

Dear Valued Suppliers,

I have spent the last four months on the frontline, observing our operations and reviewing our structures. I am pleased to announce the immediate structural adjustment Pick n Pay will undergo.

We have appointed a six-strong senior leadership team as a key step in the drive to return Pick n Pay supermarkets to growth whilst ensuring our Online, Boxer and Clothing businesses continue to deliver exceptional growth.

This new structure will allow us to create an absolute focus on our customers, products, and people and a consistent store execution.

Dallas Langman has been appointed as Managing Executive of Pick n Pay Retail. Our Pick n Pay stores will receive the attention they need through this new role. Dallas will lead the charge in delivering a seamless and unified customer experience. This restructuring also brings the Franchise division under the umbrella of PnP Retail, ensuring our customers will see one Pick n Pay with the same execution and operational standards.

He will be supported by a strong Retail team, encompassing marketing, commercial, omnichannel, and supply chain, among other vital functions. Some of these divisions have also undergone structural and leadership changes. Notably, the Commercial division, the cornerstone of retail success, will see seasoned experts spearheading buying activities in Food, Fresh, and General Merchandise.

- Dave Ramsden will lead our Commercial Grocery team, edible & non-edibles.
- Dharmalingum Dass, a robust trader and non-foods expert, will head our Commercial GMD business.
- A Commercial Fresh head will be appointed in the coming months. In the interim, Dave will caretake the role.
- The New Product Development team, under Nicki Russell and Technical led by Cindy Jenks, will also report to Dave's team.

Should you have any questions about the adjustment to the commercial team, please contact Brian Austin (baustin@pnp.co.za).

Under Dallas, we have also appointed five regional heads and a head of Retail Hypermarkets to get much closer to customers. The regions are where the trading decisions will now be made.

Marek Masojada remains at the helm of Boxer as **Managing Executive: Boxer** and Hazel Pillay will be **Managing Executive Clothing**, who has successfully lead our Clothing business for nearly five years with impeccable results. Under their continued leadership, these businesses will continue to grow from strength to strength.

Johan Grobler assumes the role of the Group Executive as **Head of Group Enterprises**, a wing of the business that will include Wholesale, Forecourts, Rest of Africa, Value Added Services, Liquor, Property and TOMIS, our newly-acquired meat manufacturing business. These crucial elements will stimulate growth, innovation and diversity in the Pick n Pay Group.

As Chief Financial Officer, Lerena Olivier will continue to guide the company's strategy through its finance and operating divisions. Thembi Mbengashe-Mazibuko remains **the Chief People Officer**, leading Human Resources for Pick n Pay Retail and supporting the Group Executive team to ensure transformed succession and the overall employee value proposition.

Importantly, these six appointments are from within the business, enabling these senior executives - highly experienced retailers - to hit the ground running in their respective portfolios. Our new leadership team will report to me directly while I keep an essential focus on the company's future.

Through this restructuring, we are more committed than ever to continue strengthening our relationships with you to better serve our stores and customers.

The realignment of our talented individuals to positions that capitalise on their strengths will become evident in the near future, with all changes implemented by 1 March 2024.

Kind regards,



Sean Summers
Group CEO

