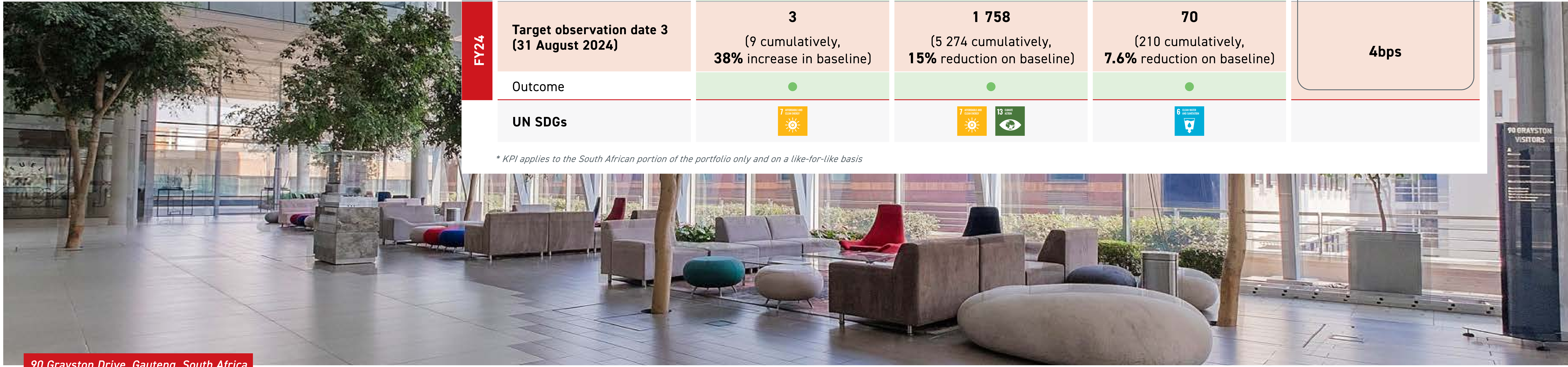
We also restructured R27.7 billion of our South African secured debt into a shared security pool that is governed by common terms, enabling an evergreen efficient structure. The common terms structure enhances the diversification of the underlying cash flows from the portfolio.

Our sustainable finance framework allows us to participate in the emerging green capital pools both in South Africa and Poland. Using sustainable funding instruments demonstrates our commitment to embedding ESG principles and integrating sustainability across all aspects of the business. As at 31 August 2024, 35.3% of group debt comprises sustainability-linked and use-of-proceeds green instruments.

SUSTAINABILITY-LINKED KPIs

	KPI*	Increase in installed capacity (MWp)	Reduction in Scope 1 and 2 GHG emissions (tCO_2e)	Reduction of water withdrawn from municipal and borehole sources (ML)	Step-down margin (maximum pricing benefit as at each target observation date)
	Baseline (FY19)	24 (5% of total energy consumption)	35 162	2 759	
FY22	**Target observation date 1 (31 August 2022)**	3	1 758	70	4bps
	Outcome	🟢	⚫	🟢	
FY23	**Target observation date 2 (31 August 2023)**	3 (6 cumulatively, **25.0%** increase on baseline)	1 758 (3 516 cumulatively, **10%** reduction on baseline)	70 (140 cumulatively, **5.1%** reduction on baseline)	4bps
	Outcome	🟢	🟢	🟢	
FY24	**Target observation date 3 (31 August 2024)**	3 (9 cumulatively, **38%** increase in baseline)	1 758 (5 274 cumulatively, **15%** reduction on baseline)	70 (210 cumulatively, **7.6%** reduction on baseline)	4bps
	Outcome	🟢	🟢	🟢	
	UN SDGs	7	7 13	6	

** KPI applies to the South African portion of the portfolio only and on a like-for-like basis*



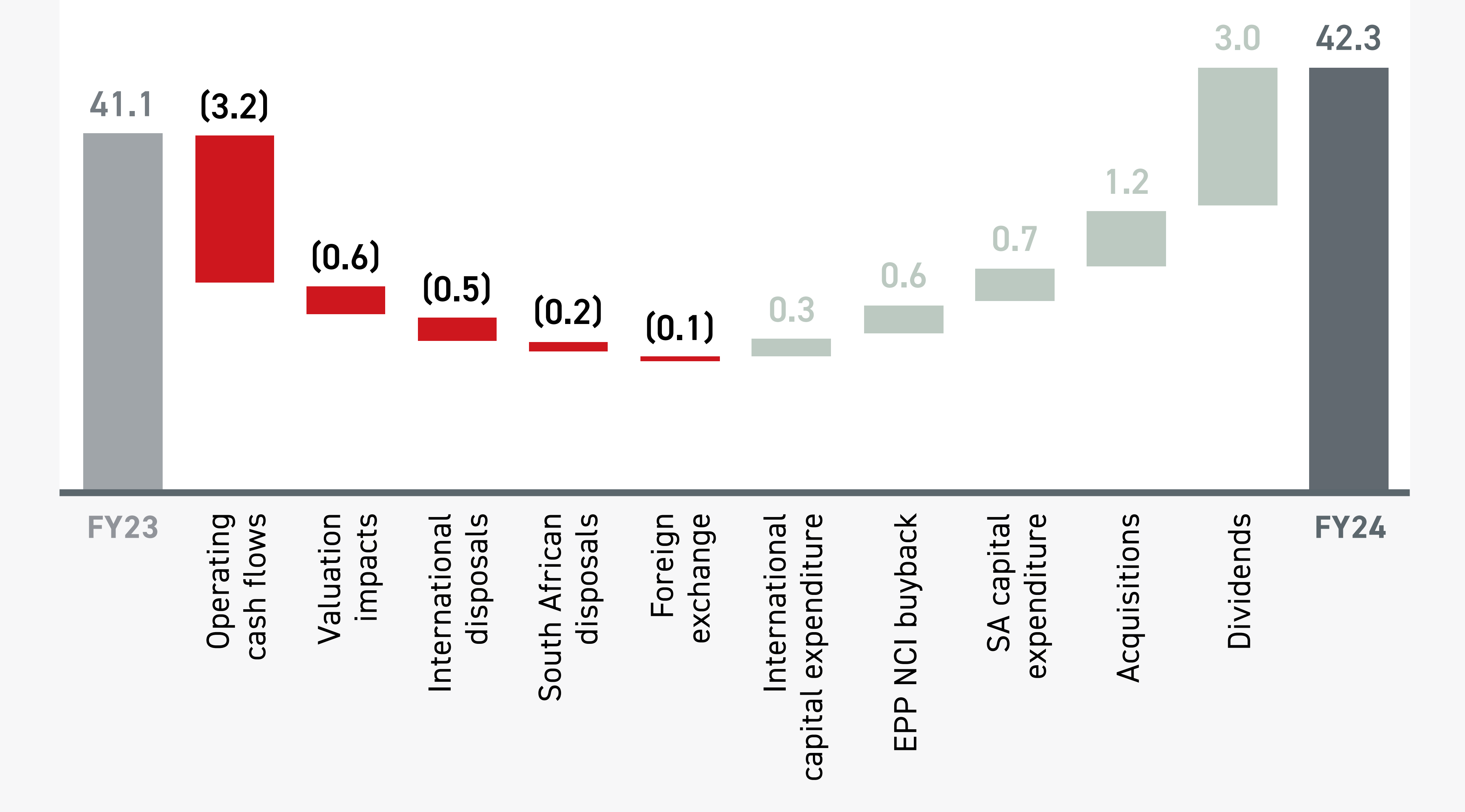
90 Grayston Drive, Gauteng, South Africa

Chief financial officer's *review* continued

MANAGING OUR SA REIT LTV RATIO AND ICR

In FY24, the LTV ratio of 42.3% was outside of our medium-term target range of between 38% and 41%. The increase in the LTV ratio during the year was mainly due to the acquisition of Mall of the South and the buyback of the EPP NCI shares.

SA REIT LTV RATIO



As a direct result of the higher-for-longer interest rate environment and in order to create additional headroom to absorb adverse ICR covenant triggers, our funders approved a relaxation of our ICR from 2x to 1.75x for the reporting periods up to and including 31 August 2026.

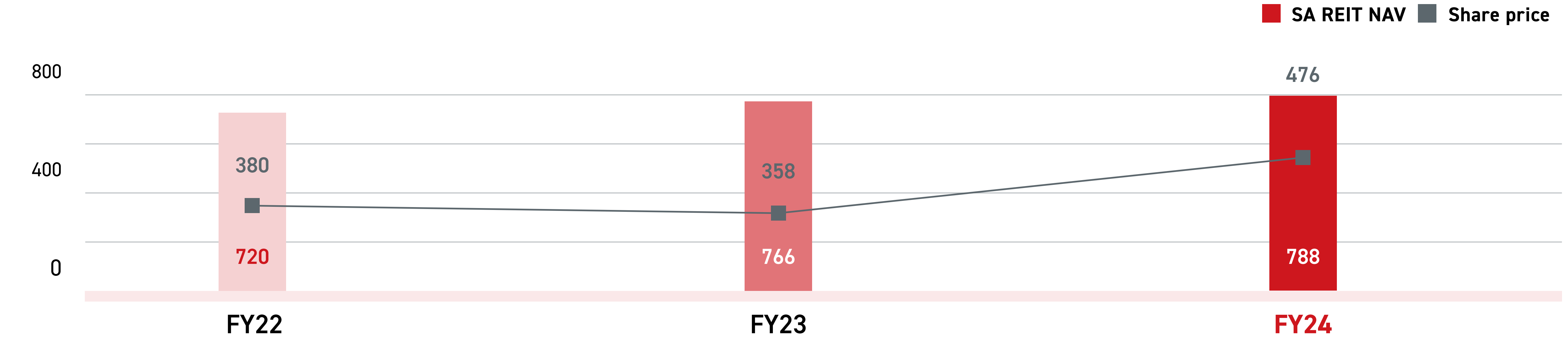
The sensitivity analysis below shows the impact of various factors on our LTV ratio.

FY24 LTV SENSITIVITY ANALYSIS		Impact (%)
Investment property valuations	SA property values change by 1% (±R0.6 billion) EPP property values change by 1% (±R0.2 billion)	0.3 0.1
Investment in joint ventures	Valuation changes by 1% (±R0.1 billion)	0.1
Foreign exchange movements	ZAR depreciates/appreciates by 5%	0.2

SA REIT NAV AND SHARE PRICE PERFORMANCE

SA REIT NAV increased to 788 cents per share from 766 cents per share in FY23. The share price has shown a pleasing recovery over the last 12 months, driven largely by expectations of interest rate cuts due to the moderation of inflation globally.

SA REIT NAV PER SHARE AND SHARE PRICE PERFORMANCE (CENTS)



MC WHERE WE INVEST

Our manufactured capital, which includes our investment properties, listed securities, investment in associate and joint ventures, loans receivable, other financial assets, and non-current assets held for sale collectively, is referred to as property-related assets.

FC HOW WE FUND OUR INVESTMENTS

Our financial capital is shown in the statement of financial position as shareholders' interest (including NCIs) and interest-bearing borrowings.

As a REIT, the assets on the statement of financial position generate our total return through capital appreciation and rental income. The equity and liabilities line items reflect the source of our funding. Refer to the **AFS** for the full IFRS* statement of financial position.

Simplified statement of financial position

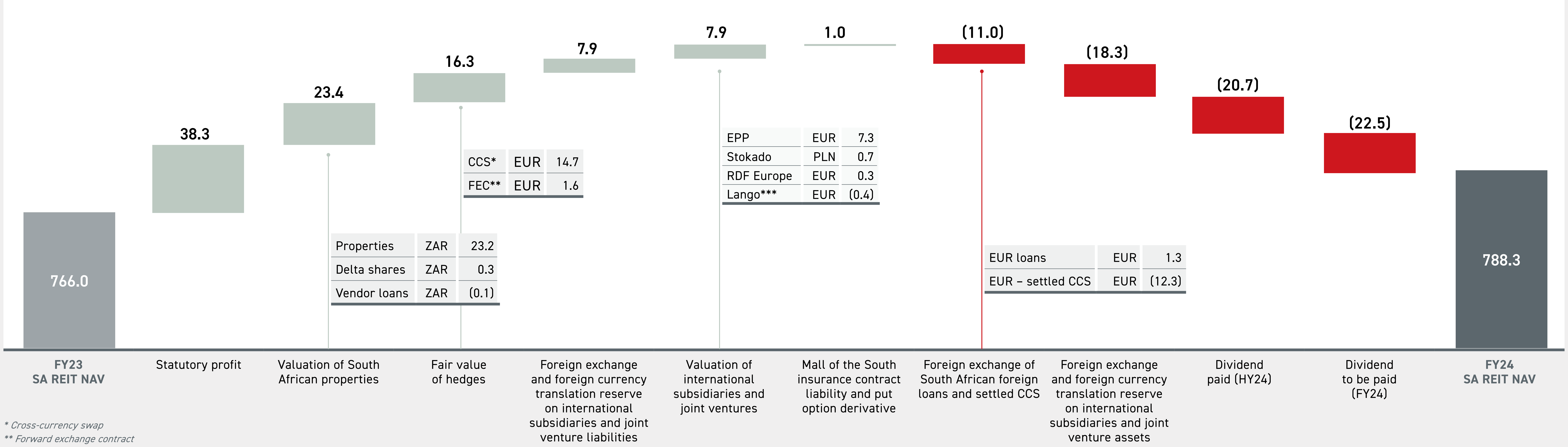
The statement of financial position shows the position of the group's assets, liabilities and equity as at 31 August 2024. It reflects what the group owns, owes, and the equity attributable to shareholders.

R'm	FY24	FY23	FY22
Property-related assets	99 650	96 760	88 931
Other assets	2 264	2 728	3 475
Total assets	**101 914**	**99 448**	**92 406**
Total equity	53 235	52 882	49 301
Interest-bearing borrowings	42 729	39 961	37 674
Total funding	**95 964**	**92 843**	**86 975**
Other liabilities	5 950	6 605	5 431
Total equity and liabilities	**101 914**	**99 448**	**92 406**

Chief financial officer's *review* continued

Drivers of NAV growth (cents per share)

FY24 SA REIT NAV (CENTS PER SHARE)



Properties	ZAR	23.2
Delta shares	ZAR	0.3
Vendor loans	ZAR	(0.1)

CCS*	EUR	14.7
FEC**	EUR	1.6

EPP	EUR	7.3
Stokado	PLN	0.7
RDF Europe	EUR	0.3
Lango***	EUR	(0.4)

EUR loans	EUR	1.3
EUR – settled CCS	EUR	(12.3)

** Cross-currency swap*
*** Forward exchange contract*
**** Lango Real Estate Limited*

ACKNOWLEDGEMENTS

I would like to thank our dedicated employees, across our operations in South Africa and in Poland, without whose dedication and commitment our financial success and strategic progress in FY24 would not have been possible. I thank the group finance leadership team for their strong contribution during the year.

Thank you to my fellow board members and the executive committee for their support and direction, which were invaluable in navigating the challenging economic landscape.

EXPECTATIONS AND PROSPECTS

Shortly after year end, the European Central Bank, US Federal Reserve, and South African Reserve Bank cut interest rates, marking the start of the interest rate cutting cycle.

The quality of Redefine's portfolio is critical to sustain value creation during a higher-for-longer interest rate environment, and we are well positioned to take advantage of lower interest rates.

We hedge interest rates in line with the group policy to mitigate risk. In anticipation of the interest rate cutting cycle, we shortened our hedging tenors to improve our agility.

Value creation

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

Cato Ridge DC, KwaZulu-Natal, South Africa

Financial capital

Effective financial capital management is central to creating sustained value for our stakeholders. From a balance sheet perspective, we proactively manage risks by maintaining a stable debt maturity profile, strategically hedging against interest rate fluctuations, and taking an innovative approach to managing and diversifying our funding sources.

WHAT FINANCIAL CAPITAL MEANS TO REDEFINE

Our financial capital is the pool of funds available to us for deployment, which includes debt, retained earnings, equity funding, and capital profits retained from the recycling of assets that no longer meet our investment criteria.

HOW FINANCIAL CAPITAL SUPPORTS OUR VALUE-CREATION GOALS

The maintenance of sound credit metrics and the group's ability to manage its total cost of capital contribute directly to our sustainability and ability to fund the expansion of our distributable income-generating asset base.

KEY OUTCOMES

LTV ratio at 42.3% (FY23: 41.1%)	Committed undrawn facilities and cash on hand of R4.8 billion (FY23: R5.5 billion)
Interest cover ratio at 2.1x (FY23: 2.4x)	Weighted average cost of group debt of 7.5% (FY23: 7.1%)
Interest rates hedged on 78.9% of total debt (FY23: 77.1%)	Diversified our funding sources and increased efficiency by restructuring all our secured debt in South Africa into a **common security and terms structure**

MATERIALITY

Through a materiality determination process, we identified the following matters as material to financial capital. Each matter is grouped under a relevant materiality theme.

Material themes	Material matters	Managing these matters	Page
GSF Impact of geopolitical and socioeconomic factors on the cost of capital and growth	▶ Challenging macroeconomic environment ▶ Financial market volatility ▶ Government policy uncertainty	**Hedging to protect against interest rate and foreign exchange movements**	59
		Maintaining a stable and low-risk debt maturity profile	59
HGR Heightened demands of governance and regulatory compliance	▶ Governance and ethics ▶ Regulatory compliance	**Maintaining stable credit metrics**	60
MBG Managing for long-term business growth	▶ Ensuring business continuity in an evolving operating context ▶ Managing financial sustainability	**Diversifying our funding sources**	60
		Managing our liquidity profile	59

LOOKING BEYOND

OC
- Proactively refinance maturing debt facilities, extending the debt maturity profile
- Manage the interest rate risk through the cycle
- Diversify funding sources to limit concentration risk

Short- to medium-term priorities page 43

Contributing to our mission	UN SDG commitments
Creating smart and sustainable spaces through an adaptable, collaborative and agile shift in focus	8 DECENT WORK AND ECONOMIC GROWTH 11 SUSTAINABLE CITIES AND COMMUNITIES

Long-term priorities (present to FY30) page 43

Galeria Echo, Kielce, Poland

Financial capital continued

MAINTAINING A STABLE AND LOW-RISK DEBT MATURITY PROFILE

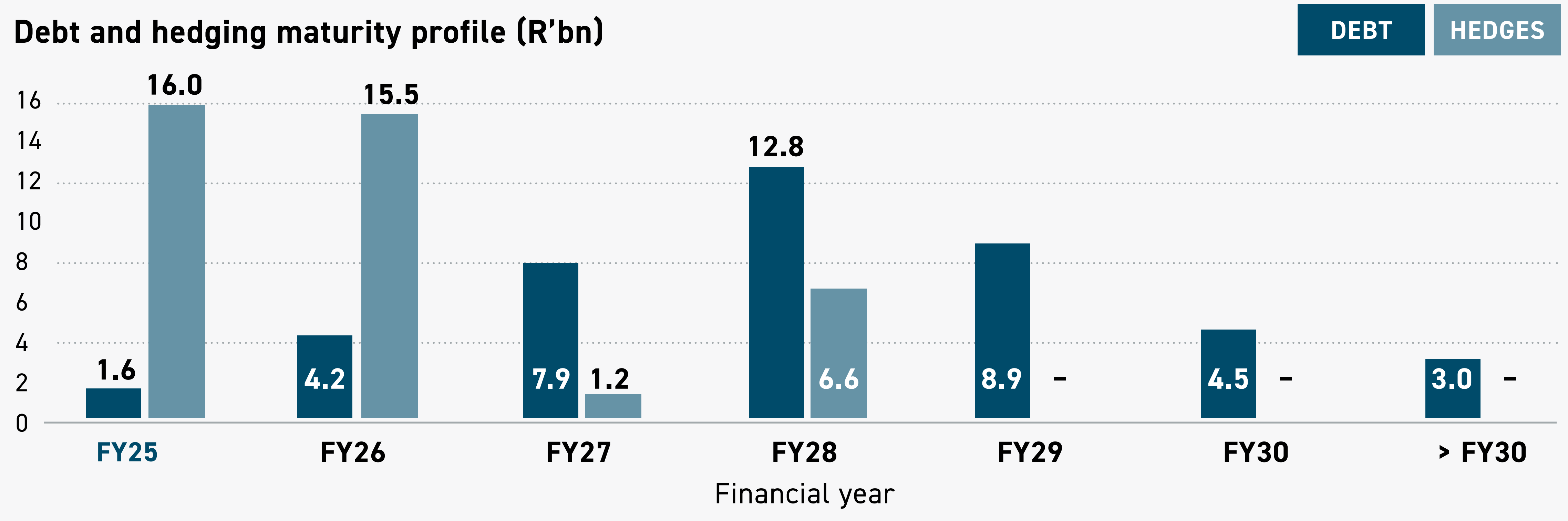
Maintaining a stable debt maturity profile ensures flexibility in an uncertain environment. We ensure that the maturities of our funding sources are spread out and aim to limit group debt maturing in a financial year to no more than approximately 30%. We also monitor counterparty exposure, with no more than 15% of group debt maturing per financial institution. We proactively review our facilities and extend, restructure and renew upcoming maturities.

We aim to refinance debt within an 18-month maturity window to avoid a concentration of maturities and manage our liquidity profile. Our group debt maturity profile is at a comfortable level of 3.7 years **(FY23: 3.6 years)** as at 31 August 2024.

Ongoing monitoring of financial markets ensures that our funding plan can be efficiently executed when new acquisition opportunities arise.

At 31 August 2024, we had R1.6 billion **(FY23: R5.5 billion)** of interest-bearing borrowings maturing in the next 12 months. During the year, R18.0 billion **(FY23: R3.6 billion)** of debt was repaid and we raised R21.2 billion **(FY23: R4.2 billion)**. We are currently negotiating to refinance the balance of the short-term facilities at acceptable terms and do not foresee any liquidity challenges.

Debt and hedging maturity profile (R'bn)



HEDGING TO PROTECT AGAINST INTEREST RATE AND FOREIGN EXCHANGE MOVEMENTS

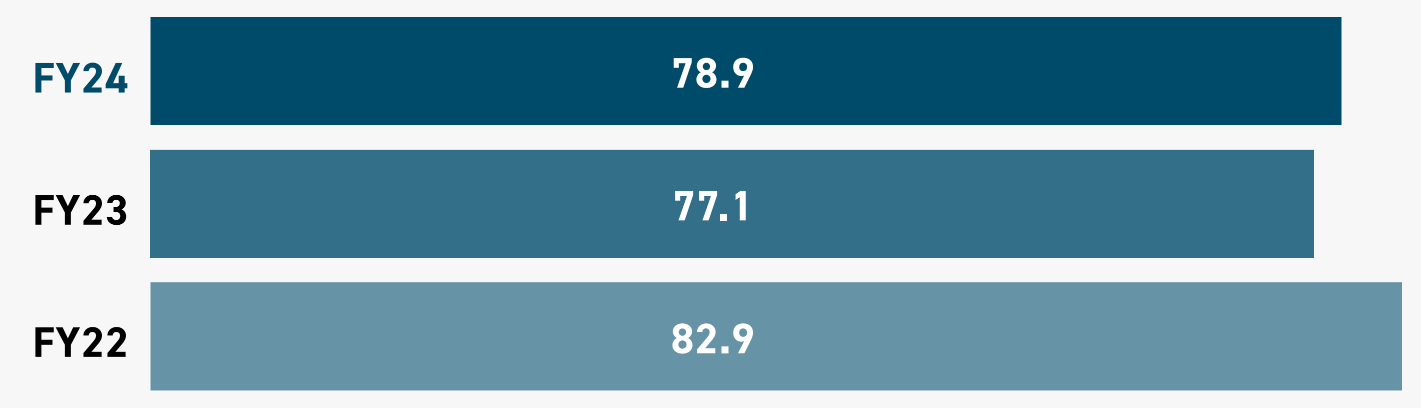
International and local economic conditions affect bond yields and central bank monetary policy, which determine the cost of our debt and directly affect distributable income. Derivative instruments, such as interest rate swaps and cross-currency swaps, hedge the cost of our interest-bearing borrowings and mitigate interest rate and foreign exchange movement risks. The board has set a hedging target of 75% of group interest-bearing borrowings to be fixed through the cycle.

Interest rates in South Africa and in the Eurozone remained high during the financial year. Our structured approach to hedging is anchored to certainty rather than an attempt to time the interest rate cycle. With global inflation declining, we shortened the hedging tenors to maintain adequate protection while increasing our ability to participate in the falling interest rate environment. Interest rate cuts after year end by the US Federal Reserve, European Central Bank, and South African Reserve Bank appear to indicate that the interest rate cycle is moving into a cutting cycle. The weighted average hedge term remained relatively short at 1.3 years in FY24 **(FY23: 1.8 years)**, and we expect to increase the duration of our hedge term in the short term.

Historically, we took advantage of the lower interest rate environment in Europe by entering into fixed-rate hard currency-denominated loans and cross-currency swaps. The rand deposit portion of the swap is typically entered into at a variable rate, while the foreign-denominated nominal amount is fixed. This creates a natural hedge for South African borrowings – as interest rates rise or fall in South Africa, the interest receivable by Redefine on the cross-currency swaps will similarly increase or decrease. In the past, foreign property assets were geared up with the relevant currency debt (either through bank loans or cross-currency swaps) to create a natural NAV hedge – as and when the value of the property asset fluctuates, so too does the foreign currency-denominated debt.

Following the consolidation of EPP during FY22, the group has in-country hard currency-denominated loans. As such, the strategy to gear up the equity investments in our foreign investments has remained stable at 50.5% in FY24 **(FY23: 51.0%)**. We intend to reduce the level of cross-currency swaps gradually as and when the market normalises.

Percentage of debt hedged (%)



MANAGING OUR LIQUIDITY PROFILE

Liquidity comprises our committed but undrawn funding facilities and cash on hand and represents our ability to meet short-term funding requirements and manage unforeseen events. We manage liquidity by monitoring forecast and actual cash flows, recycling manufactured capital to avoid expensive funding, renegotiating and extending debt facilities proactively, and ensuring optimal funding and a cash management plan for each asset acquisition or disposal.

Despite the higher-for-longer interest rate environment, we maintained a strong liquidity profile in FY24, with sufficient headroom for growth. This shows that the risks in our balance sheet are well managed, in line with our medium-term risk appetite, and that we can respond to any shocks that may arise from the operating environment.

Based on our debt maturity profile and our available cash resources, we are confident that we do not face any significant short-term liquidity risk.

R'bn	FY24	FY23	FY22
Undrawn committed facilities	**4.3**	4.7	4.5
Cash on hand	**0.5**	0.8	1.7
Total	**4.8**	5.5	6.2

Financial capital continued

SOUTH AFRICA POLAND

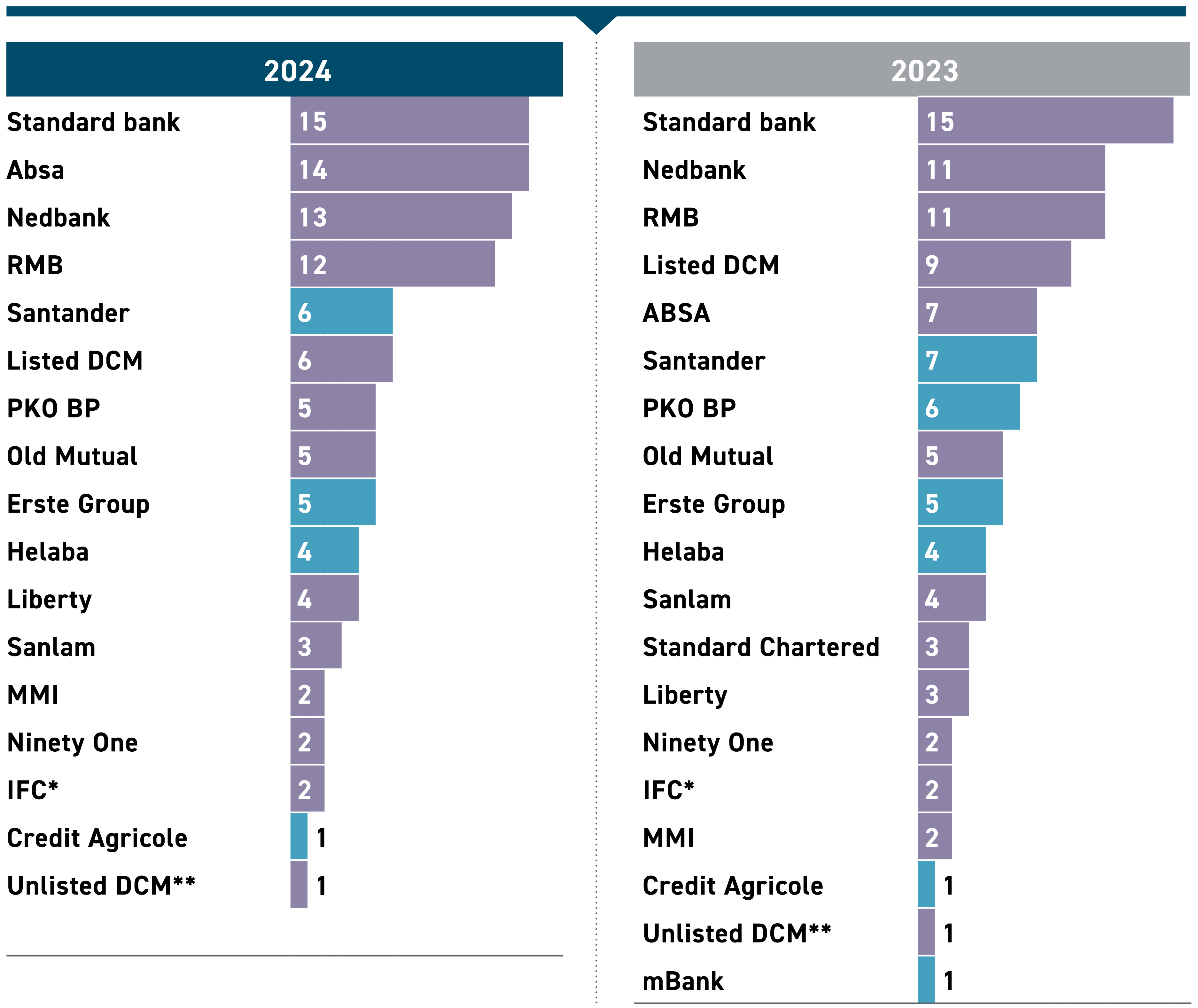
DIVERSIFYING OUR FUNDING SOURCES

We minimise concentration risk by ensuring that our funding platform is diversified across financial institutions, the debt capital market (DCM) and development finance institutions. Concentration and liquidity risks may arise from a credit crisis, changes to Basel III requirements, or prudential limits imposed by debt providers. Our ability to raise unsecured debt, particularly through the DCM is supported by our strong credit rating, the size and quality of our unsecured assets, and the equity headroom on unencumbered assets.

In FY24, we restructured our secured debt in South Africa into a common security pool structure. This enhances balance sheet flexibility, enables dynamic capital allocation, and improves risk-adjusted returns. We also introduced South African banks to fund our Polish assets in-country alongside European secured funding syndications.

Refer to the **chief financial officer's review** on **page 54** for more information on how we efficiently source capital.

SOURCES OF DEBT (%)



* *International Finance Corporation*

** *The unlisted notes directly held by the banks have been allocated to the relevant bank, and the balance of the unlisted notes are reflected as unlisted DCM*

MAINTAINING STABLE CREDIT METRICS

We proactively monitor our credit metrics to ensure they remain within acceptable levels and target an LTV ratio target range of 38% to 41% over the medium term. As at 31 August 2024, the LTV ratio was outside the medium-term range.

Our ICR decreased to 2.1x during FY24 (FY23: 2.4x), due to the increase in funding costs caused by the high interest rates. To create headroom to absorb the impact of the higher interest rates, we negotiated the relaxation of the ICR covenant from 2.0x to 1.75x for the financial year ending 31 August 2024 up to and including 31 August 2026.

Moody's reaffirmed Redefine's rating on 27 February 2024.

MOODY'S CREDIT RATING

Ba2
Global long term

NP
Global short term

Aa2.za
National long-term corporate family rating

P-1.za
National short term

STABLE
Outlook

CREDIT METRICS

	FY24	FY23	FY22
SA REIT LTV ratio (%)	**42.3**	41.1	40.2
ICR (x)	**2.1**	2.4	2.8
South African unencumbered assets to unsecured debt cover ratio* (x)	**1.6**	1.7	2.4
Equity headroom for unsecured lender (R'bn)	**67.3**	65.6	57.3

* *Calculated using only South African investment properties and properties listed securities over South African unsecured debt, including contingent liabilities*

Manufactured capital

Our manufactured capital, comprising a sizeable, well-diversified and high-quality property asset portfolio, is poised to continue to deliver sustainable returns. This year, we focused on integrating EPP into our operations to strengthen the Polish asset platform, enabling us to generate risk adjusted returns through the cycle.

WHAT MANUFACTURED CAPITAL MEANS TO REDEFINE

We define manufactured capital as our diversified property asset platform, which comprises South African and Polish property investments, representing the deployment of financial capital.

HOW MANUFACTURED CAPITAL SUPPORTS OUR VALUE-CREATION GOALS

Decisions around allocating manufactured capital consider sustainable value creation and risk mitigation. We invest in well-located properties that meet users' needs by diversifying the property asset platform in terms of sectors and geographic areas. We invest for risk-adjusted returns – focusing on attracting and retaining tenants to secure rental growth, maintain operating margins, optimise energy and water use, and improve cash flow.

MATERIALITY

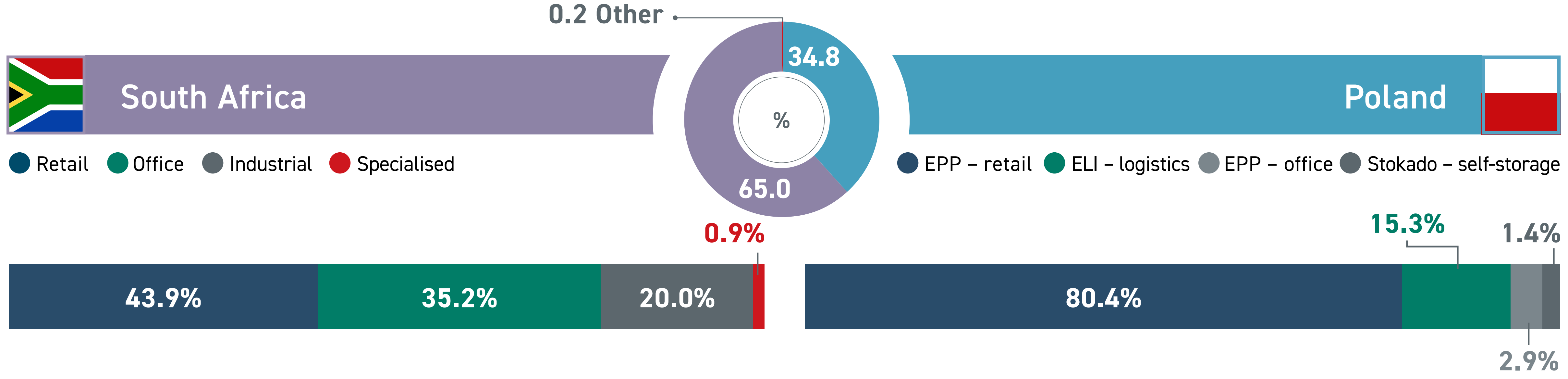
Through a materiality determination process, we identified the following matters as material to manufactured capital. Each matter is grouped under a relevant materiality theme.

	Material themes	Material matters	Managing these matters
GSF	**Impact of geopolitical and socioeconomic factors on the cost of capital and growth**	▶ Challenging macroeconomic environment ▶ Infrastructure and service delivery in South Africa	**Details of the South African and Polish property portfolios, which include investment criteria, strategic focus areas, and an overview of our performance per sector, illustrate how we manage these matters**
BMA	**Business model adaptability to the rapidly evolving context**	▶ Business model resilience ▶ Innovation and agility ▶ Digitalisation ▶ Providing properties relevant to users' needs	
MBG	**Managing for long-term business growth**	▶ Managing financial sustainability ▶ Ensuring business continuity in an evolving operating context ▶ Optimising the EPP business	

KEY OUTCOMES

Acquisitions of **R2.6 billion** at an initial yield of **8.4%**	Property asset disposals realised **R0.4 billion** (FY23: R0.6 billion)	Completed the disposal of **Towarowa 22**
Capital expenditure amounted to **R1.6 billion** (FY23: R2.5 billion)	Property assets under management valued at **R99.6 billion** (FY23: R96.8 billion)	Continued to expand our presence in the developing **Polish self-storage sector**

OUR PROPERTY ASSET PLATFORM (%)



LOOKING BEYOND

We aim to build a quality, diversified portfolio that delivers sustainable risk-adjusted returns. To do this, we will continue to build a focused and diversified asset platform in South Africa that sustains organic growth. In addition, we will position the international asset platform for growth.

IS

- Preserve value through organic growth and asset optimisation
- Reduce reliance on municipally supplied utilities through innovative solutions and resource-efficient green initiatives
- Selectively deploy capital from recycled non-core assets into growth assets

Short- to medium-term priorities page 43

Contributing to our mission

Nurturing and optimising our ecosystems to create smart and sustainable spaces that meet tenant needs

UN SDG commitments

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

Long-term priorities (present to FY30) page 43

Manufactured capital continued

South African property portfolio

A resilient portfolio of high-quality, scalable assets with strong diversification


Rosebank Link, Gauteng, South Africa

Investment criteria

- Locations with solid infrastructure
- Diversify exposure across traditional sectors
- Exposure to key economic nodes
- Improve tenant profile
- Extend lease maturity profile

PROPERTY ASSET SPLIT

SECTORAL DIVERSIFICATION BY VALUE (%)*

REGIONAL DIVERSIFICATION BY VALUE (%)*

OUR AREAS OF FOCUS

- **Achieving organic growth** in a constrained rental and rising operating cost environment
- Ensuring relevance of and improving existing well-located properties through tenant **demand-driven development**
- Recycling non-core assets to position the portfolio for **sustained organic growth**
- Implementing a **long-term strategy** on an asset-by-asset basis
- **Investing in more efficient, well-located, and better-quality properties** with longer leases and A Grade tenants
- **Being selective** about acquisitions in underrepresented regions to complement existing assets

OVERVIEW

Key indicators	FY24	FY23
Number of properties	**238**	241
Number of tenants	**4 239**	4 021
Total GLA (million m^2)	**3.7**	3.7
Active vacancy (%)	**6.8**	7.0
Asset carrying value (R'bn)	**63.1**	58.4
Average value per property (R'm)	**265.0**	242.2
Average value per m^2 (R)	**16 877**	15 858
Average gross rent per m^2 (R)	**143.3**	138.0
Weighted average retention growth rate by GLA (%)	**89.1**	92.1
Weighted average renewal growth rate by GLA (%)	**(5.9)**	(6.7)
Weighted average in-force lease escalations by GMR (%)	**6.3**	6.4
Weighted average unexpired lease term (remaining) by GMR (years)	**3.4**	3.5

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* *Excludes the Talis portfolio*

Manufactured capital continued

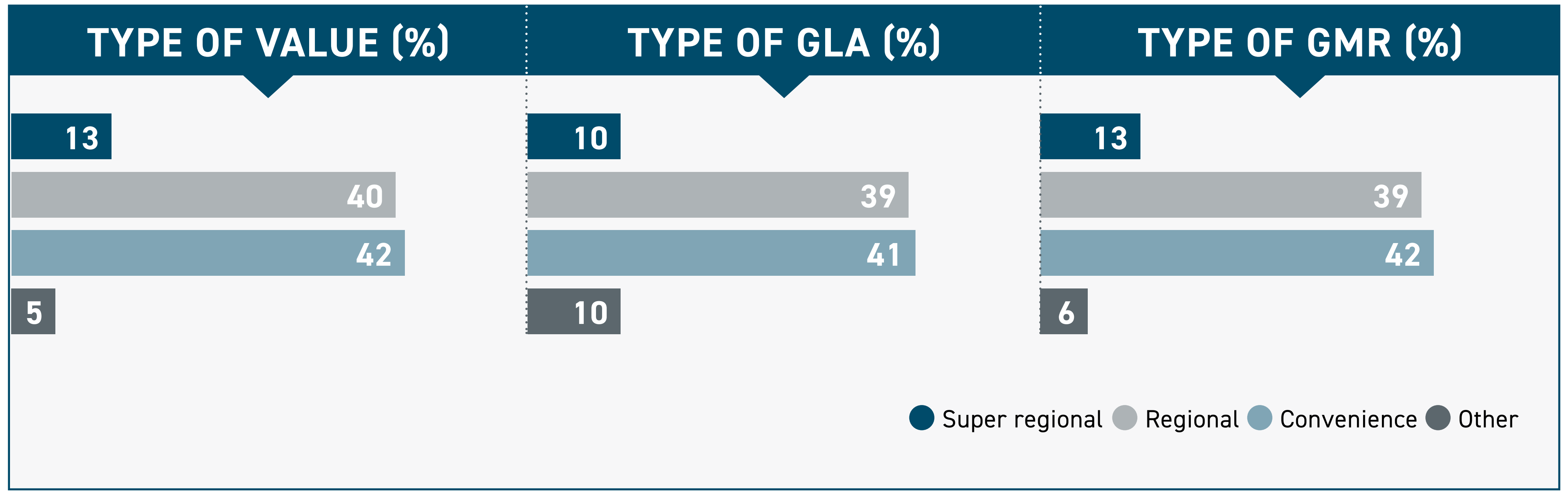
SOUTH AFRICA

Retail A diversified portfolio underpinned by quality

OUR STRATEGIC APPROACH

- Improve renewal rental reversions
- Collaborate with retailers to increase exposure to essential services and value-focused brands
- Execute initiatives to further embed retail properties into the surrounding communities
- Allocate capital focused on value protection, yield-enhancing refurbishments, and unlocking the value of vacant land
- Roll out sustainability initiatives to manage water and energy consumption as well as waste management processes to reduce the overall cost of occupation for tenants

Key indicators	FY24	FY23
Value (R'bn)	**28.3**	24.6
Number of tenants	**2 807**	2 623
Number of properties	**59**	59
Occupancy (%)	**95.0**	93.6
Tenant retention by GMR (%)	**91.2**	92.1
Renewal success rate by GLA (%)	**87.9**	85.6
GLA (million m²)	**1.2**	1.2
Footfall growth/(decline) (%)	**(0.6)**	7.1
Rent to turnover (%)	**7.7**	7.4
Rental renewal reversions (%)	**0.2**	(4.1)



YEAR IN REVIEW

Retail property valuations increased by **R1.1 billion** or **4.3%** year on year, driven mainly by improved operating metrics

Vacancy of **5.0%** (FY23: 6.4%)

Letting activity of **279 694m²** (FY23: 238 540m²)

Weighted average in-force lease escalation **stable at 5.9%**

ESG IN ACTION

- We are integrating our retail centres into the communities in which we operate, implementing a tenant mix that reflects the demographics of the communities, and contracting with local service providers
- **Solar PV installations:** 34 587kWp **(FY23: 28 024kWp)** of installed solar PV capacity, with installations in progress for a further 12 351kWp **(FY23: 8 012kWp)** at a cost of R167.0 million
- **Solar wheeling:** We are considering wheeling opportunities for several of our retail properties as off-takers for the City of Cape Town wheeling pilot
- **Green Star ratings:** 25 certifications were achieved during FY24, with a further 10 new certifications and 5 recertifications planned for FY25
- **Water efficiency:** Municipal water withdrawn decreased by 7.7% to 1 145 554kl **(FY23: 1 235 119kl)**.
- **Waste recycling:** 8 272.4 tonnes of total waste generated, where waste management is managed by private service providers **(FY23: 5 382.1 tonnes)**, of which 3 080.3 tonnes of waste was recycled **(FY23: 1 808.9 tonnes)**

ACQUISITIONS

R'm	Purchase consideration
Mall of the South	**1 853.7**
Pan Africa Mall	**431.3**

DISPOSALS

R'm	FY24 proceeds	FY23 valuation
McCarthy Audi Centre West Rand	**25.3**	20.8
Blackwood Corner	**24.0**	28.9

RETAIL ASSET OPTIMISATION INITIATIVES

PROTECTING

Seven refurbishments across the portfolio were completed during the year at a cost of **R201 million**

Manufactured capital continued

SOUTH AFRICA

Retail | Top five retail properties by value

CENTURION MALL
Centurion, Gauteng

MALL OF THE SOUTH
Aspen Hills, Gauteng

BLUE ROUTE MALL
Tokai, Western Cape

KENILWORTH CENTRE
Kenilworth, Western Cape

GOLDEN WALK SHOPPING CENTRE
Germiston, Gauteng

	CENTURION MALL	MALL OF THE SOUTH	BLUE ROUTE MALL	KENILWORTH CENTRE	GOLDEN WALK SHOPPING CENTRE
GLA	**111 998m^2**	**66 949m^2**	**56 891m^2**	**52 859m^2**	**44 868m^2**
Property valuation	**R3.7 billion** (FY23: R3.6 billion)	**R1.8 billion**	**R1.8 billion** (FY23: R1.6 billion)	**R1.7 billion** (FY23: R1.6 billion)	**R1.7 billion** (FY23: R1.6 billion)
Occupancy	**95%** (FY23: 94.2%)	**99%**	**100%** (FY23: 100%)	**100%** (FY23: 100%)	**97%** (FY23: 91.7%)
Average foot count per month	**0.9 million** (FY23: 0.9 million)	**0.5 million**	**0.5 million** (FY23: 0.5 million)	**0.8 million** (FY23: 0.8 million)	**1.1 million** (FY23: 1.1 million)
Major anchor tenants	Woolworths, Pick n Pay, Checkers Hyper, Dis-Chem, Game, Edgars, Metro Lifestyle, Planet Fitness, Ster-Kinekor and H&M	Woolworths, Checkers, Pick n Pay, Shoprite and Edgars	Checkers, Woolworths, Edgars, Dis-Chem and Ster-Kinekor	Pick n Pay, Checkers, Woolworths, Dis-Chem, Total, Claremont VW and Virgin Active	Shoprite and Pick n Pay
	SUPER REGIONAL	REGIONAL	REGIONAL	REGIONAL	SMALL REGIONAL

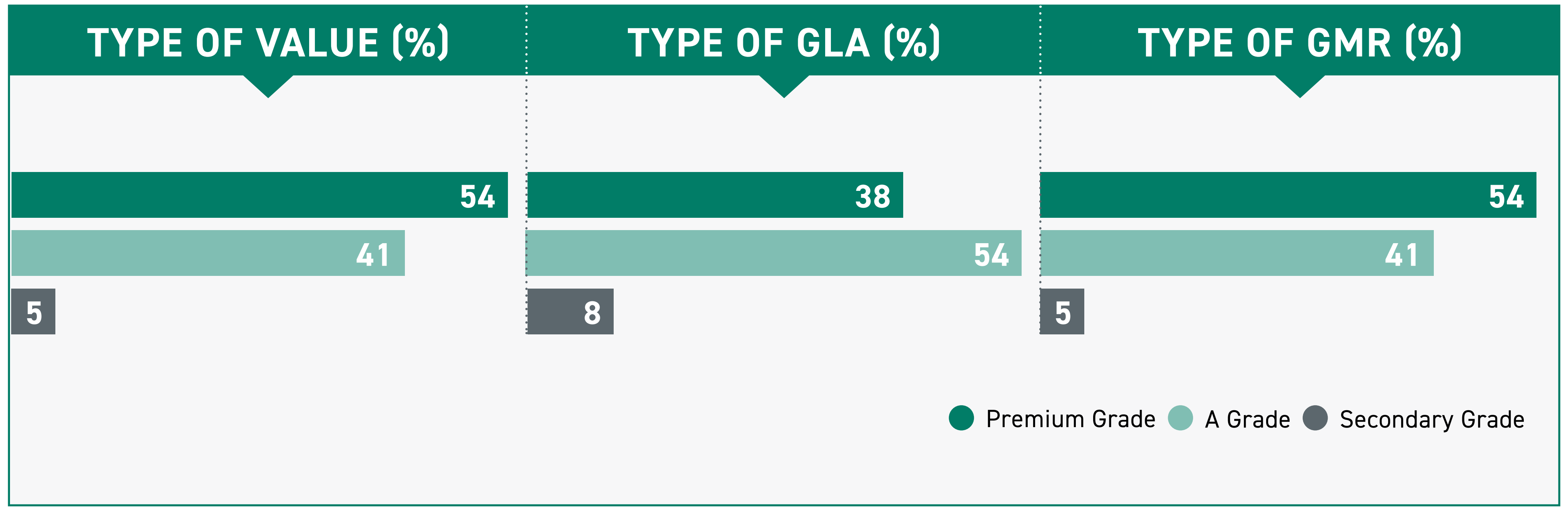
Manufactured capital continued

Office A sustainable, well-located, high-quality portfolio with a strong presence in key nodes

OUR STRATEGIC APPROACH

- Focus on letting vacant space and reducing negative renewal reversions by positioning our offering as superior
- Continue the smart building journey by piloting scalable projects principally focused on sustainability initiatives
- Refurbish projects to maintain or improve selected A and P Grade properties
- Lengthen the lease expiry profile by targeting early lease renewals
- Explore battery energy storage solutions to replace, supplement and reduce the cost of using generators, reduce energy security risk, and assist with demand shifting

Key indicators	FY24	FY23
Value (R'bn)	**21.5**	21.2
Number of tenants	**1 153**	1 124
Number of properties	**86**	87
Occupancy (%)	**88.8**	88.6
Tenant retention by GMR (%)	**89.0**	94.7
Renewal success rate by GLA (%)	**67.8**	67.2
GLA (million m^2)	**1.0**	1.0
Rental renewal reversions (%)	**(13.9)**	(12.1)



YEAR IN REVIEW

Office property valuations decreased by **R0.1 billion** or **-0.6%** year on year, impacted by income assumptions

Vacancy decreased by **11.2%** (FY23: 11.4%)

Letting activity of **251 318m^2** (FY23: 229 570m^2)

Weighted average in-force lease escalation remained at **6.8%** (FY23: 6.8%)

ESG IN ACTION

- **Solar PV installations:** 4 191kWp **(FY23: 3 868kWp)** of installed solar PV capacity, with installations in progress for a further 1 045kWp **(FY23: 439kWp)** at an estimated cost of R18.0 million
- **Green Star ratings:** 133 certifications **(FY23: 144)**, with a 51 recertifications planned for FY25
- **Water efficiency:** Municipal water withdrawn decreased by 17.8% to 599 341kl **(FY23: 729 200kl)**
- **Waste recycling:** 1 037.9 tonnes of total waste generated, where waste management is managed by private service providers **(FY23: 4 501.0 tonnes)**, of which 607.6 tonnes of waste was recycled **(FY23: 552.1 tonnes)**

ACQUISITIONS

R'm	FY24 purchase consideration
Wanderers Office Park (Pavilion)	**76.5**
Wanderers Office Park (Oval)	**126.2**
Monte Circle	**124.9**
Monte Place	**23.2**

DISPOSALS

R'm	FY24 proceeds	FY23 valuation
The Atrium Building	**97.0**	99.9

OFFICE ASSET OPTIMISATION INITIATIVES

EXPANDING

A further **5 823m^2** is being developed at **Hertford Office Park (33.3% share)** at a cost of **R44 million** and initial yield of **10%**

An additional **510m^2** is being developed at Monte Circle Office Park (17.6% share) at a total cost of **R11 million** and an initial yield of **9.8%**

PROTECTING

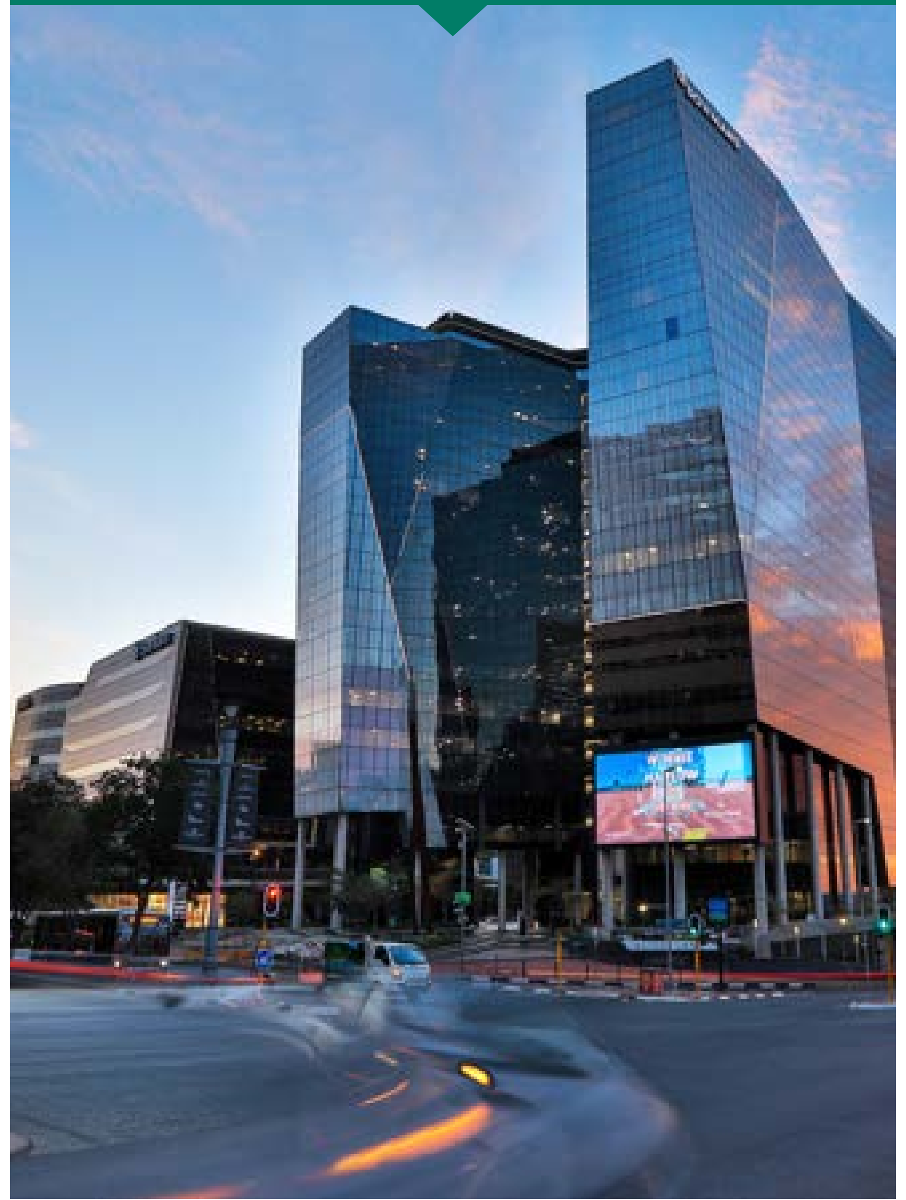
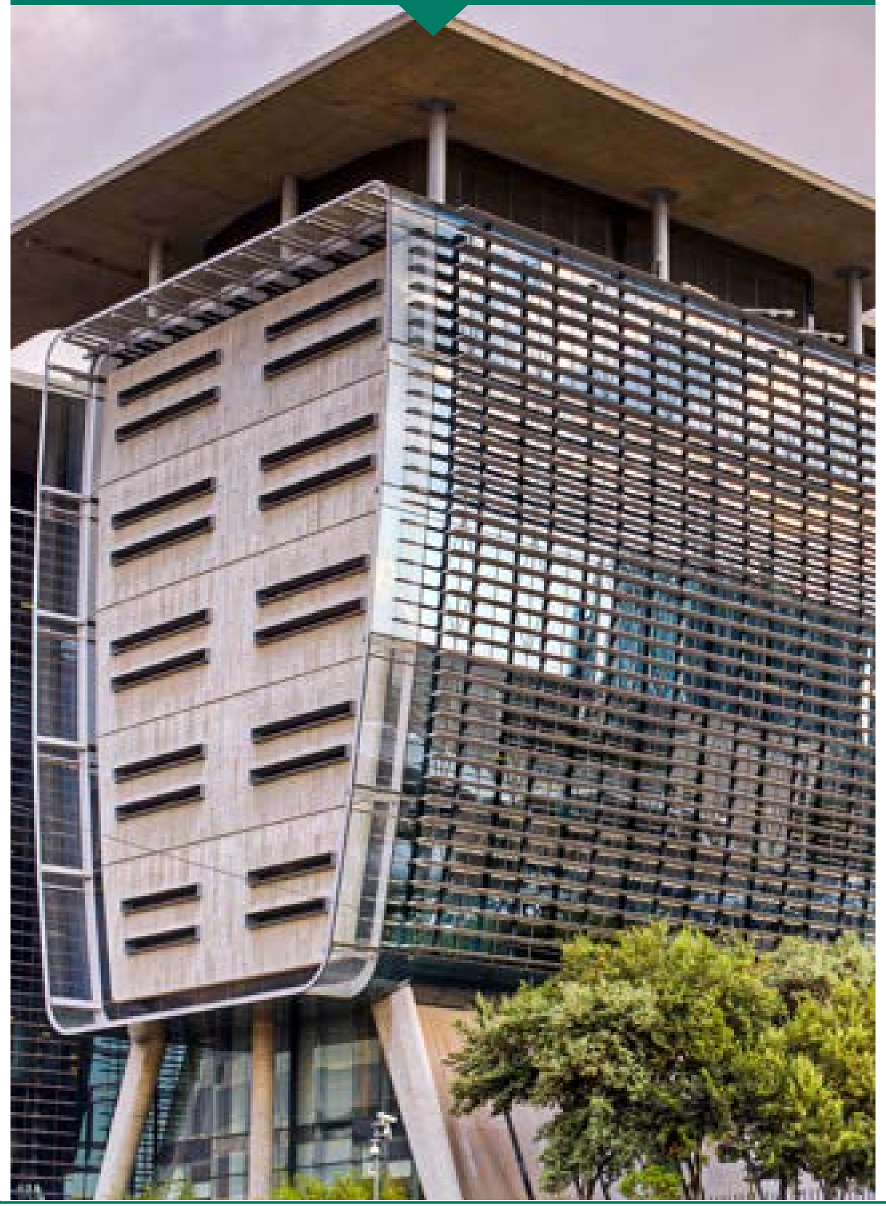
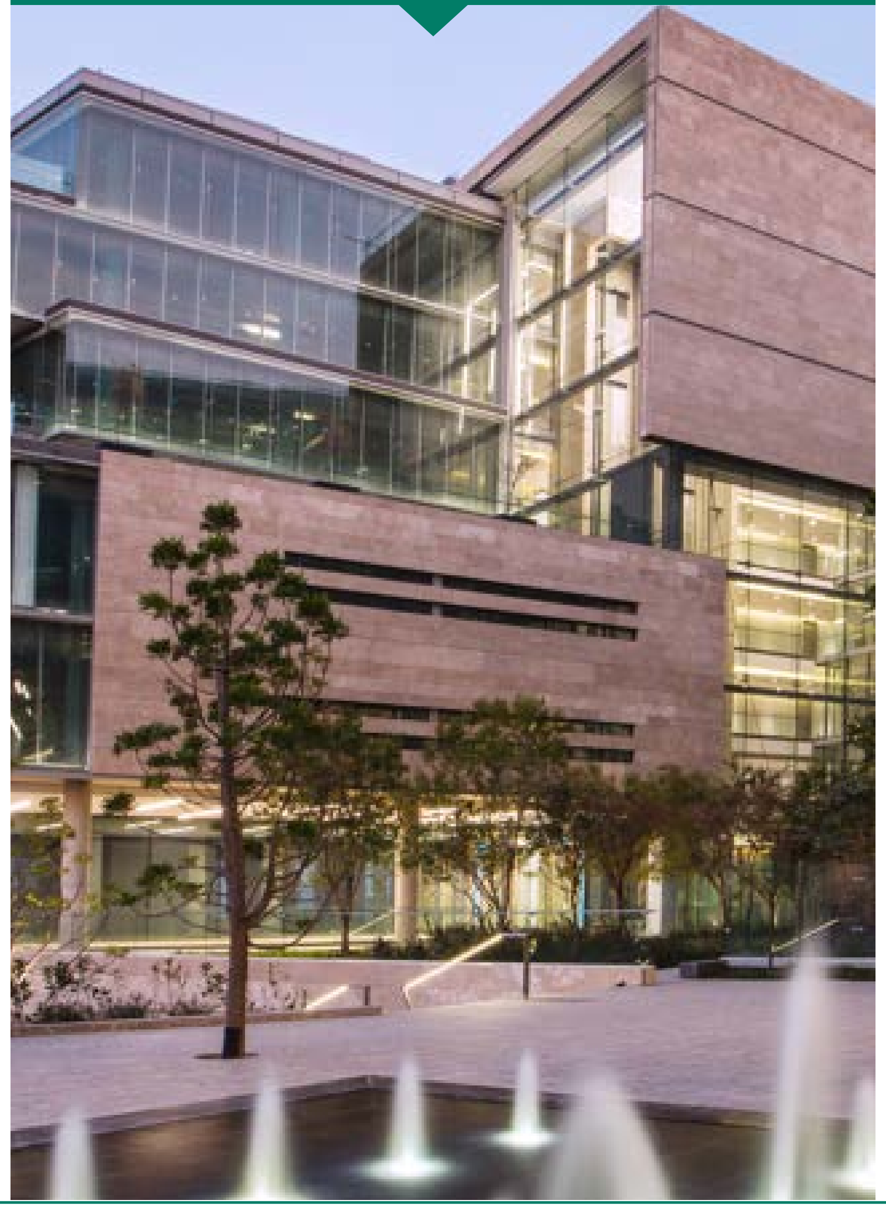
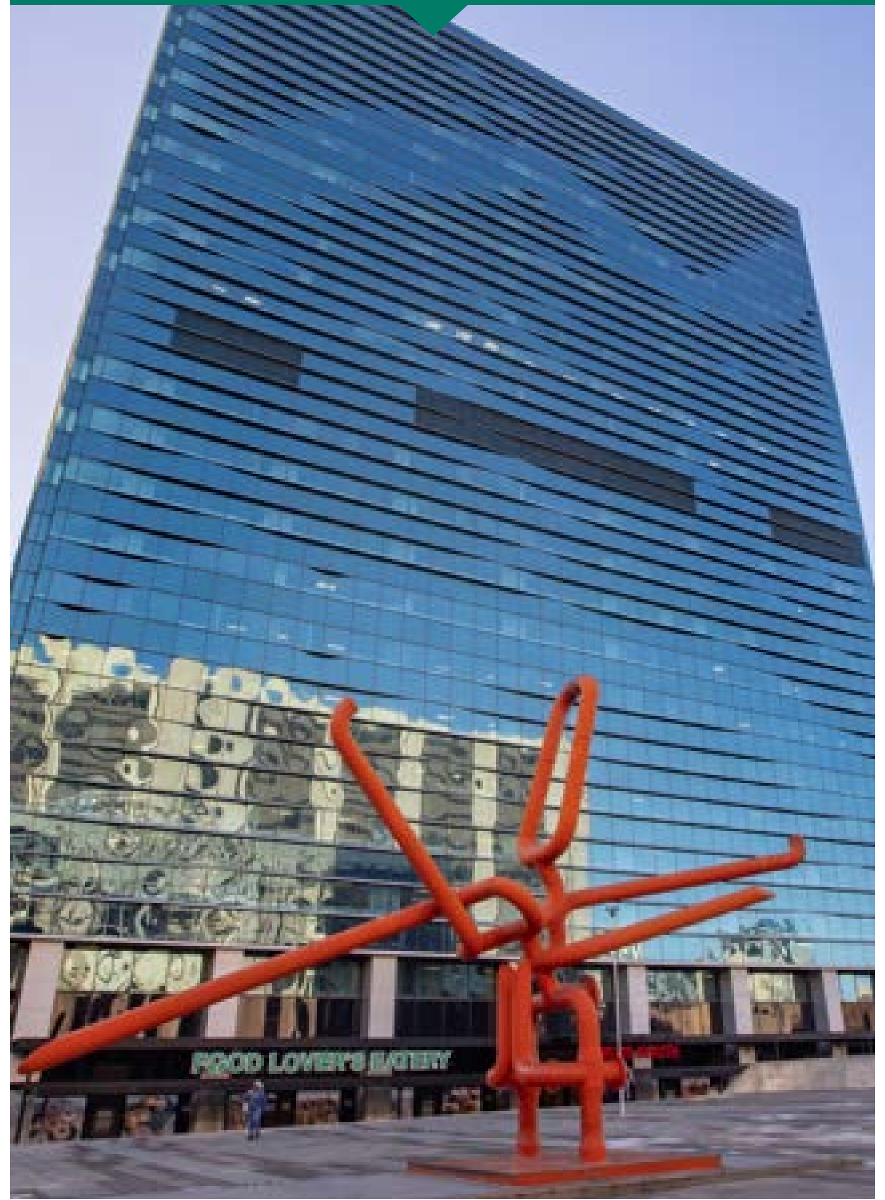
The densification of the **North and South towers at The Towers** to accommodate the demand for call centres was completed during the year at a cost of **R150 million**

The refurbishment of selected buildings in **Black River Office Park** will modernise and improve the aesthetics of the façades and ensure they maintain their Premium Grade status. The first phase of the refurbishment has commenced at a total cost of **R161 million** with an initial yield of **5.8%**

Manufactured capital continued

SOUTH AFRICA

Office Top five office properties by value

	ALICE LANE Sandton, Gauteng	**115 WEST STREET** Sandton, Gauteng	**90 RIVONIA ROAD** Sandton, Gauteng	**BLACK RIVER OFFICE PARK** Observatory, Western Cape	**THE TOWERS** Cape Town, Western Cape
					
GLA	70 308m^2	36 546m^2	37 133m^2	51 892m^2	57 846m^2
Property valuation	R3.4 billion (FY23: R3.2 billion)	R1.2 billion (FY23: R1.5 billion)	R1.2 billion (FY23: R1.2 billion)	R1.1 billion (FY23: R0.9 billion)	R1.1 billion (FY23: R1.0 billion)
Occupancy	98% (FY23: 98.0%)	100% (FY23: 100%)	98% (FY23: 96.3%)	91% (FY23: 75.3%)	100% (FY23: 92.8%)
Major anchor tenants	Bowmans, Marsh, Sanlam Life and Santam	Alexander Forbes and Nutun Business Services	Webber Wentzel	Government, Total Ninja and Flash Mobile Vending	EXL Services South Africa, Standard Bank, Innovation Group Business Services
	PREMIUM GRADE	**PREMIUM GRADE**	**PREMIUM GRADE**	**PREMIUM GRADE**	**PREMIUM GRADE**

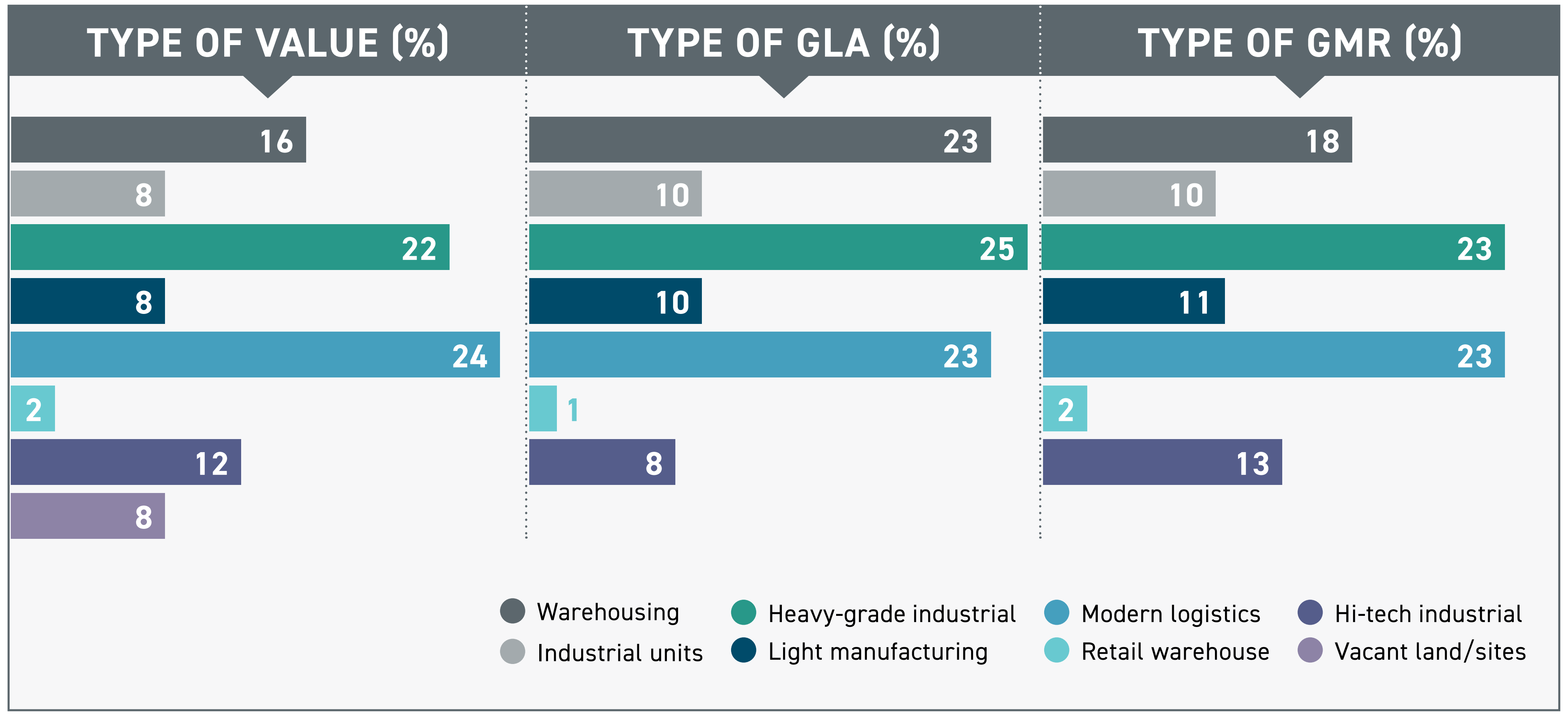
Manufactured capital continued

Industrial A defensive portfolio delivering consistent growth

OUR STRATEGIC APPROACH

- Focus on organic growth in a challenging economic environment
- Pilot an industrial green lease with measurable incentives for Scope 3 carbon emission reduction
- Expand the use of smart metering for water and electricity
- Continue to expand and pursue new development opportunities in key nodes

Key indicators	FY24	FY23
Value (R'bn)	**12.7**	12.0
Number of tenants	**278**	273
Number of properties	**90**	92
Occupancy (%)	**94.5**	95.2
Tenant retention by GMR (%)	**85.6**	90.6
Renewal success rate by GLA (%)	**47.6**	82.7
GLA (million m^2)	**1.5**	1.5
Rental renewal reversions (%)	**5.5**	2.1



YEAR IN REVIEW

Industrial property valuations increased by **R0.5 billion** or **4.3%** year on year, driven by improved income assumptions

Vacancy increased to **5.5%** (FY23: 4.8%)

Letting activity of **326 799m^2** (FY23: 276 951m^2)

Weighted average in-force lease escalation remained at **6.5%**

ESG IN ACTION

- **Solar PV installations:** 4 422kWp **(FY23: 2 968kWp)** of installed solar PV capacity, with installations in progress for a further 4 908kWp **(FY23: 1 050kWp)** at an estimated cost of R75.0 million
- **Solar wheeling:** 7.0MWp wheeling and off-taker for installation at Massmart DC in Cape Town in progress
- **Green Star ratings**: 35 certifications **(FY23: 27)**, with a further 15 recertifications planned for FY25
- **Water efficiency:** Municipal water withdrawn increased by 0.7% to 528 972kl **(FY23: 523 547kl)**
- **Waste recycling:** 169.1 tonnes of total waste generated, where waste management is managed by private service providers **(FY23: 1 446.7 tonnes)**, of which 51.0 tonnes of waste was recycled **(FY23: 26.9 tonnes)**

DISPOSALS

R'm	FY24 proceeds	FY23 valuation
BGM 2 Roche Pharmaceuticals	**132.0**	118.6
Precision House – 50% share	**1.7**	2.3
Vacant land	**60.3**	62.4

INDUSTRIAL ASSET OPTIMISATION INITIATIVES

EXPANDING	A new development for **Herholdt's Group** at **Brackengate** (50.1% share) in Cape Town completed at a cost of **R49.0 million**, GLA of **2 803m^2**, and initial yield of **9.7%**
	A new development commenced at **Atlantic Hills (55.0% share)** for **Lluvia Sugar** at a cost of **R59.0 million**, GLA of **7 185m^2**, and initial yield of **9.4%**
	Development of mini units at **Erf 25701 (Ptn 2B) (50.1% share)** commenced at a cost of **R24.0 million**, GLA of **4 800m^2**, and initial yield of **9.3%**
PROTECTING	Refurbishment of new **Scania Trucks warehouse and training academy** commenced at a cost of **R115.0 million** and initial yield of **11.9%**

Manufactured capital continued

SOUTH AFRICA

Industrial

Top five industrial properties by value

	233 BARBARA ROAD Elandsfontein, Gauteng	**HIRT & CARTER** Cornubia, KwaZulu-Natal	**MACSTEEL** Lilianton, Gauteng	**10 RUBICON BOULEVARD** Brackengate, Western Cape	**CATO RIDGE DC** Cato Ridge, KwaZulu-Natal
					
GLA	102 631m^2	47 718m^2	83 347m^2	52 601m^2	50 317m^2
Property valuation	R0.9 billion (FY23: R0.9 billion)	R0.8 billion (FY23: R0.7 billion)	R0.6 billion (FY23: R0.6 billion)	R0.6 billion (FY23: R0.6 billion)	R0.4 billion (FY23: R0.4 billion)
Occupancy	100% (FY23: 100%)	100% (FY23: 100%)	100% (FY23: 100%)	100% (FY23: 100%)	36% (FY23: 100%)
Major anchor tenants	Macsteel	Hirt & Carter	Macsteel	Massmart	Pepkor
	HEAVY-GRADE INDUSTRIAL	MODERN LOGISTICS	HEAVY-GRADE INDUSTRIAL	MODERN LOGISTICS	MODERN LOGISTICS

Manufactured capital continued

POLAND

Polish property portfolio

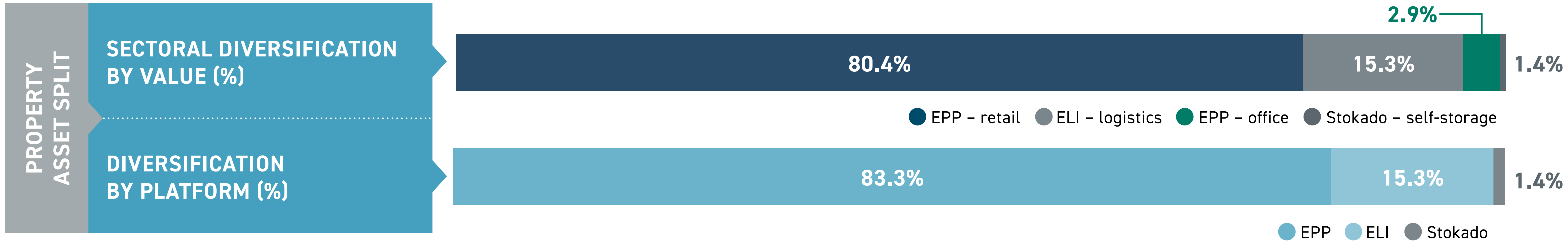
Geographic diversification through strategic exposure to Polish retail and logistics sectors

Warsaw Błonie (North), Błonie, Poland

Investment criteria

- Liquid real estate market with no limits on capital flows
- Local partner representation aligned with Redefine's interests
- Provide opportunities for scale
- Sophisticated tax regime and rule of law
- Mitigate overall geographic risk

PROPERTY ASSET SPLIT



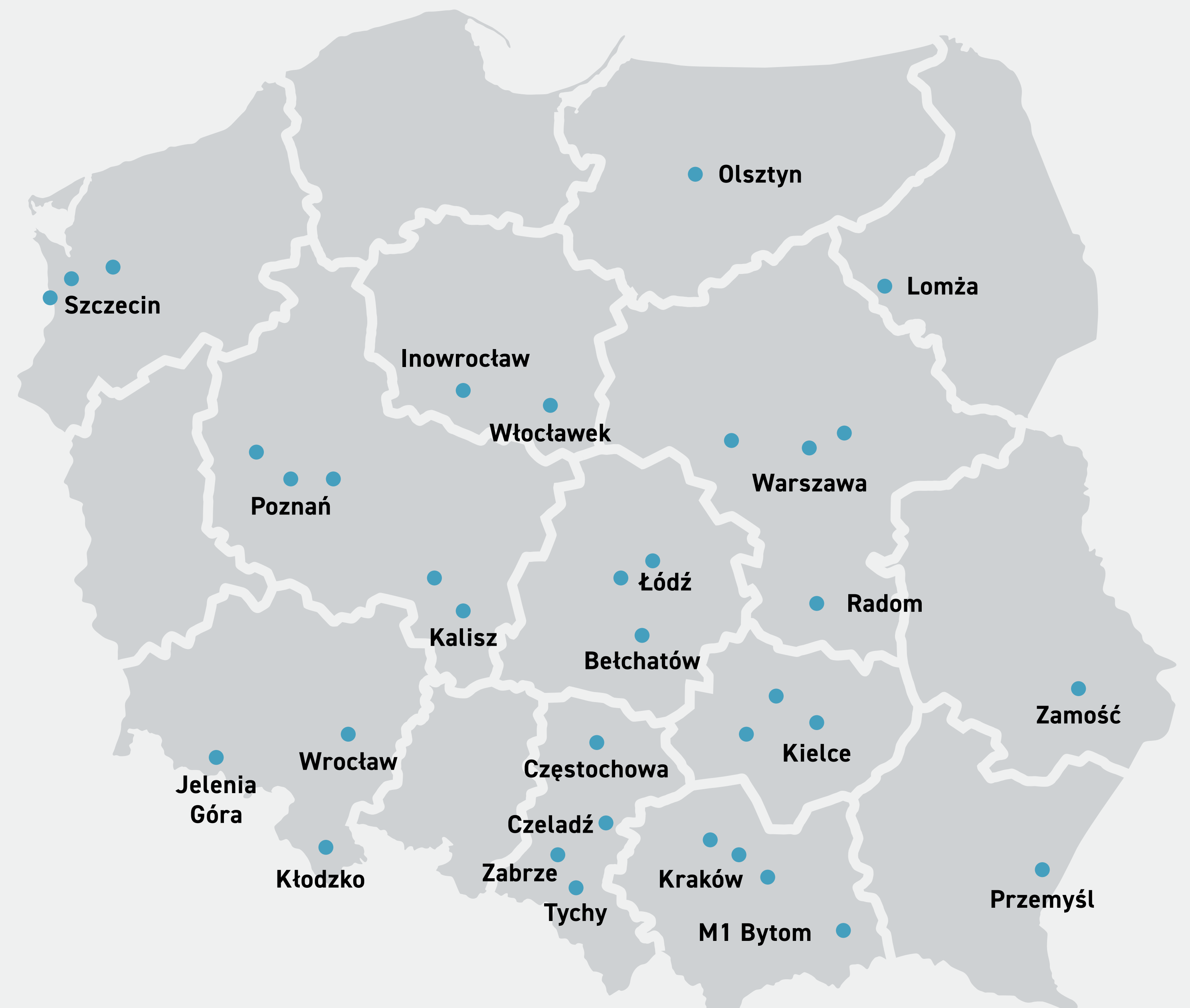
OUR AREAS OF FOCUS

- Investing to capture the **long-term economic growth opportunities** in Poland
- Investing directly where there is potential for capital uplift through **active asset management and development**
- **Actively hedging income** to manage rand volatility
- **Hedging our financial position naturally** through matching currency gearing
- **Monitoring** geographic and sectoral concentration risk

OVERVIEW

	FY24	FY23
Platform carrying value (R'bn)	**34.7**	36.7
EPP carrying value (R'bn)	**28.9**	30.9
ELI carrying value (R'bn)	**5.3**	5.6
Stokado carrying value (R'bn)	**0.5**	0.2
Proportional share of joint venture assets (R'bn)	**30.5**	31.3
Proportional share of joint venture debt (R'bn)	**13.3**	13.5

GEOGRAPHICAL FOOTPRINT OF EPP PROPERTIES



Manufactured capital continued

POLAND

Retail The Polish retail market is well positioned to leverage positive market trends

OUR STRATEGIC APPROACH

- Actively manage all centres to provide an attractive offering that matches shopper needs, spending power, and changing customer behaviour
- Introduce new brands to the portfolio to refresh our offering, strengthen the tenant mix, and introduce new services
- Continue to offer services for Ukrainian refugees
- Focus on pro-sales actions supported by local endorsers tailored to local communities
- Continue to support voluntary initiatives that address local community needs
- Continue to develop digital communication with customers to collect and use big data to optimise our marketing interventions
- Invest to improve energy efficiency in the portfolio as well as solar panel installations on roofs

Key indicators – EPP Core	FY24	FY23	FY22
Value (R'bn)	**18.0***	19.2	16.8
Occupancy (%)	**99.1**	98.4	96.5
Renewal success rate by GLA (%)	**74.0**	74.1	75.4
GLA (m²)	**250 682**	282 368	341 073
Number of tenants	**677**	699	694
Weighted average unexpired lease term by GLA (years)	**4.6**	5.3	6.2
Weighted average lease indexation rate (%)	**5.5**	6.9	2.1
Rental renewal reversions (%)	**0.2**	(7.2)	(7.1)

** 50% share of Power Park Olsztyn was sold and is no longer included in the EPP Core portfolio*

ESG IN ACTION

- 100% of the core portfolio has BREEAM® In-Use ratings of Excellent or Very Good
- Finalised solar panel feasibility studies across the core portfolio, with the design process completed and grid connection approval underway for King Cross Marcelin and Galaxy
- Green lease clauses implementation underway, with 33.6% of all leases now incorporating green lease terms

DISPOSALS

R'm	FY24 proceeds	FY23 valuation
Power Park Olsztyn (50% share)	**602**	609

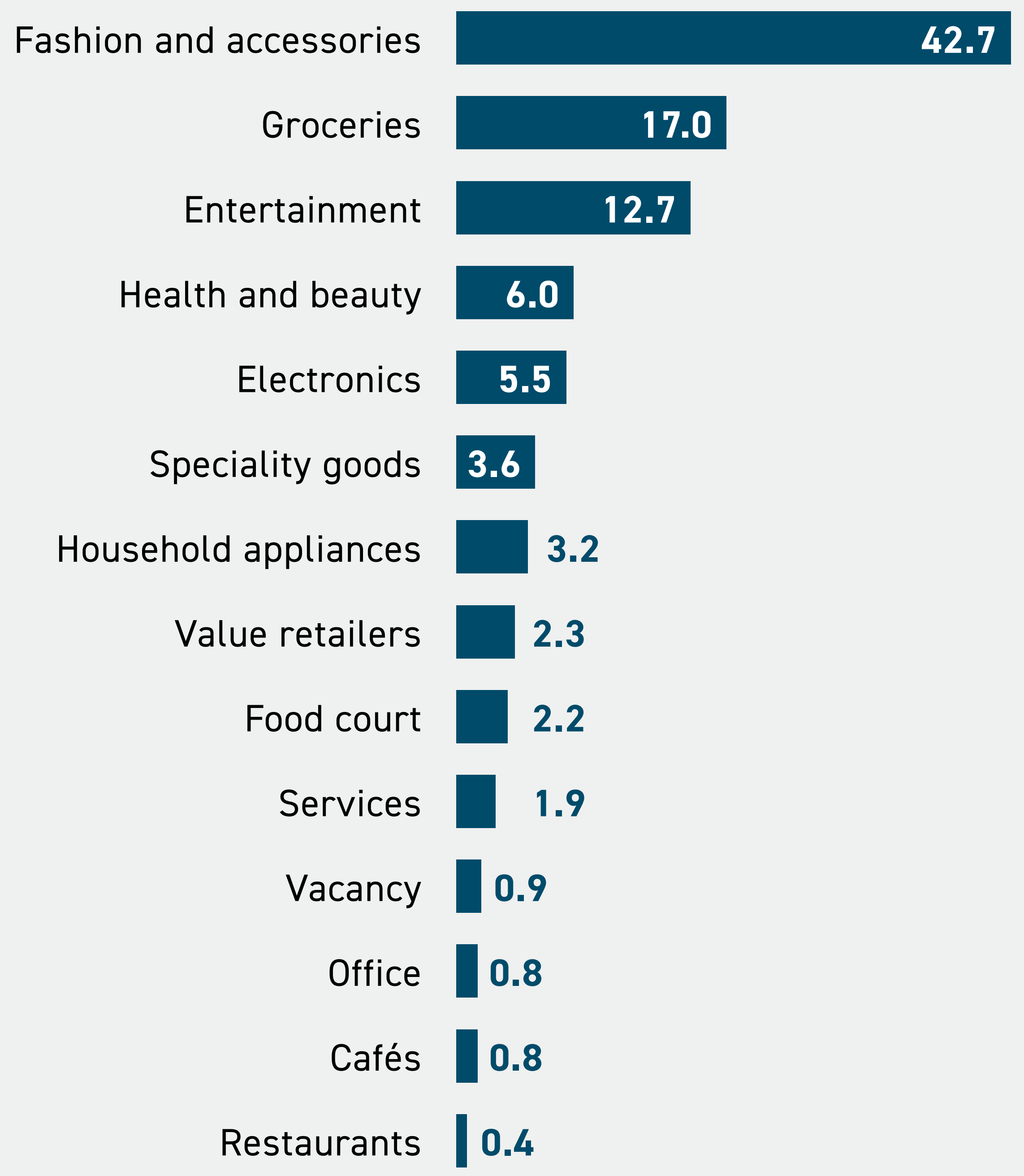
YEAR IN REVIEW

Retail property valuations remained stable with an increase of **0.3%** year on year

Vacancy decreased to **0.9%** during the year

Rent-to-sales ratio improved to **9.2%** (FY23: 9.5%)

PERCENTAGE OF EPP'S CORE GLA BY RETAIL CATEGORY (%)



EPP'S RETAIL SALES TRENDS BY CATEGORY

%	2024 vs 2023	2024 vs 2022
Cafés	9	35
Electronics	2	0
Entertainment	16	42
Fashion and accessories	3	14
Food/groceries/supermarkets	(3)	9
Food court	21	44
Health and beauty	9	25
Household appliances and accessories	(8)	(8)
Restaurants	7	20
Services	5	44
Speciality goods	3	8
Value retailers	(1)	9
Total weighted average	**5**	**18**

Manufactured capital continued

POLAND

Retail Top five Polish core retail properties by value





	GALAXY Szczecin	**PASAZ GRUNWALDZKI** Wrocław	**GALERIA ECHO** Kielce	**OUTLET PARK** Szczecin	**KING CROSS MARCELIN** Poznań
GLA	**56 692m^2**	**48 781m^2**	**71 709m^2**	**28 190m^2**	**45 310m^2**
Property valuation	**R5.4 billion** (FY23: R5.6 billion)	**R4.4 billion** (FY23: R4.6 billion)	**R4.4 billion** (FY23: R4.5 billion)	**R1.9 billion** (FY23: R1.9 billion)	**R1.9 billion** (FY23: R1.9 billion)
Occupancy	**99.5%** (FY23: 99.4%)	**97.9%** (FY23: 94.1%)	**99.3%** (FY23: 99%)	**99.4%** (FY23: 98.7%)	**99.7%** (FY23: 99.7%)
Average foot count per month	**1.0 million**	**0.7 million**	**0.7 million**	**0.3 million**	**0.4 million**
Major anchor tenants	Auchan, CCC, e-obuwie, Half Price, Cropp, House, Mohito, Reserved, Sinsay, Multikino, mk bowling, H&M, Peek&Cloppenburg, Zdrofit, Martes Sport, Media Expert, Empik, Smyk, RTV Euro AGD, Deichmann, Carry, Home & You, Rossmann and Pepco	Multikino, Media Markt, Delikatesy T&J, Reserved, Half Price, H&M, Fitness Academy, New Yorker, Martes Sport, Action, C&A, Sinsay, Empik, Rossmann, Smyk, Home&You, DM Drogerie, Deichmann, CCC and Pepco	TK Maxx, Reserved, Komfort, C&A, Zdrofit, H&M, Zara, MK Bowling, Jysk, RTV Euro AGD, Sportdirect.com, CCC, New Yorker, Martes Sport, Smyk, Deichmann, Home&You, Pepco, KIK, Empik, Terranova, Carry, Home & You, Rossmann and Pepco	Rossmann, Hebe, Ochnik, Medicine, Puma, Diverse, Sizeer, Kakadu, Regatta, Tommy Hilfiger, New Balance, Marco Polo, United Colors of Benetton, Świat Zabawek, Big Star, Levi's, Mustang, Lee Wrangler, Helios, Smyk, Zdrofit, Netto, Martes Sport, CCC, Media Expert, medical centre Dom Lekarski, Nike, Adidas, 4F, Guess and Pepco	Auchan, Media Markt, Gravitacja, H&M, CCC, Carry, New Yorker, Smyk, Dealz, Empik, Mohito, Super-Pharm, Deichmann, Pepco, Homla, Rossmann, Cropp, Home&You, Sephora, Sinsay, House, 4F

Manufactured capital continued

Logistics A high-quality portfolio in a key European logistics market

OUR STRATEGIC APPROACH

- Focus on developments that are at least 100% pre-let and built-to-suit developments to mitigate leasing risk
- Undertake developments that maintain a spread of 2% between development and valuation yield
- All developments to be BREEAM® certified to a level of Very Good or Excellent
- Implement green solutions that lower the operating costs of tenants, such as natural light, heat pumps and solar PV panels
- Continue with the focus on investments in sought-after logistics nodes and regions
- Recycle assets with limited upside to fund development expansion

Key indicators	FY24	FY23	FY22
Value (R'bn)	**20.0**	19.7	12.2
Occupancy (%)	**93.4**	92.5	93.5
Tenant retention by GMR (%)	**65.6**	90.1	70.8
Renewal success rate by GLA (%)	**60.2**	89.8	66.2
Weighted unexpired lease term by GLA (years)	**6.1**	6.4	6.2

ESG IN ACTION

- 93.3% of the buildings in the logistics portfolio are BREEAM® certified, and 84.2% of the existing certified portfolio has been certified as Very Good or Excellent. All new developments are developed to meet the BREEAM® standard of Very Good or Excellent
- During the year, Deloitte completed ELI's carbon emissions calculations and provided a report for setting our decarbonisation strategy and targets
- Completed the initial verification of energy performance certificates for the portfolio

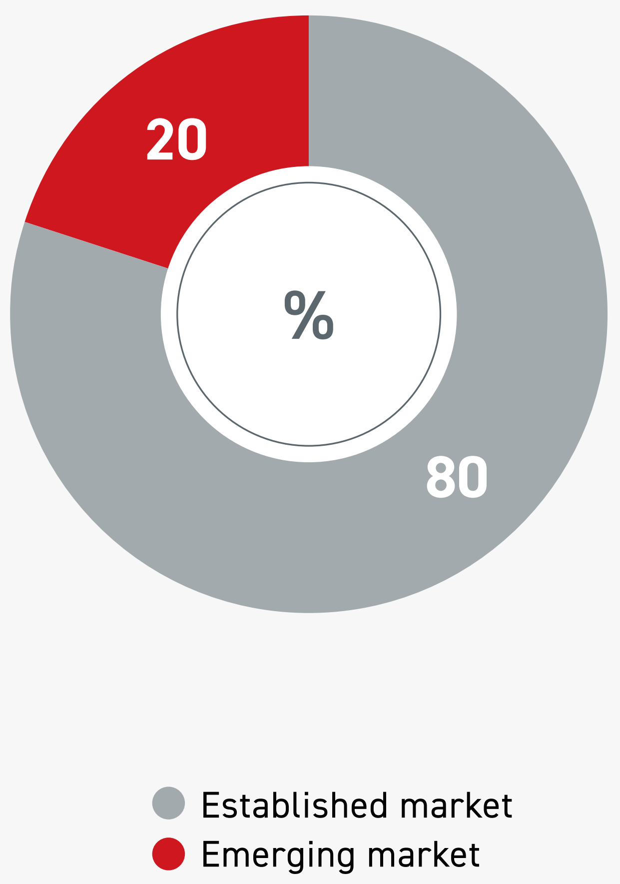
LOGISTICS ASSET OPTIMISATION INITIATIVES

EXPANDING	During the year, developments with a total GLA of **62 437m²** and a cost of **R1.0 billion** were completed and fair valued to **R1.3 billion**, reflecting a **27.3%** capital uplift from the development cost
PROTECTING	We are exploring sustainability measures, including installing rooftop PV panels (where the building structures can accommodate the installation) and other carbon reduction initiatives

YEAR IN REVIEW

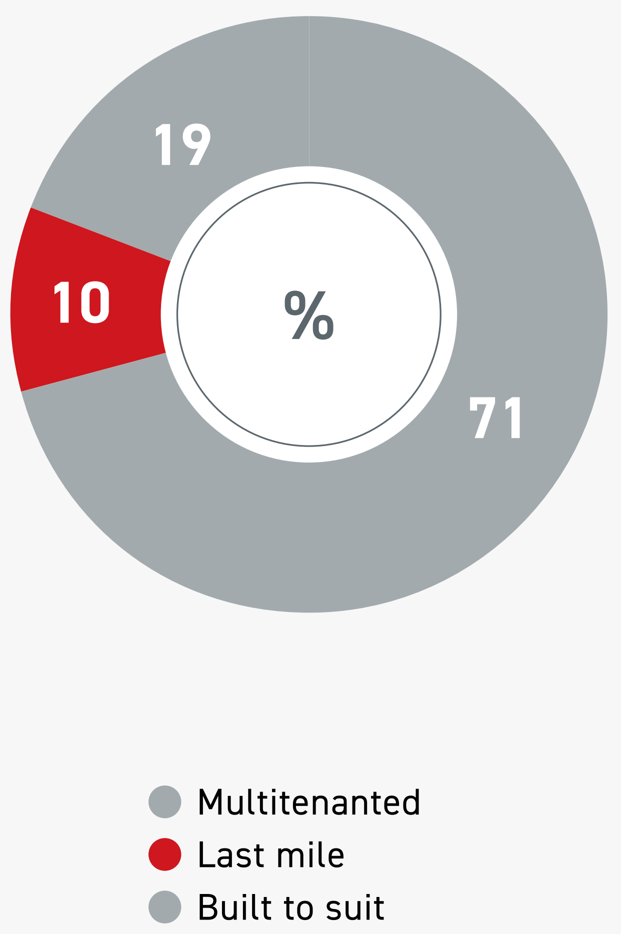
Active income-producing GLA of **1 061 842m²** (FY23: 999 241m²)	Vacancy of **6.6%** during the year (FY23: 7.5%)	The weighted average rent indexation rate decreased to **3.7%** (FY23: 7.6%)	Renewal growth rate of **0.9%** (FY23: 6.0%)

NODAL PROFILE



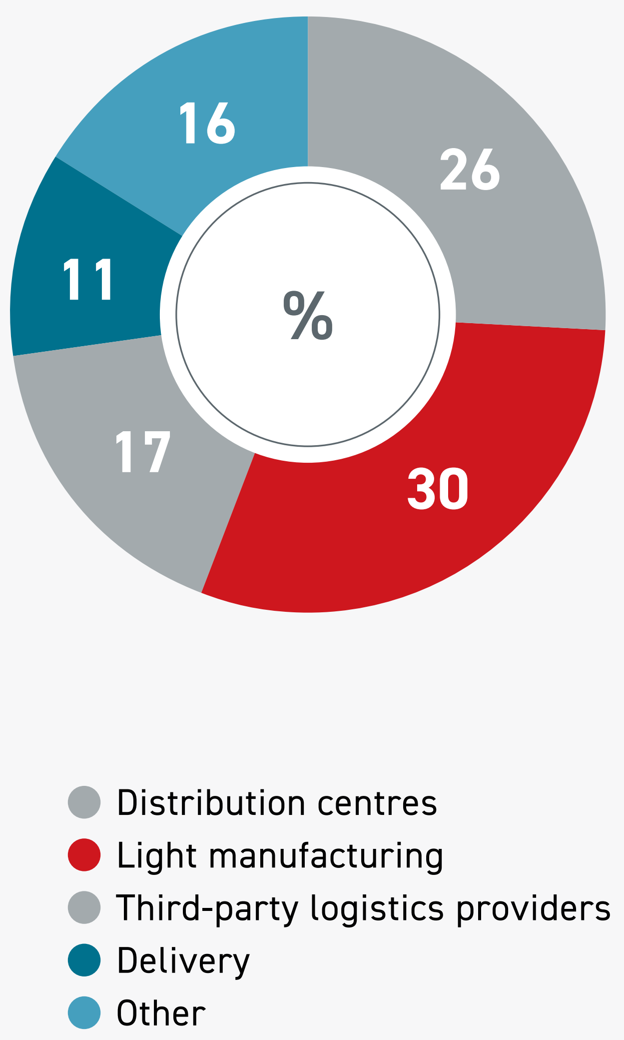
● Established market
● Emerging market

PROPERTY TYPE



● Multitenanted
● Last mile
● Built to suit

TENANT TYPE



● Distribution centres
● Light manufacturing
● Third-party logistics providers
● Delivery
● Other

Manufactured capital continued

POLAND

Logistics

Top five Polish logistics properties by value

LUBLIN II
Lublin

WARSAW AIRPORT VI
Warsaw

BIELSKO-BIALA
Bielsko

BTS ZABRZE
Zabrze

GDANSK V
Gdansk

	LUBLIN II Lublin	WARSAW AIRPORT VI Warsaw	BIELSKO-BIALA Bielsko	BTS ZABRZE Zabrze	GDANSK V Gdansk
GLA	87 632m^2	72 260m^2	71 478m^2	78 734m^2	78 486m^2
Property valuation	R1.7 billion (FY23: R1.9 billion)	R1.5 billion (FY23: R1.6 billion)	R1.5 billion (FY23: R1.5 billion)	R1.4 billion (FY23: R1.5 billion)	R1.3 billion (FY23: R1.3 billion)
Occupancy	62.1% (FY23: 69.4%)	100% (FY23: 100%)	100% (FY23: 100%)	100% (FY23: 100%)	100% (FY23: 100%)
Major anchor tenants	PO Lighting Poland	Rohlig	NVH and Proseat	Weber	LPP

Manufactured capital continued

POLAND

Self-storage Growing our portfolio in key Polish cities with strong self-storage potential

OUR STRATEGIC APPROACH

- Focus on growing an institutional portfolio and becoming a market leader in the rapidly growing self-storage market in Poland to support capital growth
- Focus on rightsized and well-located developments with approved zoning in key cities close to our customer base
- Stabilise our self-storage assets (once developed) through marketing initiatives and dynamic pricing models
- Leverage Stokado and TopBox's experienced management teams to develop and operate the self-storage assets going forward
- All developments aim to be BREEAM® certified to a level of Very Good
- Implement green solutions that lower the operating costs of tenants, such as heat pumps and solar PV panels

Key indicators	FY24	FY23
Value (R'bn)	**0.5**	0.2
Occupancy (%)	**79.1**	75.8
Occupied NLA (m²)	**20 602**	14 636
NLA (m²)	**26 061**	19 316

ESG IN ACTION

- The Warsaw self-storage building has rooftop solar PV panels, and we have completed BREEAM® in-use certification
- The development in Krakow will be the first BREEAM® rated self-storage development facility in Poland to achieve a level of Very Good
- Digital solutions are being implemented to provide paperless processes, reducing the environmental impact of self-storage facilities

SELF-STORAGE ASSET OPTIMISATION INITIATIVES

EXPANDING

During the year, we started construction of a development in Krakow, with a total NLA of **5 015m²** at a cost of **R0.2 billion.** Our first development in Krakow is expected to be operational mid-2025. Another development commenced in October 2024 in Warsaw, with a total NLA of **4 451m²** at a cost of **R0.2 billion.**

Total developments: **33 277m²** NLA at a cost of **R1.3 billion**:

- Projects under construction: 5 015m² NLA
- Projects commenced post-year end: 4 451m² NLA
- Projects in permitting phase: 3 674m² NLA
- Projects under negotiation: 20 137m² NLA

YEAR IN REVIEW

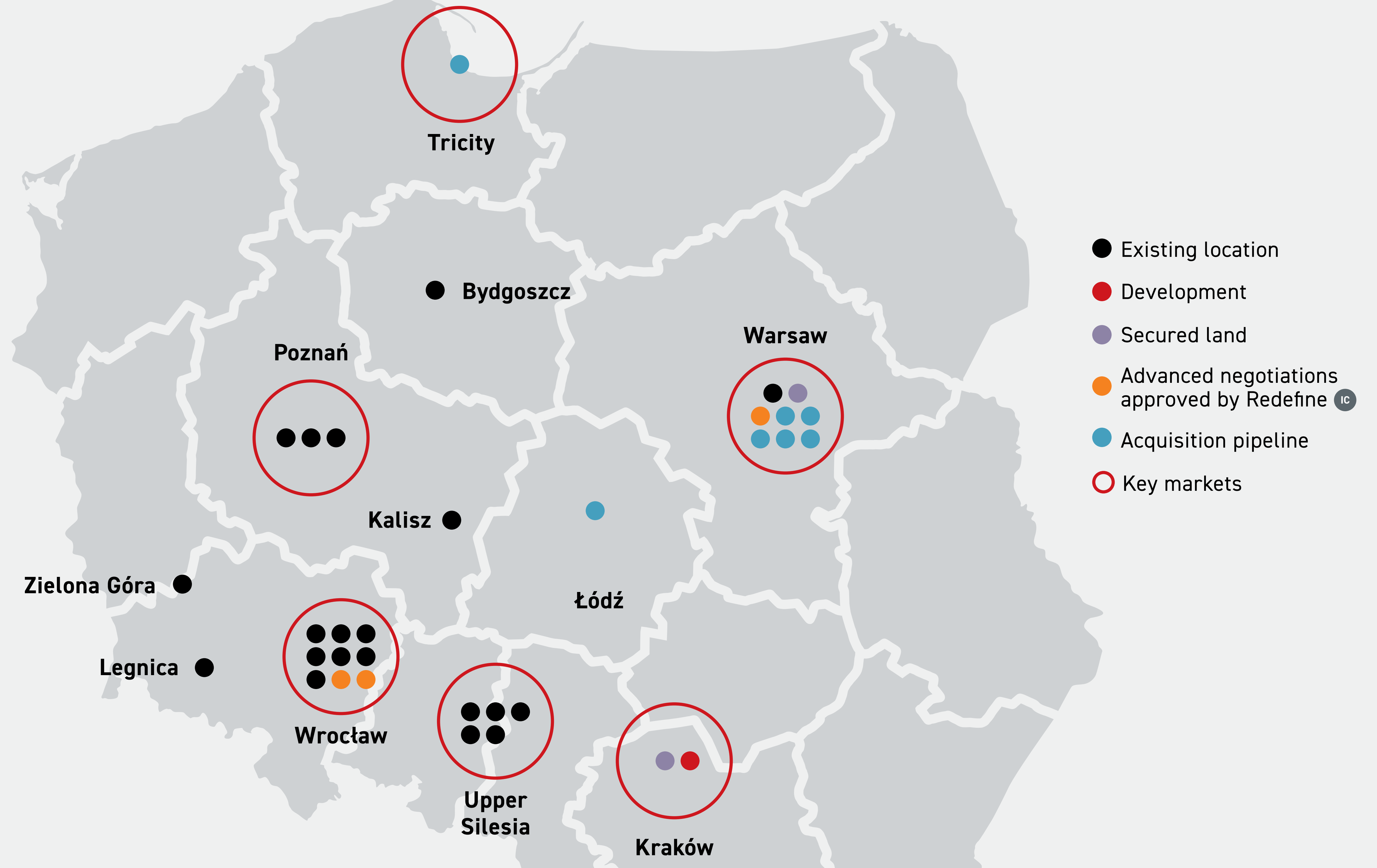
Completed the acquisition of TopBox

Operations in 20 locations in Poland comprising lockers and containers **(FY23: 14)**

ACQUISITIONS

During the year, Stokado acquired and developed Warsaw Modlińska, a flagship quality self-storage building, its operating company, and rights to develop another site in Warsaw. The self-storage building comprises 3 458m² in completed NLA with development potential that will bring the total NLA to 4 451m². The total acquisition cost was R215.6 million (zł48.6 million) at an estimated yield of 9.8%, once occupancy stabilises at 90%.

GEOGRAPHIC SPREAD



Human capital

Our employees are fundamental to growing our brand, driving business objectives, and, ultimately, delivering on our strategy. We want to grow and inspire people who create and manage spaces for positive impact through a culture of individual wellbeing and overall organisational wellness. We recognise that when our people perform at their best, it drives the delivery of our strategy and the ultimate success of the business in the long term.

WHAT HUMAN CAPITAL MEANS TO REDEFINE

We understand that it is not businesses that create value but rather the people behind them. Our people are the heart and soul of our business – they set us apart from the competition. With their knowledge, skills, dedication and commitment, we differentiate our business and ensure we remain sustainable.

HOW HUMAN CAPITAL SUPPORTS OUR VALUE-CREATION GOALS

To turn our aspirations into reality, we rely on the daily efforts of our people. We know that motivated and engaged employees are more likely to surpass expectations. That is why we prioritise creating a work environment that makes employees feel heard and fulfilled. We aim to align our staff with our people-centric brand promise and ensure they remain deeply connected with our values.

MATERIALITY

Through a materiality determination process, we identified the following matters as material to our human capital. Each matter is grouped under a relevant materiality theme.

	Material themes	Material matters	Managing these matters	Page
ERB	**The evolving role of business in creating a prosperous and sustainable society**	▶ Purpose-led imperative ▶ Transformation at a business and societal level	**Enhancing our human capital management**	76
			Championing diversity, equity and inclusion	77
BMA	**Business model adaptability to the rapidly evolving context**	▶ Innovation and agility (including responding to disruptive technology)	**Growing employee capabilities**	78
HGR	**Heightened demands of governance and regulatory compliance**	▶ Governance and ethics	**Creating a values-driven corporate culture**	79
MBG	**Managing for long-term business growth**	▶ Employee attraction, retention, development and skills resilience ▶ Health, safety and wellness	**Attracting and retaining top talent**	78
			Engaging with employees	78
			Focusing on employee health, safety and wellness	79

KEY OUTCOMES

Employee engagement at **94.4%**, which is above the South African national benchmark of 66.5%	Employee net promoter score eNPS* SA: **32.7%** Poland: **-5%**	Female employees SA: **60.0%** (FY23: 58.2%) Poland: **59.0%** (FY23: 63.3%)	**SA: 79th percentile advanced ethical maturity score**
Certified as a **top employer** for the **ninth consecutive year**	Employment status ratio SA: **89.0% permanent** and **11.0% temporary** (FY23: 90.4% and 9.6%) Poland: **98.4% permanent** and **1.6% temporary** (FY23: 96.2% and 3.8%)		SA: **98% of promotions were ACI** (FY23: 80.9%)
Employee hours spent on training SA: **22 922** (FY23: 18 464) Poland: **4 221** (FY23: 5 786)	Total training investment SA: **R14.8 million** (FY23: R13.7 million) Poland: **R2.9 million** (FY23: R3.1 million)	**469** learners have completed the Learnership Programme since 2013 (FY23: 411 learners)	Permanent employee turnover SA: **9.2%** (FY23: 13.3%) Poland: **3.7%** (FY23: 5.7%)

** An eNPS score can range from -100 to +100. A score below 0 needs improvement, between 0 to 29 is good, between 30 to 69 is great, and above 70 is excellent*

LOOKING BEYOND

Investing in and transforming our human capital are essential to the long-term success of the business in a world that demands creativity and innovation to thrive.

ET

- Implement strategies to attract, retain and develop diverse talent and deliver innovative thinking
- Promote employee wellness programme and encourage holistic wellbeing
- Foster a future-ready inclusive workforce that delivers strategic priorities

Short- to medium-term priorities page 43

Contributing to our mission	UN SDG commitments
Embrace diversity to build a future-ready workforce **Promote human rights**	4, 5, 8, 9, 10, 16
Enhance performance through digital transformation	8, 9, 11
Reskill to meet evolving demands	7, 8, 13

Long-term priorities (present to FY30) page 43

Human capital continued

ENHANCING OUR HUMAN CAPITAL MANAGEMENT

We are investing in and transforming our human capital to enable creativity, foster innovation, and ensure that we grow and inspire people who create and manage spaces for positive impact.

To achieve this ambition, our people strategy is aligned with our mission pathways, and we have a clear focus on what we need to do to achieve our goals:

PEOPLE STRATEGY DELIVERING VALUE

To grow and inspire people who create and manage spaces for positive impact

To attract, retain and develop the best talent	**To be diverse and inclusive**	**To be collaborative and innovative**
Where people grow	**Where everyone matters**	**Where we make a difference**
Individual	**Organisation**	**Communities**
We focus on ▶ Offering a compelling EVP ▶ Strengthening our future-fit skills	**We focus on** ▶ Promoting employee wellbeing and healthy workspaces ▶ Fostering diversity, equity, inclusion and belonging	**We focus on** ▶ Adopting an ESG approach aligned with UN SDG goals ▶ Enhancing performance through digital transformation


SA employees

We align our **purpose, vision, values and mission** to create a system that drives positive change for our people and communities.

Human capital continued

Unpacking our employee profile

Our operating landscape requires specialist skills that are developed over years of exposure to our industry. We therefore consistently aim to attract and retain the right people.

SA EMPLOYEE PROFILE	FY24	FY23	FY22
Permanent employees	**430.0**	415.0	429.0
Temporary employees	**53.0**	44.0	69.0
Female employees (%)	**60.0**	58.1	58.3
Average tenure (years)	**7.0**	7.0	6.90
Average age (years)	**40.1**	40.9	41.9
Permanent employee turnover (%)	**9.2**	13.3	10.9

The permanent employee turnover rate of 9.2% in FY24 was substantially lower than in the previous reporting period (FY23: 13.3%). We consider it to be in a healthy range for our organisation, creating opportunities for transformation. We consider all feedback from exit interviews when reviewing employee retention initiatives. These insights provide valuable information to understand employee turnover and identify areas for organisational improvement.

EPP EMPLOYEE PROFILE

We continue to integrate EPP's employee data into the group data. The following EPP employee data is monitored and reported to the group regularly.

EPP EMPLOYEE PROFILE	FY24	FY23
Total employees	**308.0**	212.0
Permanent employees	**303.0**	204.0
Temporary employees	**5.0**	8.0
Female employees (%)	**59.0**	63.3
Average tenure (years)	**7.0**	5.0
Average age (years)	**42.0**	41.0
Total employee turnover (%)	**9.0**	13.7

Championing diversity, equity and inclusion

Embracing the principle that our people matter, we place significant emphasis on fostering a workplace that values diversity, equity, inclusion and belonging.

DIVERSITY*

	Management race (%)			Management gender (%)			Non-managerial race (%)		
	Black** total	White total	Foreign nationals	Male	Female	Other	Black** total	White total	Foreign nationals
FY24	**50**	**47.5**	**2.5**	**47.5**	**52.5**	**0.0**	**81.3**	**18.3**	**0.4**
FY23	54.8	42.9	2.4	52.4	47.6	0.0	78.8	20.8	0.5
FY22	45.2	53.8	1.1	53.8	46.2	0.0	81.3	18.0	0.7

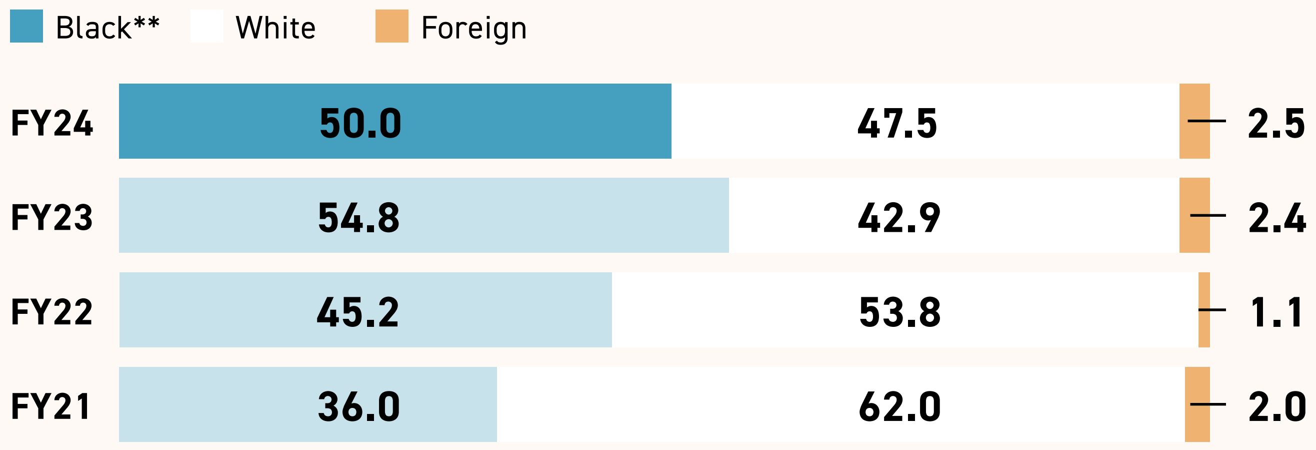
** Only applicable to South Africa ** Black includes ACI employees*

This year, we **reviewed our leave policy** to support employees and help them balance their professional and family priorities. We added two days to the legislated three days of family responsibility leave and broadened the scope of leave to include caregiving that may be required by an employee to take care of a life partner, parent or grandparent. We also enhanced the maternity leave policy to include a special extended maternity benefit for employees who give birth to premature babies.

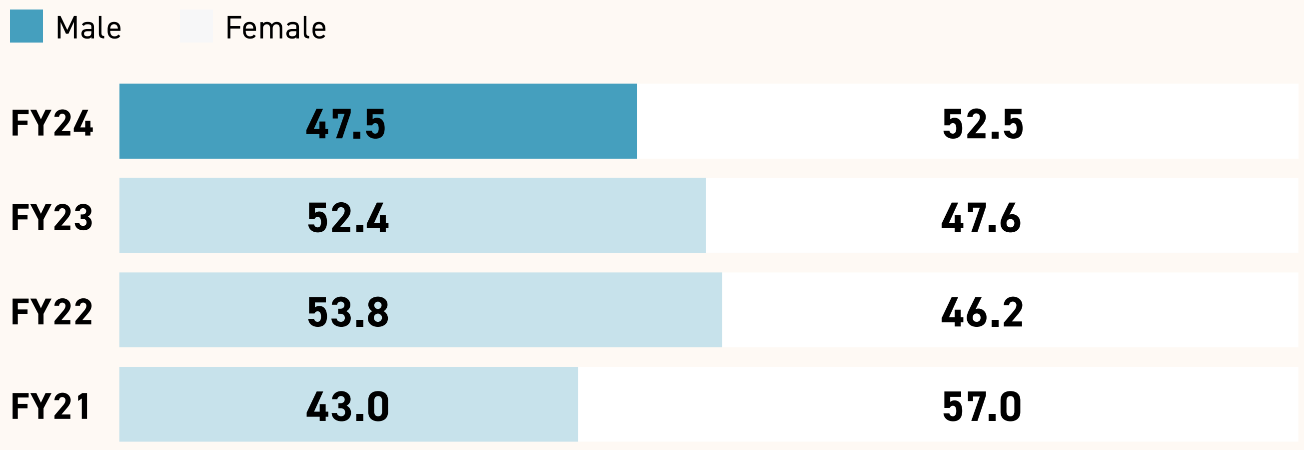
To strengthen our commitment to fostering a **safe, inclusive and respectful workplace**, we joined the International Finance Corporation's Respect@Work programme this year. This programme aims to provide a platform for South African private sector companies to work together to find solutions to end violence and harassment within our organisations and communities.

We continued providing diversity training and undertaking awareness initiatives to enhance the dialogue around **diversity and inclusion.** We also prioritise diversity in our employment equity policy and code of business conduct, both available on our **website**. During the year, we dealt with allegations of bullying and victimisation. However, no allegation, confirmed discrimination, and/or human rights incidents relating to employees were reported.

RACIAL COMPOSITION OF MANAGEMENT (%)



GENDER COMPOSITION OF MANAGEMENT (%)



Human capital continued

Attracting and retaining top talent

We believe it is critical to develop real and authentic connections with our people as they are our greatest asset. By maintaining an open dialogue with employees, we also gain better insight into the pressures they face within and beyond the organisation. For example, the high cost of living is placing strain on many households across South Africa. Sporadic access to essential services due to deteriorating infrastructure, in particular water and electricity, is also negatively impacting employees' mental health and wellbeing.

These challenges highlight the imperative for a more **innovative talent management and development** approach to ensure we are positioned to respond to and address these concerns as they evolve. Our EVP is essential to achieving this, demonstrating how we create value for our people and articulating our expectations in return. Our human capital policies support the delivery of the EVP and include leave, wellness, workplace flexibility and remuneration policies. In addition, we offer fair and responsible remuneration for all employees, benchmarking salaries between the 50th and 75th percentile of the market for scarce and critical skills.

Importantly, we recognise that the future of work will be increasingly more complex and dynamic, driven by key trends such as AI, automation and analytics. Accordingly, we initiated a **future-fit skills audit** across the organisation to identify potential knowledge gaps or growth opportunities and ensure that job profiles, including required qualifications and experience, remain relevant and responsive to our rapidly evolving industry. We anticipate that we will conclude the audit in FY25.

We completed the replacement of our previous **HR and payroll system** this year. The new system offers employees an intuitive, enhanced and personalised experience that drives engagement, knowledge sharing and collaboration across the organisation. We also introduced an employee portal. This portal gives employees secure access to multiple systems, applications and services with a single sign-on.

Growing our employee capabilities

We actively support our employees' growth, which we believe is a crucial driver of organisational success and employee actualisation. We use a blended approach of on-the-job training, digital learning, coaching and mentorship, workshops, structured programmes (including learnerships and graduate programmes), and study bursaries for tertiary education. Our annual training target is for 80% of the workforce to participate in at least one learning activity to upskill and optimise competence in various business areas.

EPP training	FY24	FY23
Total training investment (hours)	**4 221**	5 786

SA training	FY24	FY23	FY22
Number of training interventions	**171**	78	105
Employee hours spent in training (hours)	**22 922**	18 464	27 076
Direct investment in training* (R'm)	**5.2**	4.7	5.4
Total training investment** (R'm)	**14.8**	13.7	14.5

** Direct course cost*

*** Direct course cost and ancillary costs, which include accommodation, travel, catering, venue, salaries of learners, and other costs*

Engaging with our employees

We recognise the clear link between employee engagement and business performance. We also understand that high levels of employee engagement are critical to cultivate a diverse and inclusive team of self-motivated brand ambassadors who demonstrate our BEST values and are connected to our purpose.

We conduct an annual employee engagement survey to identify organisational trends affecting employee engagement and satisfaction. The outcomes of the annual employee engagement survey for FY24 are presented below.

The employee engagement survey includes an eNPS and a workplace culture score, which inform the overall employee engagement score. The survey touches on key aspects of engagement, such as communication, employee growth, wellbeing, rewards and recognition, and team effectiveness.

eNPS	WORKPLACE CULTURE SCORE	OVERALL EMPLOYEE ENGAGEMENT SCORE
The eNPS is used to survey employees' willingness to recommend Redefine to other people. This year, the South African operations achieved an eNPS of **32.7***, indicating that employees are engaged and loyal to Redefine. EPP achieved an eNPS of -5, indicating that work is required to enhance the employer brand with internal stakeholders	The workplace culture score looks at pillars such as innovation, behaviour, values and collaboration. We achieved an overall score of **92.0%**, indicating a strong foundation for employee engagement and organisational success	91% of employees completed the survey, ensuring that the results are credible and representative of our employees (FY23: 89%). The results indicate a remarkably high level of employee engagement, with a score of **94.4%**. This is a 4.1% increase year on year. We also significantly outperformed the South African benchmark of 66.5% (as reported by Emergence Human Capital)
ENGAGED	**NOT ENGAGED**	**DISENGAGED**
Engaged employees are psychologically committed to their jobs and likely to contribute positively to their organisation	Employees who are not engaged lack motivation and are less likely to invest discretionary effort in organisational goals or outcomes	Disengaged employees are unhappy and unproductive at work and are likely to spread negativity among co-workers
FY24: 94.4% FY23: 90.3%	**FY24: 5.1%** FY23: 9.0%	**FY24: 0.5%** FY23: 0.7%

** An eNPS score can range from -100 to +100. A score below 0 needs improvement, between 0 to 29 is good, between 30 to 69 is great, and above 70 is excellent*

Human capital continued

Creating a values-driven corporate culture

We understand that our employees want to work for an ethical, responsible and sustainable company.

Through frequent employee engagement regarding ethical behaviour, we hope to deter non-compliance, reduce exposure to unethical opportunities, and nurture trust within the business. Our initiatives seek to mitigate ethics risks such as corruption, discrimination, human rights abuses, inequality and conduct violations.

We conduct an **annual ethics survey** to identify gaps and potential areas for improvement that require management attention. We share survey results with employees during in-person workshops and online learning modules. The results of the FY24 annual ethics survey indicate a decline in Redefine's current ethical culture and behaviour. We continue to seek opportunities to embed an ethical culture that demonstrates the strength of Redefine's ethical capital and supports our drive to maintain an ethical reputation.

76% employee participation (FY23: 67%)	**79th percentile advanced ethical maturity score based on a survey conducted by The Ethics Institute** (FY23: 83rd percentile)	**48th percentile ethics behaviour risk score, indicating a high-risk ethics profile** (FY23: 76th percentile)

Focusing on employee health, safety and wellness

We are committed to ensuring employees' health, safety and wellbeing, and we strive to provide a safe work environment, which we believe enables our people to perform optimally and meet our organisational objectives. The comprehensive employee wellness programme supports employees' general health and wellness. The programme offers activities such as webinars and sessions on topics such as self-actualisation, navigating burnout, financial wellbeing, and building your personal brand in the workplace. Further detail on employee wellness can be found in the **ESG** report.

SA employees

Social and relationship capital

The strength of our partnerships and the quality of our relationships with stakeholders provide the foundation for us to deliver on our purpose, which is to create and manage spaces in a way that transforms lives. We remain focused on finding innovative ways to deepen these relationships and create a more inclusive and sustainable society for all.

WHAT SOCIAL AND RELATIONSHIP CAPITAL MEANS TO REDEFINE

Each of our properties is intricately woven into the fabric of a community. Our social and relationship capital serves as the integral link between our assets and the larger society. It encompasses the invaluable relationships that underpin our people-focused approach.

HOW SOCIAL AND RELATIONSHIP CAPITAL SUPPORTS OUR VALUE-CREATION GOALS

We refine stakeholder goals and value propositions through meaningful stakeholder engagement to ensure we achieve our primary goal of growing and improving cash flow to create sustained value for all stakeholders. Through this process, we develop stakeholder initiatives that generate shared value, safeguarding the long-term sustainability of our operations.

KEY OUTCOMES

712 898 people impacted directly through community initiatives and execution of the SED strategy (FY23: 1 260 073)	**Sponsored five SMMEs** through our SMME engagement plan with LED advertising space to the value of **R9.7 million**
LinkedIn followers increased to **16 406 (42.0% growth)** (FY23: 11 538)	Maponya Mall Community Hub: **3 242** people impacted directly, **R2.5 million** worth of space donated, and **six** jobs created
Completed **14 Upside Connect sessions** with 92.0% employee attendance	**399 employee registrations** on the Red Thread employee volunteer platform (84% of total employees) (FY23: 312)
Kenilworth Centre rooftop garden: **6 000** plants grown, **1 432kg** of crops harvested, and more than **R4.7 million** worth of space donated in support of job creation and training	**1 854** hours of employee time spent on the Red Thread employee volunteer platform (FY23: 921)
74 jobs created at Hawk Academy* (FY23: 68)	**1 200 learners** at Hawk Academy* (FY23: 1 175)

* *School developed on S&J Business Park land*

LOOKING BEYOND

To meaningfully affect social and relationship capital, we seek to understand stakeholders' needs to ensure that their effect on us and our impact on them create meaningful, sustained value. We will actively pursue this through our engagement initiatives and corporate citizenship commitments.

GR

- Create sustainable socioeconomic impacts through SMME development
- Build sustainable partnerships with tenants, suppliers and community-based organisations

Short- to medium-term priorities page 43

MATERIALITY

Through a materiality determination process, we identified the following matters as material to social and relationship capital. Each matter is grouped under a relevant materiality theme.

	Material themes	Material matters	Managing these matters	Page
GSF	Impact of geopolitical and socioeconomic factors on the cost of capital and growth	▶ Challenging macroeconomic environment ▶ Social instability	**Our stakeholder-centric approach to value creation** **Insight into our community involvement**	81 85
ERB	The evolving role of business in creating a prosperous and sustainable society	▶ Ensuring effective ESG strategies and implementation ▶ Effective stakeholder engagement and collaboration ▶ Purpose-led imperative ▶ Transformation at a business and societal level	**Our stakeholder-centric approach to value creation** **Delivering transformation impact**	81 85
HGR	Business model adaptability to the rapidly evolving context	▶ Innovation and agility (including responding to disruptive technology) ▶ Providing properties relevant to users' evolving needs ▶ Health, safety and wellness	**Our stakeholder-centric approach to value creation** **Responsible corporate citizenship in action**	81 86

Contributing to our mission	UN SDG commitments
Embedding diversity, equity and inclusion	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
Commitment to nurturing and optimising ecosystems and being a catalyst for good	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES 17 PARTNERSHIPS FOR THE GOALS

Long-term priorities (present to FY30) page 43

Social and relationship capital continued

OUR STAKEHOLDER-CENTRIC APPROACH TO VALUE CREATION

Our stakeholder-centric approach to value creation is based on understanding and responding to stakeholder needs and taking action in areas where we can positively impact long-term sustainability. We align our efforts across the portfolio to focus on sustainability and build long-term partnerships with key stakeholders.

INVESTORS

QUALITY OF RELATIONSHIP

FY24: 80%	FY23: 80%

Good quality, mutually beneficial relationship with some room for improvement. We have introduced a comprehensive set of quantitative and qualitative indicators, which provide a more robust measure of the effectiveness of our relationship with investors as detailed on page 63 of the ESG report. We developed the investor scorecard this year.

Source of assessment
Self-assessment

AFFECTED UN SDGs

16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

OUR ENGAGEMENT STRATEGY

We aim to understand our investors' requirements and meet their value-creation expectations. In this way, we can satisfy their needs and, in turn, strengthen our access to capital. We demonstrate the delivery of our value proposition and strategy – and how we meet their needs – through face-to-face and virtual meetings, reporting, communications, social media, and other suitable platforms.

HOW WE ENGAGE

- Equity roadshows
- Annual and interim results presentations
- Integrated and ESG reports
- SENS announcements and breaking news alerts
- Capital Markets Day 2024
- Webcasts
- Investor portal on the corporate website
- One-on-one meetings with executive management and, where appropriate, non-executive directors
- Investor perception surveys
- Property tours
- Marketing automation platform

WHAT WE WANT

Goal
To be a source of sustained growth in total returns

Value we receive

- Access to competitively priced equity funding
- Liquidity in the trading of our shares
- Fair rating of our shares
- Open dialogue to understand and address concerns
- Improved sentiment and advocacy for Redefine
- Alignment with global sustainability targets, boosting investor confidence
- Enhanced adaptability to market changes and challenges through investor-aligned ESG integration
- Readiness for the transition to a low-carbon economy, ensuring long-term viability

WHAT THEY WANT

Value proposition
We offer sustained capital growth and dividends by strategically allocating capital and managing our funding through the cycles

Value stakeholders receive

- Solid investment case
- Sustained growth in capital and dividends over time
- Strategic alignment with globally recognised sustainability targets
- Enhanced resilience and adaptability through our ESG-aligned approach
- A forward-thinking vision equipped for the transition to a low-carbon economy
- Assurance of ethical and environmentally conscious decision-making at all levels

Refer to page 64 of the ESG report for more information on the key initiatives we undertake to engage investors.

FUNDERS

QUALITY OF RELATIONSHIP

FY24: 80%	FY23: 80%

Good quality, mutually beneficial relationship with some room for improvement

Source of assessment
Self-assessment

AFFECTED UN SDGs

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
13 CLIMATE ACTION
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

OUR ENGAGEMENT STRATEGY

We communicate our value proposition to funders as an outflow from our brand promise and demonstrate the delivery of our proposition and strategy through reporting, communications, and other suitable media platforms.

Funders expect us to honour agreements, which builds trust and supports our ongoing access to capital. Therefore, we proactively engage with them to ensure we understand their issues and concerns and identify opportunities for further collaboration to grow the relationship.

HOW WE ENGAGE

- Debt roadshows
- Annual and interim financial results as well as integrated and ESG reports
- SENS announcements and breaking news alerts
- Corporate website
- Regular one-on-one meetings with executive management
- Property tours
- Responding to *ad hoc* information requests

WHAT WE WANT

Goal
To be a reliable source of returns on debt funding

Value we receive

- Access to reasonably priced debt funding to expand the portfolio
- Open dialogue to understand and address concerns
- Ideas on risk mitigation tools and structuring solutions

WHAT THEY WANT

Value proposition
We offer funders a secure source of returns by ensuring prudent balance sheet management, healthy credit risk metrics, and proactive risk management

Value stakeholders receive

- Timeous payment of interest and capital repayments
- Assurance that sustainability, good governance, and strong risk management controls are integrated into the business strategy
- Achievement of ESG targets as per the terms of green bonds

Refer to page 66 of the ESG report for more information on the key initiatives we undertake to engage funders.

Social and relationship capital continued

TENANTS

QUALITY OF RELATIONSHIP

FY24: 79%	FY23: 60%

Relationship established with a value-generating connection. We have introduced a comprehensive set of quantitative and qualitative indicators, which provide a more robust measure of the effectiveness of our relationship with tenants as detailed in the tenant scorecard on page 67 of the ESG report.

Source of assessment
Tenant scorecard

AFFECTED UN SDGs

OUR ENGAGEMENT STRATEGY

The tenant engagement strategy is rooted in a comprehensive 14-step tenant journey analysis. This analysis, combined with insights from tenant surveys, employee interactions, industry trends and competitor evaluations, guides our engagement efforts, including matters relating to strategy, business updates and operational issues. The impact and efficacy of our relationships are subsequently gauged through the tenant scorecard, which further assists in shaping future strategies and understanding tenants' needs, issues and concerns. Our people drive Redefine's collaborative approach to tenant engagement, and through the tenant journey, we transform their experience and demonstrate the delivery of our value proposition and strategy.

HOW WE ENGAGE

- Email campaigns
- Annual tenant surveys
- Ongoing and extensive in-person meetings
- Lease negotiation and renewal process
- ESG-related tenant meetings
- Sustainability tenant information sharing session
- Tenant portal
- Call centre
- Corporate and retail websites
- Various other communication platforms

WHAT WE WANT

Goal
To provide differentiated and relevant space

Value we receive

- Compliance with lease terms, including timeous payments
- Tenant growth and retention through lease renewals
- New tenants with innovative solutions to improve our service offerings
- Participation in efforts to promote and enhance our buildings
- Joint sustainability partnerships and alignment of ESG initiatives
- Rental reversions minimised
- Service-based collaborations, such as increased usage of the self-help tenant portal, which harness mutual growth and value creation
- Partnerships that drive the shift towards a service-based business model

WHAT THEY WANT

Value proposition
We offer tenants resource-efficient spaces relevant to their evolving needs, and our differentiators – people-centricity, technology and environmental efficiency – are at the forefront of our offering

Value stakeholders receive

- Quality spaces aligned with market trends, including renewable energy and wellbeing
- Market-related rentals
- An ethical and ESG-focused business partner
- Quality relationships, underscored by our emphasis on digital transformation and continuous business support
- Valuable insights into customer behaviour and robust marketing and business assistance in the retail landscape
- A commitment to service excellence, cemented by partnerships and platform integrations

Refer to page 68 of the ESG report for more information on the key initiatives we undertake to engage tenants.

EMPLOYEES

QUALITY OF RELATIONSHIP

FY24: 85.4%	FY23: 90.3%

Strong relationship of mutual benefit. Previously, this score was based solely on the outcomes of the employee engagement survey. We have now introduced a more comprehensive set of quantitative and qualitative indicators, which provide a more robust measure of the effectiveness of our relationship with employees as detailed on page 69 of the ESG report.

Source of assessment
Annual employee engagement survey and employee scorecard

AFFECTED UN SDGs

OUR ENGAGEMENT STRATEGY

Consistent engagement is vital to maintaining connection, motivation and an engaged workforce. Therefore, we consult and listen to employees throughout the employee life cycle to understand and address concerns and improve relationships. We also make sure employees know and understand our value proposition.

HOW WE ENGAGE

- One-on-one interactions between employees and line managers
- Internal communications through multiple platforms
- Employee engagement surveys, **Upside Connect** sessions, and focus groups
- Employee rewards and recognition programme
- Performance reviews and exit interviews
- Engagement events
- Learning and development opportunities

WHAT WE WANT

Goal
To grow and inspire people who create and manage spaces for positive impact

Value we receive

- Engaged employees, nurtured by a culture of curiosity and a design-thinking mindset, drive our brand forward and deliver the business strategy
- Employees who feel a sense of belonging in positive and productive work environments become advocates for Redefine
- Return on our human capital investment through learning and development
- Diversity of thought in the workforce to strengthen sustainable decision-making, leading to innovative ideas

WHAT THEY WANT

Value proposition
Our employees have access to ongoing professional development and training, reskilling opportunities, and market-related remuneration as part of our purpose-led business

Value stakeholders receive

- Flexible working environment, facilitating a balance between their professional responsibilities and personal needs
- Sustainable income coupled with a sense of purpose, leading to personal fulfilment and satisfaction
- Access to learning, development and growth opportunities, amplified by a culture of curiosity that encourages individual and collective growth and exploration
- A focus on wellbeing and healthy workspaces

Refer to page 70 of the ESG report for more information the key initiatives we undertake to engage employees.

Social and relationship capital continued

SUPPLIERS

QUALITY OF RELATIONSHIP

FY24: 60% **FY23: 60%**

Relationship established, value-generating connection, but with room for improvement. We have not developed a separate scorecard for suppliers as we proactively measure our relationships through a combination of compliance with the supplier code of conduct, performance against various service level agreements, and through regular meetings and frequent surveys. Read more on page 81 of the ESG report.

Source of assessment
Internal assessment

AFFECTED UN SDGs

OUR ENGAGEMENT STRATEGY

The supplier stakeholder engagement strategy aligns with the business's overall ESG strategy and our aim to maintain level 1 BBBEE status and actively drive transformation in the property sector. Before onboarding suppliers, we ensure that we identify our needs and procure a service provider that will meet these requirements. We consistently share relevant information with suppliers to improve planning and collaboration. To this end, we have a proactive communication plan that considers matters relating to strategy, business updates and operational matters and encourages feedback to understand suppliers' needs, issues and concerns. Rationalisation and relationship management are ongoing, which include continuous performance management and evaluation.

HOW WE ENGAGE

- On Key Facilities Management System
- One-on-one meetings with procurement and facilities
- Supplier onboarding as required
- Annual supplier sustainability survey
- Email campaigns
- Corporate website
- Service level agreement management and service delivery feedback
- Monitoring compliance to the supplier code of conduct
- ESG and other related awareness sessions
- A focused enterprise and supplier development programme

WHAT WE WANT

Goal
To be a responsible and compliant business partner, creating business opportunities and developing meaningful relationships

Value we receive

- Adherence to the supplier code of conduct
- Suppliers with strong transformation objectives and credentials
- Creating opportunities for a circular economy
- Converting suppliers to tenants
- Sustainable business partnerships that contribute to the economy and Redefine's financial success
- Brand ambassadors who represent us to our customers
- Services that are aligned with our values, code of conduct and ethical standards
- Providing environmentally friendly goods and services, allowing us to meet sustainability objectives and maintain Green Star ratings
- Enterprise and supplier development initiatives to enhance the supply chain
- Adoption of the new On Key system

WHAT THEY WANT

Value proposition
We create mutually beneficial partnerships with suppliers by delivering relevant, seamless services and creating circular supply chains

Value stakeholders receive

- Opportunities and partnerships that assist in growing businesses
- Fair opportunities and negotiation processes
- Responsible and compliant business partner
- Timely payments within clearly communicated standard operational procedures
- Innovative and sustainable procurement opportunities that create sustained value
- Supplier lead generation leasing campaigns

Refer to page 82 of the ESG report for more information on key initiatives we undertake to engage suppliers.

PROPERTY BROKERS

QUALITY OF RELATIONSHIP

FY24: 81% **FY23: 90%**

Relationship established, value generating connection, but with room for improvement. We have introduced a comprehensive set of quantitative and qualitative indicators, which provides a more robust measure of the effectiveness of our relationship with brokers as detailed in the broker scorecard on page 83 of the ESG report. We developed the broker scorecard this year.

Source of assessment
Broker scorecard

AFFECTED UN SDGs

OUR ENGAGEMENT STRATEGY

We operate in a highly competitive environment and aim to keep brokers informed and aware of available stock. We invest time to understand market trends and activity – and what brokers need – to ensure we can partner to effectively promote our properties.

We have a broker incentive programme in place to drive leasing by attracting and securing tenants as well as a proactive and informative communication plan, which incorporates matters relating to strategy, business updates and operational matters, and feedback mechanisms to understand brokers' needs, issues and concerns.

HOW WE ENGAGE

- Email campaigns
- Biannual broker surveys and market surveys
- Pricing structure surveys
- **REACH** Incentive Programme
- Quarterly newsletter
- Annual digital magazine
- Monthly distribution of the vacancy schedule
- Corporate website
- One-on-one relationships with Redefine leasing teams
- Broker events

WHAT WE WANT

Goal
To be our property brokers' preferred business partner

Value we receive

- Increase in the number of deals concluded
- Positive broker sentiment as reflected in surveys conducted (including an NPS)
- Brand awareness – ensuring that marketing and engagement initiatives result in the Redefine brand being top of mind
- Strengthened partnerships aligned with our integrated strategy, focusing on mutual benefit to achieve sustainable long-term impact
- The attraction of high-quality tenants that align with our values
- Improved transformation of the broker sector

WHAT THEY WANT

Value proposition
We engage and support property brokers by providing quality spaces, enhancing the ease of doing business, and providing them with the information they need to introduce quality tenants. This partnership creates mutual value

Value stakeholders receive

- Opportunities to foster business growth through strategic partnerships
- Timely payments on commissions earned
- An ethical business partner
- Ease of doing business
- Access to data to improve the leasing process
- Spaces that are easy to promote, deliver on tenants' needs, and keep up with the latest trends
- Equitable leasing mandate
- Market-leading incentive programmes

Refer to page 84 of the ESG report for more information on key initiatives we undertake to engage property brokers.

Social and relationship capital continued

SHOPPERS

QUALITY OF RELATIONSHIP

FY24: 84%	FY23: 60%

Good quality, mutually beneficial relationship with some room for improvement. We measure the quality of our relationship with shoppers through the shopper NPS and shopper scorecard, which includes key performance and relationship measures. These measures are detailed on page 85 of the ESG report. We developed the shopper scorecard this year.

Source of assessment
Shopper scorecard

AFFECTED UN SDGs

- 3 GOOD HEALTH AND WELL-BEING
- 8 DECENT WORK AND ECONOMIC GROWTH
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

OUR ENGAGEMENT STRATEGY

Our primary point of engagement for shoppers is through our tenants; therefore, the right tenant mix is critical to the success of our retail assets. We, together with our tenants, aim to promote a consistent experience where shoppers feel welcome and safe and their wellbeing is promoted. The execution of mall marketing strategies is another vital component of the shopper engagement strategy. These strategies are focused on three key pillars: tenant support, community-based initiatives and digital marketing.

We encourage active relationship management, including proactive communication and engagement with shoppers, to improve the shopping experience and ensure they return to our spaces. We want each of our centres to be seen as an integral part of the community. Accordingly, we ensure there is open, two-way communication in place between centre management teams and shoppers.

HOW WE ENGAGE

- Digital platforms, including Google reviews, retail websites, wi-fi platforms and social media, email, WhatsApp, SMS, chatbots, monthly newsletters, and shopper engagement surveys measured through NPS
- On-site digital media, including LED screens
- Interaction with centre management and customer care centre
- Community meetings
- In-mall events and activations

WHAT WE WANT

Goal
To provide a safe and enjoyable shopping experience that is integrated into the community

Value we receive

- Shopper support and growth, leading to spend at our tenants' stores, increased market share, and financial returns
- Increased footfall
- Participation in mall- and community-related initiatives
- Engagement and growth on social and digital platforms
- A high NPS (when conducting shopper surveys)

WHAT THEY WANT

Value proposition
Shoppers have access to a safe and convenient retail environment that meets their needs

Value stakeholders receive

- A relevant tenant mix
- Convenient location
- Active community participation and integration with the community
- A safe, clean and secure shopping experience
- A safe and convenient parking experience

Refer to page 86 of the ESG report for more information on key initiatives that we undertake to engage shoppers.

COMMUNITIES

QUALITY OF RELATIONSHIP

FY24: 80%	FY23: 60%

Relationship established, value-generating connection, but with room for improvement. We measure the quality of our relationship with communities based on our own internal assessment and by using a community scorecard that includes various key performance and relationship measures. These measures are detailed on page 87 of the ESG report. We developed the community scorecard this year.

Source of assessment
Community scorecard

AFFECTED UN SDGs

- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

OUR ENGAGEMENT STRATEGY

We conduct research and regularly engage with community members to identify critical needs to avoid making assumptions. Based on this, we create solutions that meet their needs through collaboration and engagement while consistently measuring the impact of these interventions. We communicate progress and outcomes to the community.

HOW WE ENGAGE

- Research
- Surveys
- On-site teams
- Local media
- Social media and digital platforms
- Relationships with key community groups, including SED and community partners
- Red Thread initiatives
- SED manager relationships

WHAT WE WANT

Goal
To be a responsible community participant by positively impacting people's lives through sustainable and tangible impacts in communities. Our ultimate vision for communities is to invest in sustainable initiatives that link communities to commodities in a way that is empowering, innovative, and considers future impacts for all our stakeholders and the environment

Value we receive

- Inclusivity and transformation
- Strong relationships with local communities
- Opportunities to develop meaningful partnerships with participants in our ecosystem
- Resilience and a long-term future for our buildings

WHAT THEY WANT

Value proposition
Through the focused SED strategy, we prioritise the wellbeing and improved quality of life of community members, fostering a sense of belonging. This is in line with our purpose of transforming lives. We provide our communities access to programmes that address systemic issues in innovative and sustainable ways, enabling them to unlock their potential

Value stakeholders receive

- Employment and business opportunities
- Exposure to other enabling resources and opportunities to collaborate
- Improved environment in and around our spaces
- Better lives for community members

Refer to page 88 of the ESG report for more information on key initiatives that we undertake to engage communities.

Social and relationship capital continued

ANALYSIS OF EPP'S STAKEHOLDERS

In FY24, EPP developed a transparent stakeholder engagement strategy that is supported by a tailored approach to its diverse stakeholder base. This strategy enables EPP to improve its understanding of its stakeholders and consider their needs promptly while ensuring that its strategy is aligned with and considers stakeholder needs and concerns. EPP's stakeholder engagement strategy is now aligned with Redefine's. For a more detailed overview of EPP's stakeholder engagement approach refer to page 96 in the **ESG** report.

DELIVERING TRANSFORMATIONAL IMPACT

Our impact framework provides a strategic guide to effect meaningful change, complemented by a clear, actionable impact plan. We aim to ensure that the corporate strategy prioritises positive social impacts, and that the different business units are equipped to coordinate and exponentially increase this impact for key stakeholders.

Together, the framework and action plan provide a roadmap to efficiently and effectively pursue tangible progress for our stakeholders and society and accomplish our business and social objectives. Ultimately, the impact framework aims to establish a future-ready business over the long term, with our efforts seamlessly integrated into the company strategy. It also ensures we can adapt to changing regulatory requirements, including the Property Sector Code and amendments to the Employment Equity Act, No 55 of 1998.

The impact framework focuses on four areas against which we evaluate our financial, corporate and social investment strategies and people capabilities to ensure we are enhancing our collective impact and delivering on our purpose:

DIGITAL IMPACT → **HUMAN CAPITAL IMPACT** → **SOCIOECONOMIC IMPACT** → **TRANSFORMATION IMPACT**

Refer to page 58 of the **ESG** report for more information on the impact framework.

QUANTIFYING OUR SOCIOECONOMIC IMPACT WITHIN THE STAKEHOLDER CONTEXT

A critical driver of value creation is embedding our properties in the communities in which we operate. To make informed decisions, it is essential to understand the broader impact of our properties and portfolio. During the year, we commissioned an in-depth study of the South African portfolio to understand this broader impact. We commissioned a similar study for the South African and EPP portfolios in FY22.

Refer to page 59 of the **ESG** report for more information on the socioeconomic impact study.

INSIGHT INTO OUR COMMUNITY INVOLVEMENT

Our SED strategy is community-centred, focusing on the communities surrounding our buildings. We use on-site team knowledge, research and relationships with non-profit organisations to identify community priorities and co-create responsive and impactful solutions. We implement the strategy through flagship, secondary and *ad hoc* projects. Employee participation is driven by the Red Thread employee volunteer platform and is essential to develop and embed meaningful relationships between employees and communities.

Launched in May 2021, the five-year SED strategy includes the following outcomes and initiatives

Objectives	Strategic focus area
We believe that we best serve the communities surrounding our buildings with SED initiatives that strive to: ▶ Increase our involvement ▶ Empower and uplift disadvantaged communities by understanding their needs and co-creating solutions for measurable positive impact on their socioeconomic conditions ▶ Monitor the impact of interventions and communities on the business and properties ▶ Build and strengthen relationships	Driven by innovation to ensure scalability and replicability, we focus on four strategic focus areas for SED: ▶ Job creation ▶ Health and wellbeing ▶ Education ▶ Community development These focus areas are crucial to creating a positive legacy for communities.

Further details of the five-year SED strategy can be found on the **website**.

Following its restructuring in FY23, we aligned the Redefine Empowerment Trust's existing initiatives with the SED strategy. This strategic partnership enables us to amplify and increase the scale of our educational efforts, supporting our commitment to fostering sustainable, inclusive growth and enhancing the wellbeing of individuals and communities. In FY25, we will execute several projects through the Redefine Empowerment Trust, including Hawk Academy, Maponya Mall Community Hub, and the Matlosana Mall Learning Centre.

Social and relationship capital continued

RESPONSIBLE CORPORATE CITIZENSHIP IN ACTION

In pursuit of our mission pathways, we align operations and strategies with the utmost respect for inalienable human rights and stakeholders' health, safety and wellbeing.

RESPECTING HUMAN RIGHTS

Our commitment to promoting and upholding human rights is unwavering and multidimensional. Our comprehensive human rights policy aligns with globally recognised principles such as the Universal Declaration of Human Rights, the International Bill of Rights, and the 10 principles of the UNGC. This policy, accessible on the **website**, emphasises our dedication to safeguarding the right to freedom of association and eradicating forced or compulsory labour. We also require suppliers to adhere to human rights standards through the supplier code of conduct, which is publicly available. The human rights policy applies to all Redefine employees. No human rights violations or grievances were identified or required remediation during the year.

AFFECTED UN SDGs

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

PRIORITISING HEALTH AND SAFETY

We are committed to protecting and enhancing stakeholder wellbeing. While the board is ultimately responsible for overseeing the health and safety of our business activities, it is a priority for us as a business. Accordingly, the responsibility extends to all employees.

Our health and safety approach is guided by the internal health and safety strategy, which is reviewed and updated as required to ensure it aligns with building legislation and best practice. We designed the strategy to ensure we continuously improve the health and safety protection we offer employees and visitors while achieving a high level of legal compliance.

While the health and safety strategy is not aligned with ISO principles, it does encompass the pertinent provisions of the Occupational Health and Safety Act, No 85 of 1993. The strategy applies to 100% of our employees and 100% of the South African portfolio.

AFFECTED UN SDGs

3 GOOD HEALTH AND WELL-BEING

Refer to page 111 of the **ESG** report for more information on responsible corporate citizenship.

Alice Lane, Gauteng, South Africa

Intellectual capital

In an increasingly complex and fracturing world, intellectual capital is critical to enable us retain our competitive advantage, turn obstacles into opportunities, and bypass disruptions so that we can transform our business and create value for stakeholders.

WHAT INTELLECTUAL CAPITAL MEANS TO REDEFINE

Intellectual capital distinguishes our business and drives its sustainable growth. It encompasses the broad knowledge and multidisciplinary capabilities intrinsic to our organisation. It is distinct from human capital as it can be reproduced and shared. Intellectual capital includes our long-term journey to digitalise internal processes, operating architecture, and service offerings while improving our ability to apply data-driven insights to promote operational efficiency, amplify human talent, and transform tenant experiences.

HOW INTELLECTUAL CAPITAL SUPPORTS OUR VALUE-CREATION GOALS

We understand that economic value is not based solely on tangible assets that generate income. It also depends on how efficiently we use these assets to create maximum value while adhering to our core purpose and meeting the expectations of stakeholders. We must rely on our intellectual capital to turn our properties into a service. This transformation aims to enhance the experience for tenants and improve their interactions with us.

KEY OUTCOMES

Strengthened communication on the ESG journey and strategy by **launching a live ESG portal** on the corporate **website**	Achieved a **digital ratio of 29.7%** for the South African operations **(FY23: 23.0%)**
Recognised as **leaders in integrated reporting**, demonstrating our leadership in integrated thinking, reporting and transparency	**Appropriately skilled, diversified and independent board** **100%** of non-executive directors are independent | **50%** of our board is female | **60%** of our board is ACI
Launched the **new corporate website**, offering our stakeholders an enriched, user-centric experience	Launched the **innovation hub** to foster a culture of innovation and creativity and extract maximum value from our diverse and dynamic teams

MATERIALITY

We identified material matters that impact our intellectual capital and grouped them under relevant themes.

	Material themes	Material matters	Managing these matters	Page
BMA	Business model adaptability to the rapidly evolving context	▶ Digitalisation (including cyber resilience) ▶ Innovation and agility (including responding to disruptive technology) ▶ Providing properties relevant to users' evolving needs	**Fostering a culture of curiosity, innovation and positivity**	88
			Future-proofing the asset platform and business	89
HGR	Heightened demands of governance and regulatory compliance	▶ Governance and ethics ▶ Regulatory compliance	**Striving for best practice governance**	88
ERB	The evolving role of business in creating a prosperous and sustainable society	▶ Ensuring effective ESG strategies and implementation ▶ Effective stakeholder engagement and collaboration	**Entrenching integrated thinking in our strategy** **Fostering a culture of curiosity, innovation and positivity**	88
MBG	Managing for long-term business growth	▶ Ensuring business continuity in an evolving operating context ▶ Optimising the EPP business	**Entrenching integrated thinking in our strategy**	88
			Future-proofing the asset platform and business	89

Contributing to our mission	UN SDG commitments
Enabling our people, through technological advancements and data, to ultimately enhance the quality and performance of our service offering, with a primary focus on pivoting the tenant servicing model and transforming the experience	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES
Being a catalyst for good to differentiate Redefine from its competitors and align with stakeholder value expectations	4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Continuing development of our people by fostering a culture of curiosity and a design-thinking mindset to evolve and grow the business by fundamentally transforming how it creates value across the stakeholder spectrum	4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Long-term priorities **(present to FY30)** page 43

LOOKING BEYOND

Our intellectual capital is crucial to achieving our long-term goals by fostering a culture of innovation; accelerating new data and digital platforms; and creating smart, sustainable spaces.

IS

- Provide solutions to evolving user needs
- Reduce reliance on municipally supplied utilities through innovative solutions

OC

- Intensify efforts to retain and attract tenants by offering compelling value-added services
- Achieve operational excellence in all aspects of what we do by accelerating digital transformation

ET

- Build a culture of innovation and exploration through the future-ready skills training programme

Short- to medium-term priorities page 43

Intellectual capital continued

STRIVING FOR BEST PRACTICE GOVERNANCE

Our governance approach enables us to move beyond incremental progress to transformative change – harnessing the power of our purpose, mission and strategy to deliver positive and sustainable outcomes for stakeholders over time. In this way, the governance approach is a critical source of intellectual capital.

We aim to ensure that our governance approach remains fit for purpose in the face of a dynamic and evolving economic and risk landscape. We also pursue collective ownership of governance throughout the organisation – thereby embedding purpose and responsible stewardship at the heart of our governance approach and value-creation process. Refer to governance on page 102 and the **ESG** report for more information on how we create value through governance processes.

ENTRENCHING INTEGRATED THINKING IN OUR STRATEGY

Our strategy is an integral part of our intellectual capital and key to ensuring the resilience of the business in a rapidly changing context. We consider our impact on all six capitals, striving to make a positive impact wherever possible.

Real estate is a long-term asset class that requires a long-term strategy. We prioritise integrated thinking, and our forward-looking annual strategic review process considers the operating context, market cycles, risks, opportunities and interconnectedness of available capital. We also consider how these factors impact investment decision-making, leasing strategies, capital expenditure, and the management of day-to-day operations. We analyse the trade-offs associated with our strategic choices and create short-, medium- and long-term action plans. By championing integrated thinking, we position ourselves to anticipate challenges, unlock solutions, and ensure sustained growth in an increasingly interconnected and uncertain world.

OPERATING WITH ESG AT THE HEART OF OUR BUSINESS

ESG is deeply embedded in our approach to integrated thinking and is a fundamental driver of long-term resilience in our strategic planning. Our ESG strategy is guided by the UN SDGs and outlines our objectives for 2030. It sets out targets for incorporating ESG considerations into investment decisions, day-to-day operations, and stakeholder interactions (including group-level ESG targets and incentives for executives and members of senior management). Target setting is overseen by the executive committee and incorporated into performance incentives by the executive directors and the chief people officer, with ultimate oversight by the SET and REM, as set out on page 51 of this report. To achieve our ESG goals, we leverage our intellectual expertise to research and develop innovative solutions within the portfolio, enabling us to manage and mitigate environmental and social risks while pursuing related opportunities.

FOSTERING A CULTURE OF CURIOSITY, INNOVATION AND POSITIVITY

We live in extraordinary times. To remain relevant, we understand that we need to build a future-ready business and empower our people with the tools to navigate uncertainty while encouraging them to look for the upside and approach each day with a positive attitude. Our **join the upside** movement embodies this culture of mindful optimism, curiosity, innovation and exploration, which we believe is one of our biggest differentiators and presents a unique opportunity and strategic pathway to remain competitive.

The RCT supports the business in reviewing, advising and approving all aspects of ICT and digitalisation, including governance, strategy, operations and significant risks. This ensures appropriate oversight and governance of processes that embed innovation in the business.

FOSTERING INNOVATION THROUGH MULTIDISCIPLINARY TEAMS

We believe that innovation begins with our diverse and dynamic teams. This year, we launched the innovation hub – a forward-thinking, multidisciplinary team comprising 85 representatives from across the business who collaborate to drive innovation, design thinking, and challenge conventions. The team drives innovation by:

- **Testing and executing ideas that could solve problems in our day-to-day operations**
- **Creating a culture of innovation across the business**
- **Opening doors to opportunities for advancement of business operations at a department level**
- **Helping the business stay ahead by optimising in-house talent and expertise**

Employees are encouraged to share ideas or challenges with the innovation hub. Teams then work together to address concerns and unlock possibilities that can help propel the business forward, ensuring a robust focus on practicality, execution and strategy alignment.


SA employees

Intellectual capital continued

FUTURE-PROOFING OUR BUSINESS AND ASSET PLATFORM

Mobilising digital transformation is central to delivering the Redefine of tomorrow and is a core element of our future intellectual capital.

We embed ICT governance throughout the organisation and ensure we align ICT services and infrastructure with current and future business needs while maintaining adequate, effective and agile operational management. The internal digital transformation hub drives this process at management level, and the RCT provides oversight. Redefine's ICT standards and guiding principles align with our objectives and goals. The ICT strategy is designed to help us deliver the most relevant, secure, business-effective model and a better end-user experience. Our ICT strategic approach is anchored in embracing technology advancements and thinking differently about the core of our business model. This approach is a catalyst for creating exceptional tenant and employee experiences and enables us to blend people competencies with new data and technology capabilities.

Our digital opportunity

Transforming the tenant experience is at the heart of our digital opportunity, supported by continued investment in technology as we pursue our long-term digital ratio target of > 50%. The current digital ratio factors in automated key processes, technology investment, and culture. A cloud-based core operating environment drives the digital evolution. We expect this measure to evolve as the business reimagines, simplifies, and re-engineers key processes.

The essence of our technology strategy is to leverage technology partners through a single cloud-based platform to amplify our diverse human talent and transform the tenant experience through efficiency and innovation. We spent R69 million on technology in the South African operations in FY24, including investments in digitalisation and operations to sustain the leading technological capability that supports the core cloud-based operating platform.

TARGETS AND PERFORMANCE

FY20 Base digital ratio	FY23	FY24	FY30 Digital ratio target
5.1%	23.0%	**29.7%**	> 50% Deeper data insights, data-driven decisions

Our digital journey is framed by the three workstreams of tenant, building and employee journeys to drive disciplined execution.

	Tenant journey	Smart building journey	People journey
BUSINESS VALUE-ADD	Transform the customer experience: ▶ Reimagine the tenant experience ▶ Measure customer centricity ▶ Pivot the servicing model towards self-service	Deliver smart buildings through the internet of things: ▶ Smart, connected buildings ▶ Buildings operating efficiently ▶ Insights to drive and accelerate ESG opportunities	Blend human potential with technology: ▶ Amplify human potential ▶ Optimise talent management ▶ Reimagine the EVP
FY24 HIGHLIGHTS	▶ Developed a digital tenant information management module ▶ Automated our tenant scorecard ▶ Adopted a tenant portal	▶ Implemented a phased rollout of the smart access control and parking system ▶ Developed a facilities management workflow platform with a service request module	▶ Delivered an accounts payable workflow platform with intelligent indexing capabilities ▶ Continued to implement internal process optimisation and automation initiatives ▶ Delivered a talent management module

ENABLERS

Core environment

Data platform	Leasing	Human resources and payroll	Governance	Workflow/ automation	Facilities management

ENTERPRISE ARCHITECTURE

We launched the **new corporate website in March this year** to ensure we offer stakeholders an enriched, user-centric experience. The **website** was developed using an improved technology stack, further ensuring that the site is lightweight, fast and stable.

Key features include

- A 24/7 live AI chatbot solution and a state-of-the-art backend portal that enables us to track stakeholder behaviour and analytics
- An advanced property search, enabling any property to be quickly located, and integration of the South African and international property portfolios for easier management
- Property ESG features are embedded at property level and can be downloaded per property
- A self-service, real-time broker portal that generates vacancy schedules and customisable property brochures
- A new corporate governance portal and a comprehensive ESG portal
- Automated SEO tagging and a custom-built, first-party analytics dashboard

The new corporate **website** is an important step in our journey to mobilise digital transformation across all aspects of our operations while supporting strategic and meaningful stakeholder engagement.

Natural capital

Climate change, resource scarcity and biodiversity loss are at the forefront of the responsible global business agenda, driven by investors and consumers who are increasingly calling on businesses to prioritise sustainable practices. As a trusted partner in the real estate sector, we are committed to demonstrating how we consider environmental factors in our investment decisions, developments, and day-to-day operations as we support the transition to a low-carbon economy.

WHAT NATURAL CAPITAL MEANS TO REDEFINE

Our natural capital comprises the resources we use at each critical stage of the building life cycle, including renewable and non-renewable environmental resources.

HOW NATURAL CAPITAL SUPPORTS OUR VALUE-CREATION GOALS

Natural capital is integral to value creation. As such, preserving it is a business imperative. We strive to understand our critical environmental focus areas (reflected below) and understand our impact, limit any adverse effects, create awareness, and influence positive behaviours among stakeholders.

OUR ENVIRONMENTAL FOCUS AREAS

- Climate change resilience
- Carbon reduction
- Energy
- Water management
- Waste management
- Green buildings
- Biodiversity

Refer to the **ESG** report and **CRR** for detailed reporting on our approach and performance across these focus areas.

MATERIALITY

Through a materiality determination process, we identified the following matters as material to our natural capital. Each matter is grouped under a relevant materiality theme.

	Material themes	Material matters	Managing these matters	Page
GSF	Impact of geopolitical and socioeconomic factors on the cost of capital and growth	Government policy uncertainty Infrastructure and service delivery	Our energy strategy	93
			Our water strategy	95
			Our waste management strategy	95
ERB	The evolving role of business in creating a prosperous and sustainable society	Climate change resilience Energy management in the face of the global energy crisis Water security Waste management	Driving behavioural change through engagement	91
			Forging the path to net zero	92
			Carbon footprint reporting	93
			Our energy strategy	93
			Our water strategy	95
			Our waste management strategy	95
			Biodiversity	96
BMA	Business model adaptability to the rapidly evolving context	Business model resilience	Our green building journey	96
HGR	Heightened demands of governance and regulatory compliance	Regulatory compliance	Alignment with international best practice standards and frameworks	92

KEY OUTCOMES

10.3% increase in Scope 1, 2 and 3 emissions **(FY23: 3.6%)**	Implemented a water resilience project in FY24 (installed additional storage capacity of 249kl)	**0.2% increase** in total electricity demand **(FY23: 11.3%)**	**23%** increase in installed renewable energy capacity* **43.2MWp (FY23: 35MWp)**
Invested R471.2 million in solar PV generation since FY19	**Six** net zero operational carbon certifications **(FY23: Three)**	**45%** of portfolio covered by internal waste management initiatives **(FY23: 43%)**	**129** energy performance certificates
200 Green Star SA certifications **(FY23: 186)**	**7.7%** reduction in water withdrawn from municipal and groundwater (borehole) sources Municipal: **1 975ML (FY23: 2 142ML)** Groundwater: **405ML (FY23: 403ML)**		**89%** BREEAM® certification of our EPP retail portfolio and **86%** of EPP office portfolio

* *Excludes installed capacity at Mall of the South*

LOOKING BEYOND

To be a catalyst for good and achieve our UN SDG commitments, we must carefully manage our impact on natural capital. We continue to embed ESG into everything we do, embrace and foster stakeholder collaboration, and extend the reach of green initiatives.

OE

- Optimise operational efficiency
- Embed compliance and risk management

GR

- Implement multipronged and sustainable energy, water and waste solutions to reduce reliance on grid-supplied energy, municipal water and waste services
- Further integrate ESG into stakeholder relationships
- Incorporate climate risk and opportunity management into every strategic choice

Short- to medium-term priorities page 43

Natural capital continued

Contributing to our mission	UN SDG commitments
Delivering on our net zero ambitions	6 7 9 11 12 13 17
Creating smart and sustainable spaces by focusing on resource efficiency and collaborating with tenants to reduce energy demand in their spaces	6 7 9 11 17

Long-term priorities (present to FY30) page 43

OUR APPROACH

Environmental stewardship necessitates shared commitment and accountability. The ESG strategy guides our environmental approach, with specific strategies, policies and accountability across the critical environmental focus areas. We aim to evaluate our impact, increase awareness, and encourage responsible behaviour among tenants, employees and suppliers in these areas. By doing so, we become advocates for responsible environmental stewardship in the areas where we excel, while measuring our impact on the natural environment.

Our approach comprises

- The ESG strategy
- Stakeholder engagement, particularly with tenants
- Identifying and mitigating environmental risks and opportunities
- Embedding the climate risk framework, including the results of our FY23 scenario analysis
- Measuring our impact through selected metrics and targets
- Alignment with international best practice and standards

DRIVING BEHAVIOURAL CHANGE THROUGH ENGAGEMENT

Our approach to creating value is centred around our stakeholders. We strive to understand their needs and take actions that positively impact long-term sustainability, including effective environmental stewardship. By integrating ESG into the stakeholder engagement strategy, we can raise awareness and ensure that the negative environmental impact of any products and services provided to us is mitigated appropriately.

ENGAGEMENT

01 Understand impact

02 Awareness and response

03 Influence behaviour

12 17

Tenant engagement in focus

Engagement with tenants is critical to execute the environmental strategy. The green lease frameworks for the retail, office and industrial sectors aim to increase tenant awareness on the importance of sustainable and responsible consumption patterns for energy, water and waste as well as encourage collaboration on and alignment with our sustainability objectives.

From FY25 onwards, the target is for at least 5% of new leases in the retail, office and industrial sectors to incorporate the green lease addendum. To support this target, we are prioritising ESG training sessions with key partners internally and externally to ensure they understand the benefits of our sustainability projects and the systems we have in place to manage carbon emissions.

In FY24, we conducted extensive training with 14 of our leasing executives.

The training focused on upskilling and helping the leasing executives:

- Understand what ESG is, how it fits into the business, and the types of ESG journeys our tenants might be on
- Understand what a Green Star certified building is and how it helps us measure our buildings' sustainability performance and prepares us for our net zero journey
- Interpret our climate mitigation strategies per building and the advantages for tenants
- Promote our ESG building initiatives to prospective tenants

Through this training, we aimed to foster a culture of mutual understanding and collaboration, promote greater awareness about the importance of environmental and social sustainability, and ensure we are transparent about our ambitions and goals. We will focus on ramping up tenant engagement in FY25 and beyond.

Natural capital continued

ALIGNMENT WITH INTERNATIONAL BEST PRACTICE STANDARDS AND FRAMEWORKS

We continuously advance our efforts to adopt and align with industry-leading frameworks and standards. By aligning our strategy with the UN SDGs, we help respond to the UN's call to protect the planet and actively promote the just transition. The incorporation of IFRS S1 and S2 is set out on page 18 of the **ESG** report and (in the case of S2) on page 5 of the **CRR**. EPP is aligning its reporting with the Corporate Sustainability Reporting Directive and EU Taxonomy reporting requirements. These steps aim to address requests from regulators and investors for comparable, accurate and verifiable reporting.

UN SDGs

We have identified primary and secondary UN SDGs (those areas of business or society where we can make the most significant impact)

EPP's ESG strategy aligns with the UN SDGs that are most relevant to their operating environment

We have updated our measures and targets through the KPA framework to focus on quantifiable impact

IFRS Sustainability Standards

Building on the work undertaken in the past to align our reporting practices (where possible) to Sustainability Accounting Standards Board (SASB) and Task Force on Climate-related Financial Disclosures (TCFD), we are taking a measured approach to implementing the IFRS S1 and S2, progressively incorporating the ISSB guidelines (which encompass the TCFD recommendations and SASB Standards for Real Estate and Infrastructure)

EPP has published a sustainability statement that incorporates the principles of TCFD and the relevant portions of the European Sustainability Reporting Standards and EU Taxonomy

UNGC

We remain a formal signatory to the UNGC (our annual communication on progress is available on the **UNGC website**)

We participated in several UNGC programmes to strengthen the ability of the business to incorporate international best practice

JSE Sustainability Disclosure Guidelines

Released in June 2022, we incorporate the JSE's guidance into external reporting. Our ESG data book sets out the relevant metrics from the JSE Sustainability Disclosure Guidelines and is available **here**

FORGING THE PATH TO NET ZERO

We make strategic investments in a robust climate strategy as we firmly believe that this approach safeguards our real estate investments and fosters sustainable value creation. We have set ambitious targets to align the business with a 1.5°C climate scenario, delivered in four phases that align with a best practice net zero pathway. We aim for all new buildings to achieve net zero operational carbon by 2030, while working to ensure that existing buildings reach net zero operational carbon by 2050. These targets embody our determination to mitigate climate change and foster a sustainable future.

PHASE 1
Energy, water and waste efficiency

Short-term portfolio-wide milestone targets (year on year)

South Africa only
- Renewable energy capacity installations: 3MWp
- Reduction in water withdrawn: 70ML
- Waste: 5% reduction in waste to landfill
- Adhere to boundaries of net zero commitment (geographical boundaries, approach to landlord and tenant emissions, and embodied carbon)
- Convert selected buildings to net zero carbon/water/waste as a pilot

2025 goal: Three-year (science-based) targets for reduction of Scope 1, 2 and 3 GHG emissions (year on year)
- South Africa: 21% reduction in Scope 1, 2 and 3 GHG emissions (from 2019 baseline)
- EPP: 13 500 tonne reduction in intensity of Scope 2 emissions

PHASE 2
On-site renewable energy, water reuse, and waste recovery

Key focus areas
- We have defined the boundaries of our net zero commitment: geographical boundaries, approach to landlord and tenant emissions, embodied carbon
- Continue to convert selected buildings to net zero carbon/water/waste following our successful pilot certifications
- Conduct an analysis of buildings throughout the portfolio that can be converted to net zero and develop an insetting and offsetting framework (including on the voluntary carbon market) for buildings that cannot be converted
- Identify buildings that can be converted to net positive carbon/water/waste in the long term

PHASE 3
Off-site renewable energy and water and waste reuse

2030 goal
- All new buildings are net zero
- South Africa: 42% reduction in Scope 1, 2 and 3 emissions
- EPP: 50% reduction in Scope 1 and 2 emissions and 30% reduction in Scope 3 emissions (category 13 – downstream leased assets)

PHASE 4
Offsets for carbon, water and waste

2050 goal
- All existing buildings are converted to net zero
- South Africa: 90% reduction in Scope 1, 2 and 3 emissions
- EPP: 93% reduction in Scope 1, 2 and 3 emissions

NET ZERO CARBON | NET ZERO WATER | NET ZERO WASTE

Natural capital continued

CARBON FOOTPRINT REPORTING (GHG EMISSIONS)

We set ambitious carbon emission reduction targets to manage emissions from operations under our direct control and reduce the erosion of society's natural capital, which is already severely constrained and rapidly deteriorating due to climate change. Our approach includes initiatives to increasingly use renewable energy sources such as solar PV plants.

The FY24 carbon footprint assessment accounts for emissions from operations under our direct control for Scope 1 and 2, and we increased our coverage on Scope 3 emissions last year by including category 15 emissions from our investments. These are investments that are not under our direct operational control within the South African portfolio. We remain committed to reviewing our emissions target-setting methodology to better align with international best practice and provide greater transparency regarding asset-level impacts. Engaging tenants on how to reduce energy consumption remains a pivotal focus area for the business to reduce Scope 3 emissions, which constitute a significant portion of our carbon footprint.

	SCOPE 1 Direct emissions (tCO_2e)	SCOPE 2 Indirect emissions (tCO_2e)	SCOPE 3 Indirect emissions (tCO_2e)	Non-Kyoto gases
FY24	10 659	19 500	566 714	2 109
	2.0%	3.7%	94.9%	
		= 596 952		
FY23	20 937	+ 28 146	+ 491 869	2 208
	3.9%	5.2%	91%	
		= 540 952		
FY22	4 458	+ 33 261	+ 484 224	1 352
	1%	6%	93%	
		= 521 942		
FY21	3 265	+ 34 300	+ 528 676	1 547
	0.6%	6.1%	93.4%	
		= 566 354		

TOTAL TONNES OF CARBON DIOXIDE EQUIVALENT (tCO_2e)

FY24 versus FY23 % change

-49.1%	-30.7%	+15.2%	-4.5%

Total tCO_2e emissions (Scope 1, 2 and 3) = 10.3% increase

OUR ENERGY STRATEGY

The energy strategy aims to implement alternative or renewable energy sources and reduce consumption, especially in energy-intensive buildings. In our pursuit of energy efficiency, we continue to explore opportunities to reduce overall consumption across three focus areas:

01

Reducing our consumption of energy from the national grid

The energy management strategy focuses on energy efficiency, as our assets' energy demand determines the specifications of our per-building renewable and standby energy requirements. By following the principle of 'efficiency first', we align our climate action with global net zero principles.

02

Assisting our tenants in reducing energy consumption and cost

We support tenants in their energy efficiency efforts, as this helps us reduce Scope 3 emissions.

03

Focusing on improving renewable energy generation for self-use and monitoring the pace of energy liberalisation in South Africa

One of our approaches involves using on-site embedded solar PV installations, effectively reducing our bulk demand from the supply grid. In addition, we are taking advantage of off-site wheeling opportunities, although this is a developing field with multiple challenges. We are exploring additional renewable energy storage solutions where feasible.

These focus areas remain relevant in the short term. However, as environmental legislation evolves, the minimum energy efficiency levels that all buildings must achieve may be prescribed by regulation, regardless of whether we source the energy from on-site renewables or the power grid.

Energy management in our existing buildings is typically based on a bottom-up approach and aligned with net zero principles

01 Passive design principles
02 Energy efficiency (reduce operational demand)
03 Eliminate fossil fuels
04 On-site renewables and storage
05 Off-site renewables
06 Carbon offsets

Additional forward-looking considerations for properties in the development stage include

- Embodied carbon
- Life cycle emissions

Natural capital continued

	Absolute electricity consumption (MWh)		Scope 2 like-for-like energy consumption (MWh#)	
FY24	**426 433**	1.2% increase	**19 500**	26.5% decrease
FY23	421 530		26 534	
FY22	425 205		29 212	

 # Excludes acquisitions, disposals and developments

We achieved a combined energy reduction of 57.1MWh (FY23: 55 011MWh) through optimisation and renewable energy projects – a 3.8% increase from FY23. EPP's energy consumption is set out in their ESG report.

The growing imperative of renewable energy

Solar energy is currently one of the cheapest and most sustainable ways to generate clean electricity while providing favourable financial returns. Solar PV installations also relieve pressure on a severely strained power grid by reducing reliance on the communal power supply. The solar PV programme remains a critical enabler in our long-term journey to achieve net-zero carbon status for the portfolio.

Our solar PV fleet generated 10.9% of our total energy demand, producing **51.6MWh** in FY24. This equates to supplying electricity to more than **6 346 households**[1]

Total capacity of **43.2MWp**

26 solar PV plants under construction, with a PV capacity of **18.3MWp**

We have **invested R471.2 million** in solar PV generation since FY19

This year, we increased our total installed solar PV capacity to 43.2MWp **(FY23: 35MWp)**, and we commissioned 26 new plants that will be completed during FY25. These plants will add 18.3MWp to our existing capacity, and a pipeline of additional installations will add 14.6MWp. We anticipate that these new installations will increase our total annual energy savings to 20.9kWh, with a first-year return of 16.9%.

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[1] *Average household energy consumption calculated to 9 000kWh/annum*

As we exhaust the viable rooftop capacity for solar PV installations, our ability to access further renewable energy opportunities through wheeling will become increasingly dependent on municipal cooperation. We continue to explore opportunities in the wheeling and energy trading space to increase potential revenue streams from renewable energy and secure renewable energy for our buildings at more affordable rates.

For example, we are participating in the City of Cape Town wheeling pilot project. This project entails the construction of a 7.01MWp solar PV plant on the Massmart distribution centre roof, with energy wheeling to three Redefine-owned off-taker sites (Kenilworth Centre, Blue Route Mall, and The Towers). The system will produce over 11 500MWh of energy per year and offset more than 25% of the combined energy requirements of the off-taker sites. This project should be commissioned early FY26 and will be an important component of our strategic investment in securing a stable energy supply.

From an EPP perspective, we purchase green certificates as part of the energy management strategy, which allows us to source renewable energy from different sources, including off-site solar PV installations and wind farms.

Golden Walk, Gauteng, South Africa

Natural capital continued

OUR WATER STRATEGY

We recognise that water scarcity is a pressing social and environmental issue, and we carefully manage our properties to minimise our impact on water resources and ensure the continued relevance and resilience of our assets. The water strategy for the South African portfolio aims to ensure the security and reliability of our water supply by prioritising water-efficient building equipment and the implementation of water harvesting, treatment and storage facilities, where feasible and in accordance with regulated water use licences.

Measurement			
	Security and safety of supply addresses the risk of ailing water and sanitation infrastructure and services supplied by municipalities		**Water use optimisation** aligns with our net zero commitment and the responsible use of water as a scarce resource
	Water harvesting, recycling and storage	Influence and engagement	Installation of water-efficient equipment and facilities, such as low-flush toilets, water-efficient taps, and a review of air-conditioning equipment and installations
	Groundwater and wastewater	Green Star SA certifications	Water-efficiency interventions, such as smart management, leak detection, automatic shut-off valves, and targeted equipment replacement

In response to growing concerns over the possibility of further water outages in South Africa, we are reducing our reliance on municipal supply through innovative resource-efficient solutions. This includes a strategic focus on enhancing existing backup capacity to support **water resilience**. This was a key focus area for the business in FY24

Metering and early leak detection systems

Our smart management approach to water use efficiency starts with regular equipment maintenance and continuous measurement to enable early leak detection. As a result, in FY24, our total water withdrawn reduced by 7.7% **(FY23: 6.3%)**.

Total water withdrawal (kl)	Total municipal water withdrawal*	Total withdrawal from groundwater sources
FY24	**1 975 070**	**40 520**
FY23	2 142 787	40 320
FY22	2 286 394	47 836

Like-for-like comparison**	kl	Kl/GLA
FY24	**1 956 081**	**0.58**
FY23	1 984 930	0.58
FY22	2 184 075	0.61
% decrease	1.5%	0.0%

* *Water received from municipality*

** *Like-for-like comparison excludes extrapolated data, acquisitions, disposals and developments, and values shown for the prior year reporting period may differ from values shown in the previous year's report*

OUR WASTE MANAGEMENT STRATEGY

The waste management strategy follows best practice guidelines, starting with understanding our waste footprint and introducing measures to reduce waste to landfill by implementing projects that increase the recycling, reuse and reduction of generated waste. This strategy supports the pathway to net zero waste.

Internal waste management	Measure and categorise	Influence behaviour	Reduce production	Increase recycling

We must manage the waste generated at our properties responsibly and influence tenant behaviour to promote responsible consumption and production in their operations. Similarly, we encourage suppliers to responsibly manage how they approach waste and consumption, including pollution and the use of hazardous materials. By reducing the use of single-use items, particularly plastics, we raise awareness and effectively decrease waste production. From a development perspective, the earthworks and demolition contractor and contractor waste management plan adhere to an integrated management system policy to retain ISO 9001:2015 and ISO 14001:2015 certification and recycle no less than 70% of generated waste.

S&J Business Park, Gauteng, South Africa

Natural capital continued

OUR GREEN BUILDING JOURNEY

GREEN BUILDINGS

200 Green Star
SA certifications
(FY23: 186)

63% of total
GLA certified

10 design certifications
Five as-built certifications
182 existing building certifications
One interior certification
One industrial custom
One public and education building

The green building programme is a critical aspect of our net zero journey. In alignment with the C40 Cities climate change mitigation efforts pledged by Tshwane, Ekurhuleni, Cape Town, Durban and Johannesburg (where most of our assets are located), we are committed to achieving net zero operational carbon emissions for new builds by 2030 and for existing buildings by 2050. Likewise, many of EPP's properties in Poland are located in Warsaw, which is a C40 City.

We drive our green building goals by setting targets to achieve Green Star SA certifications and participating in the Morgan Stanley Capital International (MSCI) Global Green Building Index. Alongside the MSCI Global Green Building Index, we undertake several other benchmarking exercises annually to help us track our energy performance and identify buildings that fall outside of industry-level benchmarks. We can then target these buildings for improvement, ensuring that the green building programme remains on track.

We strive to use building materials sustainably and encourage tenants to do the same. Our cradle-to-grave approach to assets includes life cycle impact assessments, reduces carbon emissions during the operational life of the building, explores circularity principles, and will also include the embodied carbon of our activities and materials during construction.

BIODIVERSITY

Healthy natural environments that preserve and enhance biodiversity are fundamental to environmental stewardship and critical to supporting all life on earth. We recognise the importance of responsible development and balancing business objectives with the preservation of ecosystems and are committed to finding sustainable solutions that contribute to the long-term wellbeing of the natural environment.

Leading by example in protecting our biodiversity

Before embarking on any new developments, we conduct thorough due diligence assessments to safeguard vulnerable species and sensitive ecological systems on the designated land

Our biodiversity strategy is intricately linked to our water strategy. We replace impermeable surfaces, bare ground, and weed-infested areas with native plants, ensuring that our landscaping efforts positively impact biodiversity and water conservation

We actively explore innovative approaches to protectthe biodiversity of areas affected by our operations. This includes, for example, conserving, preserving and rehabilitating habitats

90 Rivonia Road, Gauteng, South Africa

Definitions

AC	Audit committee
ACI	African, Coloured and Indian
AFS	Annual financial statements
AGM	Annual general meeting
AI	Artificial intelligence
BDO	BDO South Africa
bps	Basis points
BBBEE	Broad-based black economic empowerment
board	Board of directors
CEO	Chief executive officer
CFO	Chief financial officer
COO	Chief operating officer
CO$_2$e	Carbon dioxide equivalent
Companies Act	Companies Act, No 71 of 2008 (as amended)
CRR	Climate risk report
CSI	Corporate social investment
DCM	Debt capital market
DIPS	Distributable income per share
ELI	European Logistics Investment B.V.
eNPs	Employee net promoter score
EPP	EPP N.V.
ESG	Environmental, social and governance
EU	European Union
EVP	Employee value proposition
EWRM	Entreprise-wide risk management
FY	Financial year
GBCSA	Green Building Council South Africa
GDP	Gross domestic product
GHG	Greenhouse gas
GLA	Gross lettable area
GMR	Gross monthly rental
GRC	Governance, risk and compliance
IC	Investment committee
ICT	Information and communications technology
IFRS®	International Financial Reporting Standards
IR	Integrated report
ISAE	International Standard on Assurance Engagements
ISSB	International Sustainability Standards Board
JSE	JSE Limited
King IV™	King IV Report on Corporate Governance™ for South Africa 2016
kl	Kilolitre
KPA	Key performance area
KPI	Key performance indicator
LED	Light-emitting diode
LTI	Long-term incentive
LTV	Loan-to-value
MoI	Memorandum of Incorporation
MSCI	Morgan Stanley Capital International
ML	Megalitre
MWh	Megawatt hour
MWp	Megawatt peak
NAV	Net asset value
NLA	Net lettable area
NOM	Nomination and governance committee
PEP	Politically exposed person
PV	Photovoltaic
PwC	PricewaterhouseCoopers Inc
RCT	Risk, compliance and technology committee
Redefine	Redefine Properties Limited (Redefine, the group or the company)
REIT	Real Estate Investment Trust
REM	Remuneration committee
SA	South Africa
SARB	South African Reserve Bank
SASB	Sustainability Accounting Standards Board
SED	Socioeconomic development
SET	Social, ethics and transformation committee
SMMEs	Small, medium and microenterprises
STI	Short-term incentive
Stokado	Stokado sp. z o.o.
Talis Fund	Talis Property Fund Proprietary Limited
TCFD	Task Force on Climate-related Financial Disclosures
UNGC	United Nations Global Compact
UN SDGs	United Nations Sustainable Development Goals

Shareholders' diary and administration
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SHAREHOLDERS' DIARY

AGM	Half-year end	Interim financial results	Financial year end	Annual financial results
13 February 2025	28 February 2025	12 May 2025	31 August 2025	3 November 2025

ADMINISTRATION

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REDEFINE
PROPERTIES

We're not landlords. We're people.