





STAKEHOLDER ENGAGEMENT

Choppies' strategic objectives include communication, and stakeholder interactions, as well as identifying, engaging, and creating relationships with our stakeholders.

Our stakeholder engagement allows us to better define our business strategy, make smarter decisions, and improve our economic, environmental, and social performance. As a result, we attempt to understand our stakeholders' perspectives and requirements, create expectations for areas of mutual concern, act on those expectations, and keep our stakeholders updated on our progress.

We engage with our stakeholders through a variety of channels, including but not limited to our website, bi-annual results releases, the Integrated Annual Report, regulatory pronouncements from the BSE and JSE, one-on-one meetings, customer surveys and continuous informal engagements.

We continually strive to improve our engagement techniques as we view communication and relationship management with our stakeholders as essential to our long-term viability and a key component of our business strategy.

Engagement enables us to:



Our key stakeholders and the issues that concern them are highlighted below:

Financiers • Effective debt reduction and management • Regular discussions with funders • Compliance with various loan covenants and undertakings • Liquidity management for solvency • Sustainable growth Main issues in FY2022 • Timely reporting and covenant compliance Engagement • Regular meetings • Regular tracking of finance covenants • Repayment of loans in terms of agreed timelines

Suppliers



Employees

Employees	88
Key interests	 Job security and fair treatment Learning and development Safe workplace Competitive remuneration Recognition of performance Transparent and regular communication
Main issues in FY2022	 Skills and career development in a safe and healthy working environment Growth and empowerment opportunities
Engagement	 Regular staff engagement and communication, both at Group and segmental levels Training facilitated, based on individual goals and company-specific requirements Staff development initiatives Annual appraisals Code of ethics Covid-19 protection and training Whistle-blowing function and improved governance policies Training to support skills development initiatives



STAKEHOLDER ENGAGEMENT continued

Shareholders



Key interests	Board and management stabilityEarnings and sustainable growth	<u>-</u> —
	 Share price performance Risk and mitigation strategies Payment of dividends Diversified footprint and segments Strong management team Restructuring or selling failing businesses Sound governance 	
Main issues in FY2022	• Growth	
Engagement	 Results releases Annual general meeting Regularly updated through SENS/XNews Integrated Annual Report Trading updates Website updates 	

Customers

Key interests	 High product quality as value for money Convenience of location of stores and trading hours Competitive pricing structures High service levels Availability and variety of products Extensive relationship building 					
Main issues in FY2022	 Value for money given increase in cost of living Availably of products Hygiene and environmentally friendly products Increasing prices due to inflation 					
Engagement	 Customer-centric business model Feedback from customers informs enhancement of products Conscious effort to meet expectations where applicable Continual product and service quality monitoring Facilitation of promotions 					

Regulators and government



Key interests	Compliance with all relevant laws and regulations timeouslyTransparent reporting	AAA
Main issues in FY2022	Compliance with regulationsJob and economic opportunity creation	
Engagement	 Regular contact with regulator, registrar, BSE and JSE 	

Communities

Key interests	 Social licence to operate Employment opportunities Environmental sustainability Donating to local upliftment projects Shared value initiatives
Main issues in FY2022	 Communities characterised by high unemployment and relatively low-income levels Assurance we will not operate exploitatively and will be there for them
Engagement	 Regular review and assessment of CSI projects Monitoring of the implementation of the Group's CSI strategy and projects Corporate social responsibility initiatives

Media

Key interests	Understanding the Choppies businessIntegrity of reporting	
Main issues in FY2022	Negative equityGoing concern	
Engagement	Circulation of press releasesMedia alerts through SENS/XNews announcementsSpecific direct engagements	

Employee representation

Employee representation	000
Key interests	 Advancing matters of mutual interest Change management programmes Partnering to effect workplace transformation
Main issues in FY2022	 Wages, work scheduling practices for full-time and part-time employees, transportation and late trading hours (common features of the retail industry) Address the issues through the consultation process
Engagement	 Regular consultation on reward and employment conditions Consultation on transformation Local economic development and corporate social investment Skills development Covid-19 safety protocols

OUR PEOPLE

Choppies takes a people-focused approach which looks to build an employee value proposition that will empower, recognise and reward the talent needed to achieve its objectives. Through our human capital commitments, we endeavour to create an environment that values diversity and ensures equal opportunity while respecting human rights. Across all operations and business segments, employees are treated equally and given similar opportunities.

Our workforce currently stands at 9 177 people across four countries. We employ the largest contingent of people with disabilities in Botswana and encourage this in our other countries of operation.

We are the second largest employer after government in Botswana and that is the reason we continue to place a premium on providing excellent working conditions as well as ample possibilities for employee advancement and development. Attracting and retaining high-calibre personnel remains a key focal point as they will be critical to our success and long-term viability.

Our employees are part of a pension scheme administered by Alexander Forbes. We as the employer contribute 7% and the employee 6%. Monthly contribution stands at average BWP1.4 million (employer BWP700 000 and employee BWP662 000).

We have a whistleblowing system in place and all complaints received during the year were addressed. In addition, no incidences of discrimination and labour unrest were reported during the year.

EMPLOYEES BY COUNTRY AND GENDER

Employees at 30 June 2022

Bots	wana	Nan	nibia	Zan	nbia	Zimbabwe		Total	
Male	2 922	Male	235	Male	694	Male	668	Male	4 519
Female	2 995	Female	270	Female	542	Female	851	Female	4 658
Total	5 917	Total	505	Total	1 236	Total	1 519	Total	9 177

TOTAL NUMBER OF JOBS CREATED DURING THE YEAR

	Botswan	a	Nan	nibia	Zan	nbia	Zimb	abwe	Total
Total		0	Total	146	Total	78	Total	71	295

SKILLS DEVELOPMENT AND TRAINING

We provide skills development and training opportunities to facilitate career development for our employees. Learning programmes have been developed to enhance employee knowledge and understanding of the Group's strategic growth drivers, customer relations, stock management, revenue expansion and regulatory requirements.

Choppies also provides on-the-job training on the code of conduct. Each training programme should:

- Be relevant to Choppies
- Ensure measurable outcomes
- Ensure the employee can demonstrate the training learnings at the work place.

The goal is also to ensure that every person in the organisation receives at least 10-hours of training every two years. An external consultant provides a training plan for newly hired supervisors and interns. The 11 modules have all been designed and will be implemented in the coming year.

Choppies has made skills development one of the 15 objectives set forward by top management as part of a five-year plan. The head of Human Resources is in charge of skills development and training, with the help of an outside consultant.

We spent

BWP2.8 million

on training and upskilled

1487 employees

During the year, the following programmes took place:

Bakery training 102 attendees

Business review 35 attendees

Butchery block test training **35 attendees**

Coaching skills for managers

50 attendees

Complex cleaning - The 3 Bucket system 12 attendees

Customer service 293 attendees

Data capturing techniques **127 attendees**

Emotional intelligence training programme **358 attendees**

First aid level one 2 attendees

Forklift training 122 attendees

Retail marketing & inventory merchandise **146 attendees**

Great people payroll system

23 attendees

Management & supervisory skills **100 attendees**

Stores & stock management 11 attendees

Spicing training 27 attendees

Other internal trainings 44 attendees



As retail is becoming more diverse and more technologically advanced Choppies is required to foster and hire in technology and other skills. This is why we have established a graduate training programme in partnership with several universities including the University of Botswana. The programme targets degree holders.

The Choppies Graduate Trainee Programme exposes graduates to opportunities in the retail industry, providing formal training in all areas of the fast-moving consumer goods market. During the year, 30 Batswana graduates benefited from the programme and 16 candidates completed their training and have since been employed at Choppies and promoted to assistant manager. Six trainee regional managers have been identified as understudy graduates to be trained, upskilled and to take over as independent regional managers in the near future.

A large number of the workforce has been promoted through the ranks and has been infused with graduates.

The Company has over the years had a dynamic workforce with professionals from diverse backgrounds underpinned by its sustainable goal to localise key positions across the Board. At present, all branch manager positions are localised. Previously each store had at least two people from outside of the country which is no longer the case. This is a direct result of a localisation plan that started in 2010 with a 10-year plan target which achieved some objectives halfway through.

HEALTH AND SAFETY

Choppies is committed to ensuring the health, safety and welfare of its employees. We subscribe to a zero-harm policy and are committed to preventing accidents that may affect our employees, customers, equipment or facilities.

Choppies conducts internal hygiene audits based on an external review conducted by Encyclo Investment (Pty) Ltd. We therefore implement internal hygiene audit methods which have proven to be more effective as they are conducted more frequently by auditors that are more familiar with our operations.

A team of 20 personnel continually monitor operations and sanitary standards through video surveillance.

Similar to safety audits, hygiene audits have also been converted into an internal exercise. External audits are done on request and are used to maintain the element of randomness. Live monitoring is done through the use of cameras to ensure that all parameters are followed and action is taken as soon as an incident is identified.

OUR PEOPLE continued

Disability policy

In line with our policy, Choppies commits to standing against discrimination of people living with a disability. The Group upholds that disability is not an inability and has demonstrated this over the years. We are the leading employer of people living with disability in Botswana, employing 68 people (39 female and 29 male).

Two of our employees, Lebopo Gababone (12 years) and Seomile Mathata (12 years), have been with the Company for more than 10 years.



Lebopo Gababone (38) is a partially blind devoted employee from Moiyaba Village. She joined Choppies Mochudi Branch in August 2010 as a till packer. She likes listening to music and is a fitness fanatic.



Seomile Mathata (57) uses a prosthetic leg. He joined Choppies in March 2011 as a stock controller. He has worked in various departments such as fruit and veg and parcel counters. He likes watching football and supports Extension Gunners and Arsenal Football Clubs.

OUR COMMUNITIES

CORPORATE SOCIAL INVESTMENT

Choppies sponsors renowned star athlete Baboloki Thebe (won Olympics bronze medal for 4X400m relay)

Date: July 2018 to date **Value:** BWP114 000

Choppies Distribution Centre (Pty) Ltd has renewed a sponsorship agreement with Baboloki Thebe as part of his participation in various elite competitions. Baboloki is a Botswana track and field sprinter who specialises in the 400 metres. He was a silver medalist in the 200 metres at the 2014 Summer Youth Olympics and reached the semi-finals at the 2014 World Junior Championships in athletics. He went on to win a bronze medal together with his 4x400m relay team at the Tokyo 2020 Olympics which saw him scoop BWP50 000 as an incentive for performing well courtesy of Choppies. Choppies through its CSR initiative has been sponsoring Baboloki since 2018 and recently renewed his annual sponsorship in November 2021. The sponsorship covers his monthly housing, allowance, utilities and groceries.





CORPORATE SOCIAL INVESTMENT continued

Choppies donates two houses in Boteti

Event: National Housing

Appea

Date: October 2021 Value: BWP240 000 Choppies donated houses in Kedia and Toromoja under the National Housing Appeal. This is an initiative that Choppies has implemented since 2010 to assist the government in alleviating poverty by providing shelter. The Vice President, Mr Slumber Tsogwane, officially handed the house keys to the beneficiaries.



Choppies donates to Botswana's defence force, prison services, police services and Botswana Unified Revenue services

Event: Food hamper

donations

Date: December 2021 Value: BWP1 800 000 Choppies donated food hampers to the Botswana Defence Force, Botswana Prisons Service and Botswana Police Service in order to show appreciation for their service to the nation during the festive holidays. The President of Botswana, Dr Mokgweetsi Masisi, along with the Minister of Presidential Affairs and Public Administration, Kabo Morwaeng, and Minister of Defence, Justice and Security, Kagiso Mmusi, accepted the donation on behalf of the three institutions at the Office of the President.





CORPORATE SOCIAL INVESTMENT continued

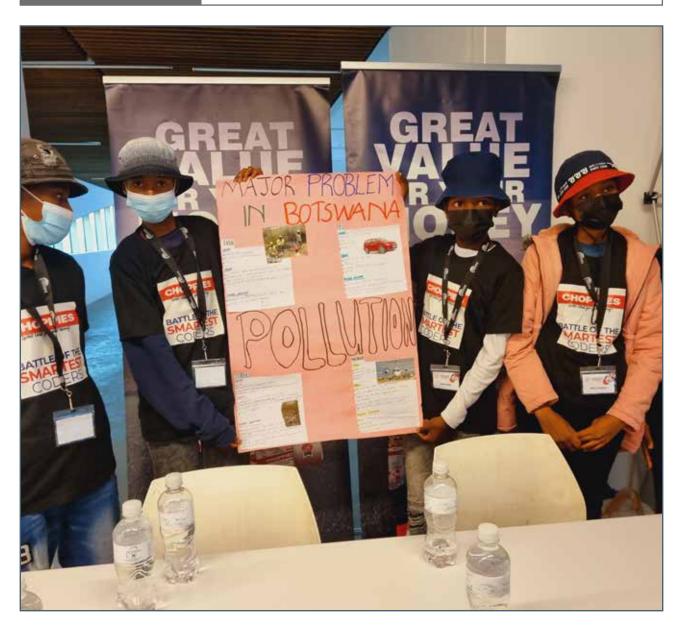
Dare to Dream, a team for the battle of the smartest coders

Event: Dare to Dream

Date: December 2021

Value: BWP12 500

Choppies sponsored a team of five young people for BWP12 500 to be part of the Battle of the Smartest Coders. The purpose of the initiative is to propel the next generations towards the fourth industrial revolution and contribute to this country's vision 2036 of a knowledge-based economy. This is a commitment from us towards this initiative.



Choppies sponsors conversation with Africa forum 2021

Event: Conversation with Africa Forum 2021 Date: December 2021 Value: BWP50 000 Choppies sponsored CWA (Conversation with Africa) Forum 2021 under the theme 'Scaling up production for the AFCFTA market'. Conversation with Africa Forum presents an opportunity for the business community business leaders, diplomatic community, Chambers of Commerce in Africa, regional and international business leaders, senior government officials in the region and the globe, developmental partners from all spheres to have a dialogue on tropical issues, reforms and paramount frameworks to build the Africa 'we want'. The Choppies Marketing Manager was director of proceedings and the Secretary General of the Africa Continental Free Trade Area, Wamkele Mene, was guest speaker at the forum.



CORPORATE SOCIAL INVESTMENT continued

Choppies awards Botswana Olympians

Event: Recognising Botswana's top performers at the Tokyo Olympics 2020 Date: September 2021 Sponsorship: BWP375 000 Choppies awarded the Tokyo 2020 medallists their incentive awards after their exceptional performance in Japan during the Olympics. The incentives were an effort to motivate and encourage the Botswana athletes prior to their participation at the Tokyo 2020 Olympics. The president of the Botswana National Olympic Committee, Botsang Tshenyego, was present when the Chief Executive Officer of Choppies handed over the cheques to the deserving group of sports men.



Choppies donated water tanks to Mogobane Village

Event: 10 000 litres of water tanks donated to Mogobane Village Date: March 2022 Value: BWP23 991.03 Choppies donated 10 000 litres of water in three tanks to Mogobane Village. The area councillor and kgosi accepted the donation on behalf of the people of Mogobane.



CORPORATE SOCIAL INVESTMENT continued

Choppies sponsors project Mabu in collaboration with Ministry of Health and Wellness and South African High Commission

Event: Project Mabu Date: April 2022 Value: BWP27 000 Choppies sponsored Project Mabu in collaboration with Ministry of Health and Wellness and South African Commission in Botswana. The project oversees the first baby born in each of the districts in Botswana being acknowledged and celebrated together with their family. Each family of a new born baby received a comprehensive hamper of key essentials for newborn babies. Minister of Health and Wellness, Dr Edwin Dikoloti, officially handed over the hampers in the two districts of Mmathete and Maun.





Choppies provides food coupons to the Botswana Musicians Union ("BOMU") Choppies facilitated the distribution of food coupons to 797 musicians and artists over a period of three to four months through Choppies stores.

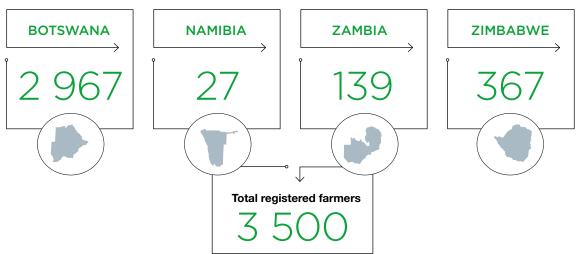
Value: BWP478 200

SUPPORTING LOCAL FARMERS

Choppies has offered local farmers numerous business opportunities in its agriculture-supply chain, which coincides with its plan to boost local trade through locally procuring various products ranging from vegetables to fruit, beef, chicken, eggs and any other livestock products from farmers that are situated within the regions in which Choppies operates. This initiative was welcomed by governments across the region and has been beneficial to small scale farmers particularly those that operate in rural areas.

Choppies assists a number of farmers across all four countries of operation.

Total registered farmers



We look to create market linkages with local farmers that grow fresh produce. The direct access to market that we provide is beneficial to them and provides a sustainable market for their produce. To help cut transportation costs, Choppies transporters are sent to remote regions with high agricultural productivity in order to ferry goods to chain stores.

We believe this boosts trade for many small-scale farmers such as the small-scale company called Wuchi Wami from Zambia that has directly benefited from this initiative and has since built a sustainable partnership with Choppies over the years. As a result, Choppies has requested Wuchi Wami to develop its own home brand.





CORPORATE SOCIAL INVESTMENT continued

Green View Farm

Produce: Cabbage Number of employees: 12 "My partnership with Choppies began 12 years ago and at the time we were mainly supplying rape and spinach to a small village in the south-east district of Botswana called Ramotswa. With the help of Choppies, we gradually managed to expand and farm additional crops such as cabbage, lettuce and beetroot. The support I have received from Choppies helped me grow my business and made it easier for me to raise my children. Going forward this partnership will help secure food that will feed the nation."





Lesecon and M Enterprises (Pty) Ltd

Produce: Lettuce Number of employees: 17 "We would like to thank Choppies for the support it has given us over the past eight years and look forward to an even more fruitful partnership in the years to come. Together, we look forward to making horticulture an exciting industry."



CORPORATE SOCIAL INVESTMENT continued

Lucerne Fields

Produce: Beetroot and Carrot

Number of employees: 178 (60% are women)

"Our partnership with Choppies has enabled us to create employment opportunities, ensure food security and produce quality vegetables for Botswana. We are committed to growing the agriculture industry and have recently invested in world-class value-adding equipment. Our products are now washed, polished and hydro-cooled. This means our B-Fresh carrots and B-Fresh beetroot stay fresher and healthier for longer."





Request Tuli Fresh

Produce: Potatoes **Number of employees:** 100 (70% are women)

"We would like to thank Choppies for the support it has given us over the past 15 years, which has enabled us to grow immensely as a business while striving to provide better food security in Botswana. We managed to create ample job opportunities within our community and broadened the experience of fellow workers. We are proud to have been granted an opportunity to partner with Choppies and we look forward to more great years."



SUPPORTING LOCAL SUPPLIERS (WOMEN) Choppies endeavours to help smaller suppliers by offering a route to market such as the initiative which enables local women to supply Choppies with Papata (a type of local bread). This is provided in over 50 Choppies stores and is expanding into more outlets for new entrant local producers.

OUR ENVIRONMENT

Choppies is dedicated to ensuring sustainability as part of its commitment to shared value. As such it is committed to creating sustainability projects, monitoring them and working to meet the goals established. The Choppies medium-term plan and shared value initiatives serve as the primary guiding principles for the policies. Various directives from the Board and management are also used to steer this.

The King IV principles serve as a framework for governance procedures. There are several controls in place and documented that are necessary to assure compliance.

The Group has also undertaken various social initiatives. Considering the employment level and the economic impact, it is our duty to ensure that we stand for social causes and support society wherever we can. We have strived to give a supporting hand to the citizens of the countries where we operate during the pandemic.

ENVIRONMENTAL SUSTAINABILITY Key developments

- Solar installation completed at our Ondangwa store in Namibia.
- Three stores in Botswana are currently running a pilot water recovery system to recover water from different sources and recycle it.
- 70% of the island freezers, which contributes to wastage of energy were converted to less energy consuming self-contained fridges.
- A condensate return system is being trialled to reroute the condensate from the fridge lines to ablution facilities.

- Refrigeration systems are being redesigned to reduce the number of refrigerants in the system.
- All stores in Botswana have been converted into energy saving LED lights. Optimisation software was also used to reduce the number of lights.
- We acknowledge the number of stakeholders in the downstream and upstream logistics network.
 We have consistently strived to ensure that the partner in the network upholds sustainability principles in their operations.
- A comprehensive policy on sustainability was produced and approved by the Board as a part of the shared value initiatives, particularly targeting sustainability issues.
- The waste management system was improved in 20 stores in Botswana by replacing open skips with Moloks (waste management solution).
- Waste segregation is complete in all stores. Paper, plastic, biodegradable waste and hazardous wastes are separated and handled accordingly.
- Choppies has shown full commitment to the agreement signed with the water utilities corporation on the quality of liquid effluents.



Environmental key performance segments

Choppies has started measuring its environmental impact using key performance measures. Below are the five environmental key performance segments ("KPS") that have been identified:

- Water usage
- Energy usage
- Waste generation and management
- Packaging material optimisation
- Logistics optimisation.

Currently these are measured in our largest operation in Botswana. Measurement systems have been implemented for these five areas and targets have been developed to be achieved by 2025.

The KPS are aligned to four of the United Nations Sustainable Development Goals (SDGs) as set out below.

Due to the nature of our industry, environmental impact must be accepted as inevitable. Food and non-food product sourcing, store manufacturing operations, storage, distribution, and waste

generation each have their own effects. We are dedicated to reducing these impacts and, in some cases, even turning them around.

We are also happy to note that there is an increasing demand from our customers for organic products and they have implicitly valued sustainable practices in their buying decisions. This will give us clear direction in the future.

We understand that there are a number of stakeholders in the downstream and upstream logistics network. We consistently strived to ensure that each partner in the network upholds sustainability principles in their operations.

GUIDING PRINCIPLES

Our environmental initiatives are based on three broad aspects, one which is external and two which are internal, namely:

- 1. United Nations SDGs
- 2. Shared value initiative
- 3. Choppies medium term strategy

UNITED NATIONS SDGs





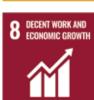
































OUR ENVIRONMENT continued

We operate in regions which consider water as the most important resource. Pula, which is the currency of Botswana also means rain. Hence it is all the more important to be as thrifty as possible in working on this resource.

Among these, Choppies has considered guidelines and projects for the purpose of environment in the following areas.

The following initiatives are in place or being considered against SDG 6:

- Recycling water generated in the refrigeration process. Estimation is currently being done to find out the amount of water which can be generated from condensates and aircons on an arid and humid day.
- Recycling water from the filters used inside kitchens and from the water dispenser on the sales floor.
- Ensuring clean drinking water for all employees.
- Using tap fittings to reduce the use of water for ablution purposes.

The following initiatives are in place under affordable and clean energy:

- Phased conversion of about 250KW of load per store to Photovoltaic (PV) solar energy. It has started in Namibia and will be in place in Botswana in the near future. All stores which have the roof loading capacity will be converted to solar which can generate on average five hours of energy consumption with or without feed back to the grid.
- Conversion of all lights to energy saving lights.
- Conversion of all island freezers to energy conserving self-contained ones.
- Repositioning cold rooms and freezer rooms to enhance productivity.
- Introducing capacitor banks to improve power factor and hence the life of equipment.

Production is an integral part of most of our stores. Striving for efficiency in cooking and baking is an ongoing exercise.

The following initiatives are in place:

- Managing raw material to minimise waste generation.
- Re-engineering cooking gas lines to ensure complete combustion.
- Optimising heat exchanger and fuel combustion systems in bakery ovens and conversion of ovens away from fossil fuels wherever possible.
- Reusing food products into other usable forms.
- Centralising production facilities to improve efficiency.

The nature of our business makes it impossible for us to stay away from activities which has the potential to affect the environment negatively. The following actions are in place to manage SDG 13:

- Paper and plastic are being separated and sent for recycling.
- A special project is being conceived to create collection stations for waste paper.
 This initiative is intended to reduce the amount of quantity going into the land fill, reduce harmful effects on domestic animals and create a revenue generation avenue for citizens. Collected paper will be sent to the first ever paper mill in Botswana.
- Project conceived for using biodegradable waste and to generate energy for production purpose from the same.
- Conversion of refrigerants to environment friendly ones.
- Conversion of open skips to Moloks for managing unauthorised access to waste and to reduce pest infestation.











KEY PERFORMANCE MEASURES ("KPMs") Environmental sustainability statistics

Energy	2022	2021	Units	
Total direct energy consumption from				
non-renewable fuels burned	5 345 165		KWh	Bakery and generator
Total volume of electricity purchased	58 159 718		KWh	BPC
Total volume of electricity consumed	63 504 882		KWh	
Carbon emissions				
	Not being			
	measure			From transport and
Total carbon emissions	currently	-	Ton CO ₂ e	aircraft.
Water				
· · · · · · · · · · · · · · · · · · ·				Excluding recycled
Total volume of water consumed	207 083		KL	water used
Waste				
Tradice .				Paper and plastic send
Total volume of waste sent for recycling	1 728		Ton	to recycling institutions
Total volume of waste disposed sent to				Waste picked up using
landfill	18 735		m^3	skips and Moloks
Total volume of hazardous waste disposed	52.8		m^3	Sanitary waste