



2026

INTEGRATED
ANNUAL
REPORT



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NAVIGATING THIS REPORT

Business processes and activities

We include icons for our four divisions, which are described in our Group profile on page 6.



Key strategic matters

As explained on page 48, we track our performance against strategy using key performance indicators (KPIs) from our four key strategic matters.



Navigation tools

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Introducing our 2026 Integrated Annual Report

Our Integrated Annual Report provides a credible and comprehensive assessment of our governance, strategy, performance and prospects as we seek to achieve our vision of being the leading, innovative, branded franchised food services business.

This 2026 Integrated Annual Report (IAR or this report) is our primary report to stakeholders. The report covers our 2026 financial year from 1 March 2025 to 28 February 2026.

The report acknowledges **partnerships** that enable our business model and have supported our **growth** and ongoing transformation. This includes ongoing collaboration with our franchise partners, bankers, suppliers and technology providers, as well as internal collaboration within the Group. Throughout this report, we include profiles of our franchise partners who share their franchising journeys. The success of our franchise partners is fundamental to our sustainability because they bring our brand experience to life every day.

Report scope

The report covers operational activities of Famous Brands Limited (Famous Brands or the Company), its subsidiaries (together referred to as the Group), and associates in all regions where the Company operates. These regions are South Africa (SA), the Southern African Development Community (SADC), the rest of Africa and the Middle East (AME)¹, and the United Kingdom (UK).

Unless stated otherwise, the statistics in this report pertain to the SA business (excluding our associates). Statistics related to a specific geographic territory are denoted as such.

We describe our environmental, social and governance (ESG) approach and initiatives, including detailed reporting on the performance against our ESG Framework, environmental impact and CSI in discharging our regulatory and statutory requirements.

Famous Brands Integrated Annual Report 2026

Materiality and integrated thinking

The Board approved management's basis for determining materiality for selecting the information disclosed in this report. This report provides information on all matters that are material to our value creation process. This includes matters that influence how we develop and execute strategy, and create and preserve stakeholder value. Our operating environment  (page 19) strategy  (page 48) our key stakeholders' interests  (page 27) and key risks  (page 34) were considered when selecting the information included in this report.

Reporting frameworks and compliance

This report was prepared in accordance with relevant regulations, standards and best practices. Famous Brands aligns its reporting with the following reporting requirements and principles:

- The International Integrated Reporting Framework, 2021.
- King IV Report on Corporate Governance™ for South Africa, 2025 (King IV™).^{2,3}
- IFRS® Accounting Standards as issued by the International Accounting Standards Board (IFRS® Accounting Standards).
- The Companies Act, No. 71 of 2008, as amended (Companies Act).
- The SAICA Financial Reporting Guides as issued by the Financial Reporting Standards Council.
- The Johannesburg Stock Exchange (JSE) Listings Requirements.

Performance against our ESG Framework is measured against a set of targets informed by our five selected United Nations Sustainable Development Goals (SDGs).  (page 82)

1. While Malaysia is located in Southeast Asia, it is managed under our AME region.
2. Copyright and trade marks are owned by the Institute of Directors in South Africa NPC and all of its rights are reserved.
3. Famous Brands will report against King V™ in its 2027 financial year.

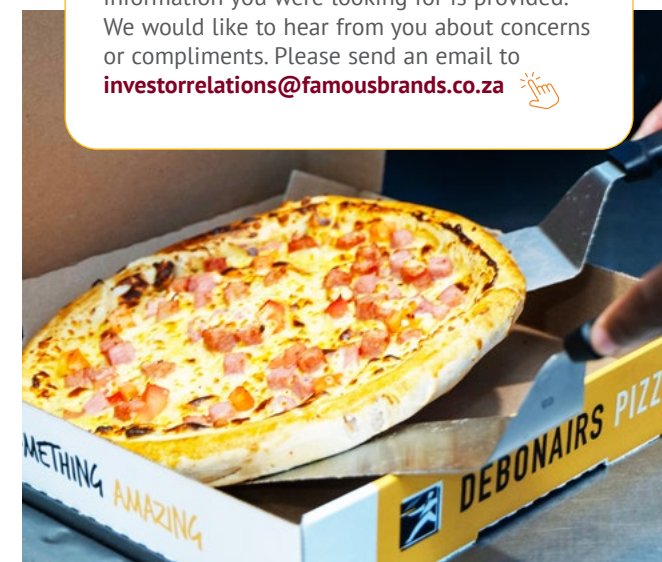
Oversight and assurance

The Group's combined assurance model  (page 130) leverages assurance from management, internal and external assurance providers, while a strong internal control environment supports compliance. We rely on our internal controls and management review to ensure the accuracy of our internal financial and operational information.

Our financial statements are independently audited by KPMG Inc. as required by laws and regulations to establish whether the financial statements are fairly presented and free from material misstatement. Our Broad-Based Black Economic Empowerment (B-BBEE) certificate is verified by Honeycomb BEE Rating. Our annual greenhouse gas (GHG) emissions are assessed and verified by The Carbon Report.

Share your feedback

We invite you to let us know whether the information you were looking for is provided. We would like to hear from you about concerns or compliments. Please send an email to investorrelations@famousbrands.co.za 





Introducing our 2026 Integrated Annual Report *(continued)*

Board responsibility statement

The Board of Directors (Board), assisted by the Audit and Risk and Social and Ethics Committees, acknowledges its responsibility for ensuring the integrity of the IAR and has applied its collective mind in preparing it. We are confident that the report accurately reflects the Group's performance and outlook in the short term (less than one year), medium term (one to three years), and long term (beyond three years).

OUR REPORTING PROCESS

1

This report is drafted from detailed internal management and Board reports and interviews with senior management and Board members.

2

Content owners, Board and Committee members and the Group Executive Committee (Exco) review the report before it is submitted to the Audit and Risk and Social and Ethics Committees for further review.

3

The Board performs a final review of the report and approves it for release to stakeholders.

The Board believes that the report has, in all material respects, been presented in accordance with the Integrated Reporting Framework and addresses the Group's material matters. The Board authorised the release of this report on 19 June 2026.

Forwarding-looking statements

Throughout this report, we provide readers with forward-looking information on the Group's potential risks and opportunities we intend to pursue as part of our strategy. Where feasible, we aim to clearly articulate the implications of risks and opportunities on our expected performance. These statements are, by their nature, speculative, which may result in our future performance being different from that implied in any forward-looking statements. The Group's external auditor has not audited these statements. The Group neither accepts any responsibility for any loss arising from the use of the information contained in this report nor does it undertake to publicly update or revise its forward-looking statements.





Growth through partnership in 2026

Performance highlights

This year, we crossed the **3 000-restaurant milestone** cementing our position as Africa's leading franchisor and underlining our track record of building compelling brands in partnership with our dynamic and committed franchise partners.

A PROVEN FRANCHISE MODEL

Our franchise model remains robust, enabling capital-light growth. Several franchise partners are developing multi-brand, multi-restaurant networks. We remain the industry benchmark for responsible and sustainable franchising.

11.68 years average tenure for South African franchise partners

14.2% of South African franchise partners own five or more restaurants

Read more on page 29

INVESTING IN COMPELLING BRANDS

Our Leading Brands portfolio remains resilient and a preferred consumer choice. We maintained and expanded market share while investing in improving the consumer experience through technology.

Added **140** new restaurants | Revamped **181** restaurants | Grew our drive thru footprint to **82**

For Signature Brands, expansion continues at a measured pace with several franchise partners driving multi-site growth.

Read more on page 64

A PLATFORM FOR FUTURE GROWTH

We marked the conclusion of Project Decade, our multi-year investment programme to develop a modern, efficient Logistics platform. This programme allows the Group to serve a larger franchise network while unlocking efficiencies and adding capacity for future growth.

Read more on page 45

CHAMPIONING TRANSFORMATION

Famous Brands achieved Level 1 B-BBEE status for the second consecutive year. Our workplace reflects South Africa's demographics, and we spent **R3 billion** with **>51%** Black-owned suppliers and trained **330 learners** through our YES programme.

Read more on page 109



Financial performance

The Group delivered sound financial performance, characterised by revenue growth, improvements in operating profit, strong cash generation and a strengthened balance sheet. This was achieved against a backdrop of constrained trading conditions, low disposable income and escalating prices for core ingredients of beef and coffee. We continued to invest in transformative initiatives to become a more profitable and sustainable business.

Revenue

R8 744 million

(2025: R8 283 million)

Operating profit

R955 million

(2025: R914 million)

Free cash flow

R622 million

(2025: R728 million)

Net debt to earnings before interest, tax, depreciation and amortisation (EBITDA)

0.82 times

(2025: 0.89 times)

Headline earnings per share (HEPS)

583 cents per share

(2025: 520 cents per share)

Dividends

382 cents per share

(2025: 345 cents per share)

Read more on page 57



2

Group profile

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A passion for pizza and community

Onke Mankahla is building a multi-brand, multi-network presence in the Eastern Cape. She attributes her success to operating strong, easily recognisable brands, providing excellent service and making people feel welcome. Today, she employs 96 people and has plans to expand her restaurant count to 11.

Q Tell us a bit about your journey with Famous Brands?

I grew up in Mngcipongweni village in the Eastern Cape. Growing up in a rural environment, I had limited opportunities, but my determination to succeed was boundless. In 2007, I joined Debonairs Pizza as a store manager for a franchised restaurant in Kokstad. During my training, my late friend Sicelo Mntonga invited me to be his operations partner for his Mthatha restaurant. Since then, the Debonairs Pizza brand has grown substantially in Mthatha. I recall walking the streets of Mthatha with Derrian Nadauld, the Chief Operating Officer for Leading Brands, exploring new opportunities and building relationships that would shape my future.

In 2013, I partnered with Moshe Sohaba to open a Debonairs Pizza and Steers Combo store in Butterworth.

The support from the Leading Brands team has been instrumental to my entrepreneurial growth. Their training programmes, operational expertise and access to a network of other franchise partners have equipped me with the skills and confidence to lead a successful business. The Debonairs Pizza brand is more than just a franchise opportunity; it's a community that has empowered me to create jobs, drive economic growth and give back to my community.

Famous Brands continues to support us in several practical ways. The trainers roll up their sleeves to demonstrate how to make Triple-Deckers, and the franchise managers arrive with a wealth of information to help us to benchmark our performance. It's comforting to know that when trouble inevitably arrives, you have someone reliable on your speed dial.

Q Tell us how you give back to the community?

Our restaurants are places where people connect. We recognise customers by their clan names and build relationships with them. Over time, they become more than just customers. Every year, we support World Prematurity Day in partnership with the Nelson Mandela Academic Hospital. As a large, tertiary care hospital, it receives patients from all the smaller hospitals. In many cases, a pregnant mother will be transferred to the hospital and give birth to a premature baby.

As this is an unexpected birth, she won't have visitors or anything she needs. Here, we collect clothes, nappies and other things that new mothers need, making the transition to motherhood that much easier. This year, we supported World Social Workers Day by providing pizzas, bread and refreshments to patients awaiting oncology treatment. These are just some of the ways we build goodwill and involve our staff in community upliftment.

Q Describe highlights from your career as a franchise partner?

In August 2009, we hosted the legend, Doctor Khumalo, at a restaurant in Mthatha through a partnership with Debonairs Pizza and Soccer Laduma. The hype around town was electric, the streets were closed, and the crowds were so excited. It was magical! A second highlight was our franchise being recognised by the brand as a Pizza Pioneer, an award which acknowledges individuals who have played a pivotal role in the growth and development of the brand.

The journey hasn't been without its challenges, but finding what you're good at and pursuing it with passion makes all the difference. Today, my niece is my general manager, and I employ several staff members from my village. It's such a pleasure to create opportunities for people from my hometown. I'm excited to continue making a positive impact in my community and beyond.



"My focus is on driving growth, building strong teams and giving back to my community. The awards on my wall, the memories in my camera roll, and the timepiece on my wrist are a testament to the power of perseverance and teamwork."



Our business overview

Famous Brands is a food services business recognised for its entrepreneurial spirit, love of innovation, commitment to quality and drive to serve its franchise partners and consumers.

Famous Brands was established as a family business when the Halamandres and Halamandaris family founded the first Steers restaurant in the early 1960s. Since then, the Group has evolved into Africa's leading food services franchisor, recognised for its 15 iconic brands and reputation as a responsible franchisor.

What drives us

Our *purpose*

We nurture our franchise partners to sustainably impact our communities.

Inspired by our *vision*

To be the leading innovative, branded, franchised and food services business in South Africa and selected markets.

Our *strategic intent*

To grow capability and capacity to create great consumer experiences in the branded franchise and food services space.

Our *core beliefs*

Humility • Integrity • Agility • Speed
Innovation • Quality • Growth

Famous Brands has 4 126 employees and operates across South Africa and selected markets. The Group has been listed on the JSE for 31 years under the Travel and Leisure sector.

The Famous Brands vertically integrated business model comprises four core pillars:



Brands



Manufacturing



Logistics



Retail

Growth through partnership

The Famous Brands' growth story has been supported by committed and resilient franchise partners. With a proven ability to thrive in tough trading conditions, several franchise partners are developing multi-brand networks building generational wealth. Today, 81.88% of new restaurants in SA are awarded to existing franchise partners, demonstrating their willingness to reinvest in our brands.

OUR SA FRANCHISE PARTNERS IN NUMBERS

11.68 years

Average tenure

53 years

Longest tenure

17.1%

Tenure of more than 10 years

92

New franchise partners welcomed in 2026

50%

Operate more than one restaurant

7%

Operate more than five restaurants

4%

Operate more than 10 restaurants

35%

Operate more than one brand



Our business overview *(continued)*

Our Brands

Our strategic portfolio of well-established restaurant brands appeals to consumers across income and demographic groups, meal preferences and value propositions.

We operate franchised, master-licenced and Company-owned restaurants. We earn sales-based royalty income (franchise fee revenue) as a percentage of these restaurants' turnovers and we earn revenue on the master licenced and the company owned stores.

We manage and protect our brands, providing our franchise partners with ongoing support and training to ensure they deliver consistent brand experiences. In 2026, we invested R751 million in marketing our brands.

We use full business format franchising, in which our franchise partners use the franchisor's entire business concept, including the name, trademarks, copyright, expertise and other intellectual property (IP). They gain access to a turnkey system with established brands, proven business models and comprehensive training. Key advantages for franchise partners include reduced risk of failure, strong brand recognition, ongoing support and collective purchasing power, making it a faster route to profitability.

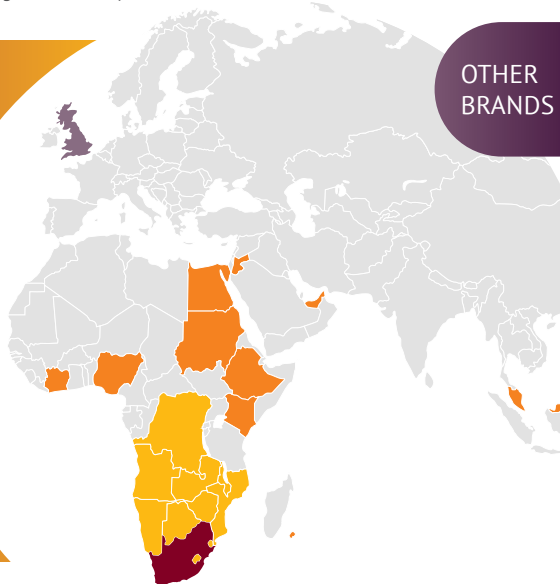
Read more about our brand custodian model on page 25 and the performance of our Brands on page 64.

OUR RESTAURANT NETWORK

We have **3 043** restaurants in **22** countries, a net growth of **2%** in 2026.

Restaurants per region

SA: **2 694**
SADC: **244**
AME: **47**
UK: **58**



LEADING BRANDS

Quick Service Restaurants



Casual Dining Restaurants



SIGNATURE BRANDS

Casual Dining Restaurants (in South Africa)



1. Operated under licence.

OTHER BRANDS



QUICK SERVICE RESTAURANT CHAIN IN NIGERIA

Famous Brands owns a 49% shareholding. Mr Bigg's is known for its vibrant red and yellow colour scheme, meat pies and excellent value.



Aqua Monte bottled water is sourced from a fresh spring and is offered in still and sparkling varieties.



Gold Seal produces frozen French fries offered to a wide range of food services businesses in the SA leisure and hospitality industry.



TruFruit is a range of bottled and bulk pack fruit juices that are sold by the SA franchise network and to food services businesses in the SA leisure hospitality industry.



Baltimore is a trusted soft serve and hard ice cream brand (including cassata and sorbets) serving a wide range of food services businesses in the leisure and hospitality industry in South Africa.

Our business overview *(continued)***PORTFOLIO SEGMENTATION**

The portfolio is segmented into Leading Brands (mainstream) and Signature Brands (niche). Leading Brands are further categorised as Quick Service Restaurant (QSR) and Casual Dining Restaurant (CDR) brands. Our Signature Brands offer a wide range of bespoke CDR offerings.

By operating across QSR and CDR segments, Famous Brands captures a broad consumer base, balancing high-volume, convenience-driven offerings with dining experiences that bring friends and family together.

QUICK SERVICE RESTAURANTS

Our QSR brands focus on speed, convenience and value, offering limited menus with counter, drive thru or delivery service for consumers seeking a quick meal.

Service

Counter, drive thru or home delivery service. Limited seating.

Menu

Limited menu focused on quality, speed and consistency.

Pricing

Competitive and value-oriented.

Customer experience

Emphasis on convenience and speed with shorter dining time.

CASUAL DINING RESTAURANTS

The Group's CDR brands provide full table service, extensive menus and a relaxed dining experience. These brands cater to customers looking for a more leisurely meal, often for social or family occasions or as a comfortable stop on the way to a destination. These brands emphasise quality, variety and ambience.

Full table service with waitstaff; customers typically sit down to eat.

More extensive, often with a focus on quality, variety and presentation.

Moderate to higher than QSR; reflects service and dining experience.

Relaxed, sit-down dining experience.



Our business overview *(continued)*

Leading Brands

QUICK SERVICE RESTAURANTS

**Steers**

Steers is one of South Africa's most successful QSR brands, with a notable presence in a highly competitive market. The brand is known for its legendary 100% ground beef patties, hand-cut potato chips, fresh ingredients and unbeatable flavours. Steers also offers breakfast options, BBQ ribs, flame-grilled beef and chicken meals, chicken burgers and vegan-friendly options.

Founded in **1961****757** restaurants**13** markets**+22** net restaurants
in 2026**Debonairs Pizza**

Debonairs Pizza is a market-leading brand that owes its popularity to an ongoing focus on pizza innovation, generosity, quality ingredients and home delivery. Debonairs Pizza was the first African pizza brand to launch online and mobile ordering. Iconic crowd-pleasers include the Triple-Decker, Crammed-Crust and Double-Stack pizzas.

Founded in **1991****900** restaurants**18** markets**+32** net restaurants
in 2026**Fishaways**

Fishaways is South Africa's most popular seafood restaurant brand. The brand offers freshly prepared seafood meals, from classic fish and chips to sharing meals with prawns and calamari, as well as healthier takeaway meals that are under 500 calories. The brand also offers freshly-made and affordable sushi. Meals are simple with generous portions.

Founded in **1998****238** restaurants**2** markets**-4** net restaurants
in 2026**Mugg & Bean**

Mugg & Bean is a restaurant known for its home-away-from-home atmosphere, famous coffee, freshly baked giant muffins and decadent cakes, generous portions of café-style meals and bold flavour innovations. The brand has a loyalty app that rewards consumers every time they visit.

Founded in **1996****338** restaurants**11** markets**+16** net restaurants
in 2026**Wimpy**

Wimpy is a family favourite and a must-visit on holidays. The brand is known for its warm and inclusive atmosphere, all-day breakfasts, iconic burgers and grills, signature coffees and a selection of shakes and desserts. In South Africa, the menu is available in all 11 national languages.

Founded in the **1930s****538** restaurants**6** markets**-1** net restaurant
in 2026**Milky Lane**

Milky Lane is South Africa's original soft-serve ice cream concept. The brand's NiceCream, waffles and milkshakes are all served with a dash of nostalgia. Milky Lane is synonymous with continual innovation, seasonal specials and flavour collaborations with well-loved brands, including Bar-One, Oreo, KitKat and Nutella.

Founded in **1958****141** restaurants**5** markets**+9** net restaurants
in 2026

Our business overview *(continued)*

Signature Brands

FUN DINING

**Mythos**

Mythos is a Greek restaurant with a traditional spirit, serving well-loved dishes with contemporary flair in an idyllic and welcoming environment.

Founded in **2006**

10 restaurants

Nil net restaurants in 2026

MYTHOS
Greek Restaurant

**Turn 'n Tender**

Turn 'n Tender is a traditional South African steakhouse. The brand is loved for its steak, ribs, burgers, fine wine and relaxed setting.

Founded in **1977**

15 restaurants

-1 net restaurant in 2026

Turn 'n Tender
STEAKHOUSE

**LUPA Osteria**

LUPA Osteria offers modern yet comforting neighbourhood Italian food in a welcoming environment. The brand is proud of making its pasta, pizza and sauces from scratch.

Founded in **2013**

17 restaurants

+2 net restaurants in 2026

L U P A

**SALSA**

SALSA serves traditional Mexican food with a modern twist. The cuisine is complemented by craft tequilas and beers and vibrant Mexican hospitality.

Founded in **2015**

10 restaurants

Nil net restaurants in 2026

SALSA
MEXICAN GRILL

CAPTIVE MARKETS

**NetCafé**

Our bespoke NetCafé brand caters to Netcare's hospital network. The offering comprises a full sit-down menu, a deli section and a retail convenience outlet.

Founded in **2012**

35 restaurants

+1 net restaurant in 2026

NetCafé

**Coffee Couture**

Coffee Couture is a specialty coffee shop brand in the Mediclinic hospital network. Its menu features tasty dishes and a creative coffee selection. The brand also offers a range of gifts and other convenience retail items.

Founded in **2011**

11 restaurants

-3 net restaurants in 2026

coffee couture

LUXURY

**Paul¹**

PAUL¹ is a family-owned French bakery and restaurant chain with a presence in more than 50 markets, renowned for its authentic artisanal breads, high-quality traditional fresh dishes and sophisticated pâtisserie.

Founded in **1889** in France, established in South Africa in 2017

8 restaurants

+1 net restaurant in 2026

PAUL
Bakery & Café

**Vovo Telo**

Vovo Telo is an artisanal bakery synonymous with excellent baking, mouthwatering breakfasts and lunches and perfectly brewed coffee. The brand offers artisanal products, supporting local producers who share its respect for quality.

Founded in **2006**

11 restaurants

+1 net restaurant in 2026

vovo telo
Bakery & Café



Our business overview *(continued)*

Our Supply Chain

The Group's vertically integrated Supply Chain leverages economies of scale, manages inventory availability and enables the efficient distribution of quality products and specialised proprietary ingredients.

Our Supply Chain comprises our Manufacturing, Logistics and Retail operations. The primary goal of our Supply Chain is to offer our franchise partners a competitive advantage through efficient supply, price certainty, quality products and ingredients, innovation and margin management.

We are investing in our Supply Chain by introducing modern manufacturing technologies and systems, while implementing practices across our Manufacturing, Logistics and Retail divisions to improve efficiency, reduce waste and conserve natural resources.

Our new product development capabilities support the development and improvement of new and existing products and ingredients for our restaurants and retail range. This includes enhancements to taste, texture and nutrition. It includes ingredient research, shelf-life testing, packaging innovation and process scaling from development to commercial production.



Read more about our new product development capabilities on page 26.



Read more about the performance of our Supply Chain on page 77.



Manufacturing



Our **10 Manufacturing plants** are wholly owned or partly owned subsidiaries. We own:

- Meat, serviette, sauce and spice, coffee and ice cream plants in Gauteng.
- A potato products plant in the Western Cape.

We have partnerships in the following plants:

- Cater Chain (Meat products).
- Famous Brands Cheese Company (Cheese).
- TruBev (Juice).
- Turn 'n Tender (Meat products).



Logistics



Our internal Logistics capability ensures that restaurants and retail outlets receive ingredients and products. Our strong procurement capabilities ensure that we secure competitive pricing for commodities.

Our Logistics footprint includes:

- **Six distribution centres** in Gauteng, Western Cape, Free State, Eastern Cape and KwaZulu-Natal, supported by **three cross-dock facilities** in the Eastern Cape, Polokwane and Mpumalanga.
- A fleet of **98 trucks**.
- Supported by **26 owner-driver businesses** and two external logistics partners.
- Export capabilities to **SADC and International** markets.



Retail



Our Retail products are manufactured in our Manufacturing plants and distributed using our Logistics infrastructure.

We sell condiments (sauces, dressings, spices), frozen meat products, coffee (ground and beans), frozen chips and other value-added products to major South African retailers.

- We have **106** products available in **2 500** retail outlets.



Our business overview *(continued)*

Group associates

Famous Brands has a strategic shareholding in the following entities:



UAC Restaurants Limited (UACR) is based in Nigeria and operates the Mr Bigg's and Debonairs Pizza brands in that market.

49%



Sauce Advertising provides the Group and third party clients with enhanced marketing and digital capabilities.

37%



FoodConnect is a food and beverage sales and distribution business. It owns the rights to the Baltimore ice cream brand and distributes the product to third parties, providing Famous Brands with a strategic route to market.

49%



DHQ provides restaurant planning and design services to the Group and third-party clients.

48.5%



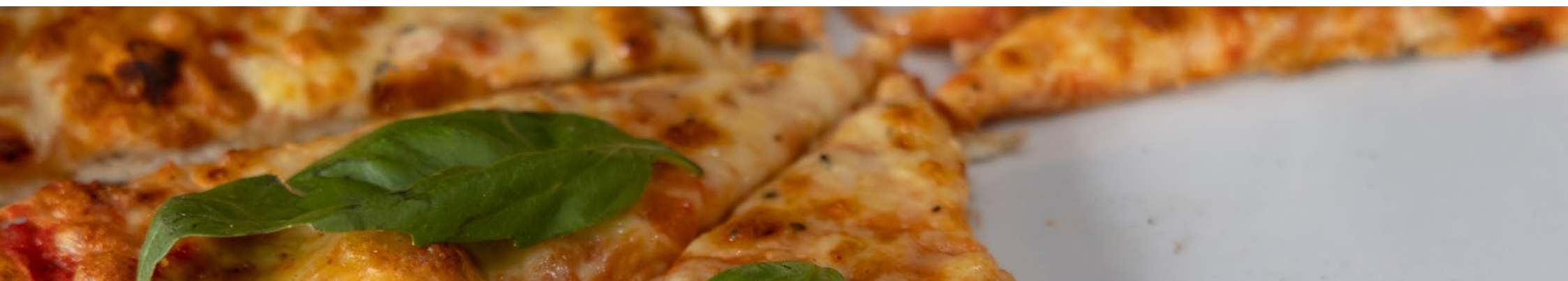
Munch Software caters to the hospitality industry with a point-of-sale (POS) solution and order management software that integrates with third-party delivery aggregators.



Read more about our Munch Software POS rollout on page 55.

45.5%

Shareholding owned by the Group





Our geographic footprint

We aim to drive revenue growth and diversification by expanding into new consumer markets beyond our borders. We take a cautious and focused approach to geographic expansion.

Brands
revenue split
(%)

93

South Africa

SA is our primary market, home to 89% of our restaurant network. We generated R8.1 billion (2025: R7.6 billion) or 93% of our revenue from our SA operations.

SADC

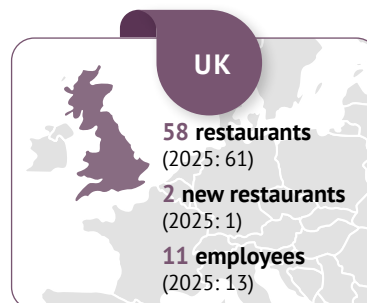
We generated R423 million (2025: R451 million) from the SADC region, with the largest contributions coming from Botswana, where we have an extensive Company-owned footprint.

AME

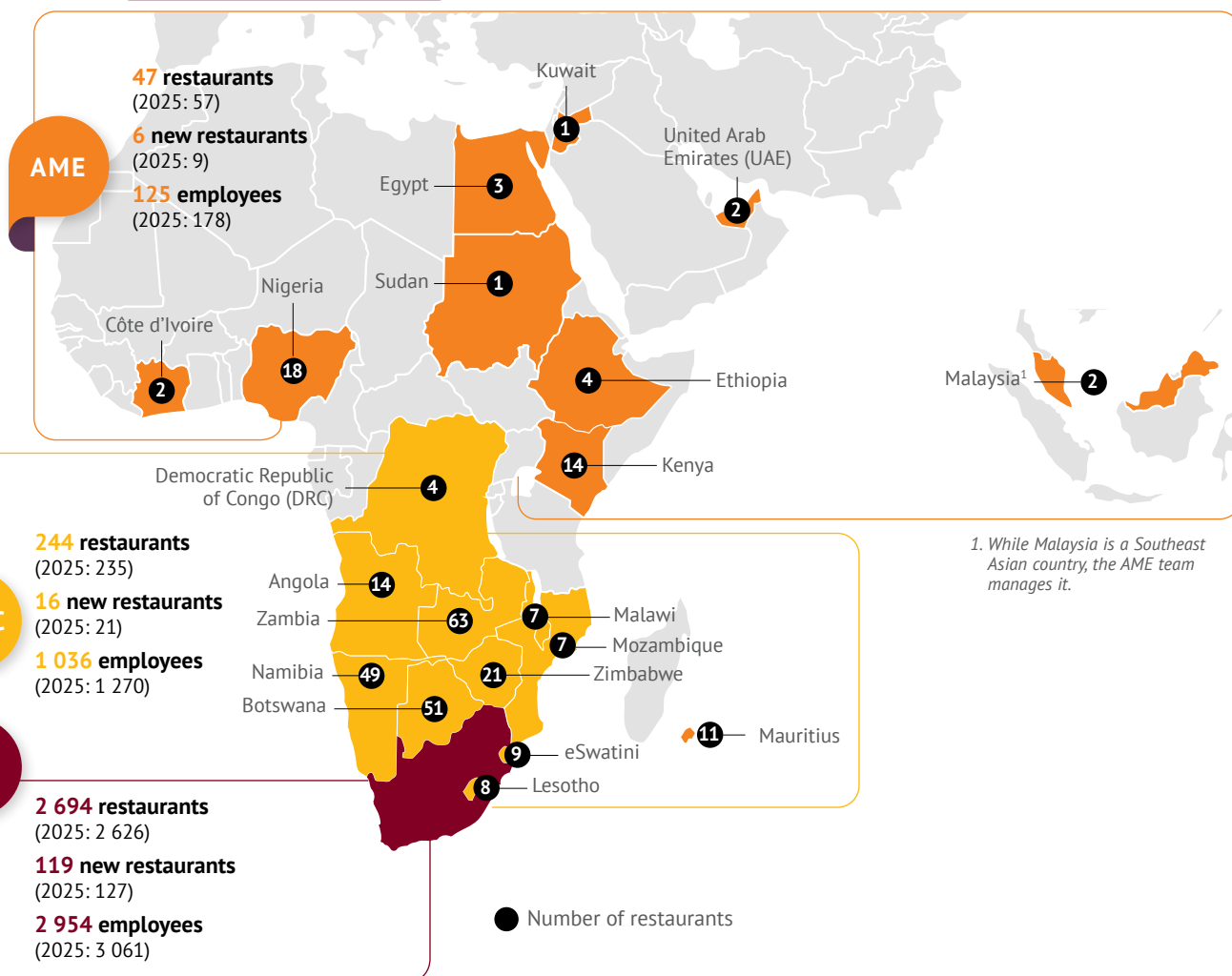
We generated R59 million (2025: R71 million) in AME. Our investment approach to AME is cautious but optimistic; we will grow our brands and networks with responsible, deep and narrow focus.

UK

We generated R119 million (2025: R132 million) from our Wimpy network in the UK. Revenue remains under pressure in this market due to persistent poor macro-economic conditions.



We have **3 043 restaurants** in 22 countries, recording a net growth of **64 restaurants** in 2026. While SA is our primary market, the Group aims to diversify its revenue in new high-potential markets. This includes expanding the Leading Brands' footprint in SADC and AME through master licences, franchising and Company-owned restaurants. In December 2025, Famous Brands opened its first Steers and Debonairs Pizza combo restaurant in Kuala Lumpur, Malaysia (page 75) .





Investment case

Our portfolio of iconic brands is underpinned by a vertically integrated business model providing scale and predictability in challenging trading conditions.

A WELL-ESTABLISHED MARKET LEADER

- **A best-in-class brand portfolio** that appeals to consumers across income and demographic bands, meal preferences and value propositions.
- **Proven ability to respond to changing macro-economic conditions** and shifting consumer dynamics in our 31 years as a JSE-listed company.
- **An attractive business case** for franchise partners and a quality offering for consumers.

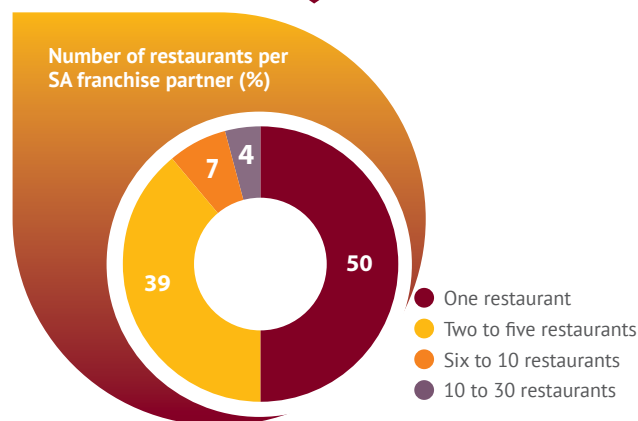
South Africa's largest food franchisor with
2 694 restaurants

12 brand awards won in 2026

119 new restaurants opened in 2026

POWERED BY TALENTED FRANCHISE PARTNERS

- **A stable portfolio** of dedicated franchise partners with a track record of success in difficult trading conditions.
- **11.68 years average tenure** for SA franchise partners.
- **Several SA franchise partners** are developing multi-restaurant and multi-brand portfolios.
- **A healthy pipeline of potential franchise partners** and strong demand for our brands.



DIRECTED BY COMPETENT LEADERS AND A WELL-DEFINED STRATEGY

- **Our experienced Board** supports our entrepreneurial management team.
- **A focused strategy to grow** in SA and in other selected markets to enhance long-term, sustainable stakeholder value creation.
- **Effective corporate governance** establishes the practices for ethical behaviour and protecting stakeholder interests.

A stable Exco team with
175 years of combined experience





Investment case *(continued)*

OPERATING A PROVEN, ROBUST BUSINESS MODEL

- A vertically integrated Supply Chain provides extensive manufacturing and distribution capabilities.
- Reliable, competitive pricing and offering position our franchise partners to achieve like-for-like growth.
- Menu options provide diversification across food categories and shield the Group from supply disruptions.
- A high-potential Retail offering.

R104 million invested in the Supply Chain to realise operational efficiencies.

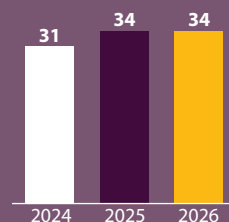


SUPPORTED BY A SOUND FINANCIAL POSITION AND PRUDENT CAPITAL MANAGEMENT

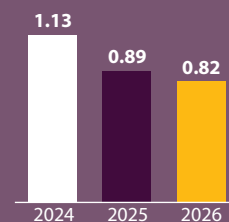
- A healthy balance sheet and effective, flexible, debt structure.
- A relatively capital-light business model.
- Cash-generative operations and sustainable earnings.
- Sustainable value is generated by ensuring strong returns on invested capital.

Management has **reduced debt** by **R1.73 billion** over the last eight years.

Return on capital
employed (ROCE) (%)



Net debt: EBITDA
(times)



DELIVERING VALUE TO COMMUNITIES AND PROTECTING THE ENVIRONMENT

We contribute to sustainable development through delivering on our ESG commitments and continually improving our sustainability performance.

No single-use plastic across our Leading Brands network.

No food waste to landfill in our Supply Chain operations.

18 364 kilolitres in water savings through water recycling plants.



3

Our value
creation
story

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Product development capabilities	26
Stakeholder management	27
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**Taking a people-first approach**

Cornelia Botha, a former teacher, became a Mugg & Bean franchise partner in 2006. From the very beginning, her vision was simple but powerful: to make a real difference in the lives of her staff and to lead with kindness, dignity and purpose. Then, 15 years ago, her husband, Johan, joined the business, helping it grow across several restaurants and employ 160 people. Today, the couple operates four Mugg & Beans and one Debonairs Pizza in Gauteng and the North West Province. In 2022, their son, Eugene, bought into the business.

Q Tell us a bit about the highlights and lowlights in your franchising journey?

Creating jobs and opportunities for the people in our communities is a real highlight. While the accolades are incredible, it is the team that is behind our success. Our business has grown significantly over the past two decades, positively impacting many lives in the process.

Managing people is undoubtedly the most difficult part. Everyone has unique personality traits, so you must listen to them, support them and remain open-minded. Over the years, we have become more mindful of monitoring our operating expenses; the economy is just that much tougher.

Operating during the COVID-19 pandemic was difficult, and we have also faced challenges with load shedding. In the past few years, we have faced water supply issues in Gauteng. With guidance from Famous Brands, we secured alternative power solutions to ensure reliable service for our customers.

Q How has Famous Brands supported your business?

The structures, systems and ongoing guidance from Famous Brands enable us to focus on delivering excellence, driving our teams and maintaining good customer service. You know that the franchisor has your back.

Being part of a powerful brand network makes a difference, as customers prefer brands that they know and trust. As a franchise partner, you are part of something much bigger. We learn from other franchise partners, share ideas, and benefit from collective problem-solving. This allows us to grow within a support system. We have made so many friends over the years.

Through the Munch Software POS, we're using technology to optimise our operations. It is a highly efficient system and allows us to monitor everything accurately. It is also helping us reduce theft. We also love the self-service terminals and digital menu boards – everything works seamlessly.

Q What advice would you give aspiring franchisees?

Being a franchise partner does not mean sitting back and expecting your business to succeed. You must work extremely hard to present the best possible version of the brand and to know what is happening in your business. You must build strong relationships with your staff and your clients and lead from the front. Franchising is a seven-day-a-week commitment that requires dedication, discipline and passion to succeed.



"Famous Brands allows us to focus on delivering excellent customer service and brand consistency. We rely on them for powerful national marketing initiatives, innovative menu development and continuous support."



A message from our Chairman

“The Board is confident that our disciplined, long-term strategy will translate into improved margins, stronger cash generation and sustainable earnings growth over time.”



Chris Boule

The 2026 financial year unfolded against a backdrop of a gradual domestic economic recovery, tempered by renewed global uncertainty. The local macro-economic landscape showed some signs of improvement, with inflation moderating, interest rates stabilising and a more stable electricity supply. While the Government of National Unity has experienced some tensions, the coalition remains intact, providing certainty on policy direction. The 2026 national budget marked a turning point from stabilisation to a cautious recovery, with fiscal discipline maintained while providing some limited household relief.

The Group delivered modest revenue growth, reflecting persistent pressure on consumer spending, as expected given the prevailing economic conditions. However, our ongoing focus on operational efficiency has yielded positive results, including improved operating profit. These conditions required us to make deliberate trade-offs. This included absorbing costs within our Supply Chain to support competitive pricing for franchise partners. While our core business remains healthy, we are prioritising areas of non-performance by rationalising costs and addressing the underlying causes.

Against this backdrop, the Group focused on the disciplined execution of its long-term strategy, which aims to set us apart as the leading, innovative, branded franchised and food services business in South Africa and selected markets. Our strategy emphasises sustainability, operational efficiency and resilience. The Board also notes the progress that management has made over several years in instilling a more professional, disciplined and data-driven decision-making. In addition, the Group has embedded a long-term mindset, ensuring that investments are evaluated not only on immediate returns, but on their ability to create enduring value.

Highlights in 2026

In 2026, the Group crossed the 3 000 restaurant mark, a testament to the strength and endurance of the franchising model, continued investment by franchise partners and the continued relevance of our brands across diverse consumer segments. Importantly, this milestone underscores the Group's commitment to sustainable, partnership-led growth, rather than growth for its own sake.

This growth is consistent with a mature franchise system scaling sustainably rather than aggressively. In practice, this means operating an ethical, supportive franchise model, finding the right franchise partners and sites and considering franchise partners in all strategic decision making.

A defining milestone this year was the completion of a multi-year investment programme to create a modern, efficient logistics platform. The programme has fundamentally repositioned and transformed the business, created a scalable platform for long-term growth, and supported the Group in servicing a larger franchise network. With these foundational investments complete, the Group is now shifting focus to enhancing efficiencies in our Manufacturing division, including leveraging new technology to boost yield and reduce costs and waste.

We continue to invest in consumer-facing technology, with high-potential initiatives launched, including a consumer engagement platform, a new payment gateway and enhanced eCommerce capabilities. These investments will meaningfully enhance the consumer experience of our brands and improve the day-to-day operations of our franchise partners. Our investments in technology are informed by a sound business case analysis and governed by a rigorous process that includes executive and Board oversight.



Read more about our investments for 2026 in our Investment Committee report on page 137.

Governance in 2026

“The Board exercised robust governance oversight in 2026, with particular focus on capital allocation and funding structures, and on shareholder engagement on remuneration and succession planning at both the Board and executive levels.”



A message from our Chairman *(continued)*

A key Board decision for 2026 was the implementation of a share repurchase programme, announced to the market in January 2026. This decision followed a rigorous assessment of our capital allocation priorities and was based on the clear principle that capital should be deployed where it generates the greatest sustainable return for shareholders. Under prevailing market conditions, the buyback was determined to be earnings-enhancing, considering lower interest rates, our debt levels and strong underlying cash generation. In the Board's view, the price performance of our shares continues to undervalue the Group and its prospects. The share buyback programme commenced on 1 February 2026.

The Board, supported by the Audit and Risk and Investment Committees, carefully evaluated the Group's debt refinancing arrangements. Our R1.7 billion refinancing deal, concluded in December 2025, provides more favourable terms and greater flexibility in accessing capital, supporting future growth.

At our July 2025 AGM, we received strong shareholder support for resolutions on both the Remuneration Policy and the implementation report. This compares favourably with the previous year, where neither resolution received the requisite 75% shareholder endorsement. This demonstrates that our shareholder engagements, which addressed their concerns, have been successful. We are committed to transparent, regular conversations with shareholders to ensure that remuneration decisions align with shareholders' wishes while considering the interests of other stakeholders. We also obtain independent expert advice and benchmarking insights to ensure our remuneration practices remain aligned with best practices.

The Board monitors evolving governance standards, including King V™ developments and has identified no material gaps in governance structures or practices. While King V™ does not differ radically from King IV, it does have several nuances we have observed. We considered these changes and their implications for the Board and our Board committee mandates.

The Board remains stable, with an appropriate balance between long-serving directors and newer appointees. There were no changes to Board committee membership or roles in 2026. The Nomination Committee has initiated a formal process to identify potential new Board members, informed by a skills

assessment indicating the additional capabilities required. The Board is also comfortable that adequate succession planning is in place for our executive leadership.

Sustainability oversight

The Group continues to make steady progress across its sustainability priorities outlined in our ESG Framework, introduced in 2024. The Board is satisfied that the Group is focused on the right sustainability initiatives, embedding responsible practices across the business, and achieving consistent, measurable progress. At this stage, our emphasis remains on execution and continuous improvement, rather than expanding the scope of sustainability initiatives.

This year, the Group maintained a Level 1 B-BBEE status, demonstrating our continued commitment to transformation. This is evident in the diversity and inclusivity of our workforce and the transformation of our value chain. Importantly, we view our B-BBEE rating as more than just a compliance exercise, but a strategic enabler of growth and differentiation in South Africa.

 Read more about our ESG performance on page 84 and transformation on page 109.

Looking ahead

“ While the year presented challenges, it also reinforced the importance of strategic consistency, financial discipline and long-term thinking. ”

The Group is well-positioned to benefit from an improving domestic environment, supported by ongoing efficiency initiatives and a stronger balance sheet. We enter 2027 from a position of strength and readiness, with a clear pathway to sustainable growth.

The Board's confidence in the Group's strategy is underpinned by a clear focus on the quality and sustainability of earnings, operational efficiency and margin improvements and

long-term shareholder value creation. As the returns from sustained investments across our Brands, Manufacturing, and Logistics divisions begin to take effect, the Group's performance is expected to strengthen progressively over time.

However, the Board remains mindful of ongoing risks, including global volatility and pressure on consumer spending. These include elevated inflationary pressures and potential supply chain disruptions arising from the conflict in the Middle East.

Appreciation

I extend my sincere thanks to my fellow Board members for their commitment and constructive engagement. I also thank our CEO, Darren Hele, Group Financial Director, Nelisiwe Shiluvana, and the broader Exco team for their disciplined execution and dedicated leadership. On behalf of the Board, I thank our employees for their commitment and resilience.

To our dedicated franchise partners, we value your continued confidence and investment in our brands. Your support is particularly meaningful in a constrained economic environment. Throughout this report, we have included profiles of our franchise partners; these are inspiring snapshots that demonstrate their determination, business prowess and commitment to delivering on our brand promises. As you will read, they are also major employers who value giving back to their communities. As a Board, we strive to protect the long-term sustainability of our franchise network while building brands that remain consumers' preferred choice.

We also extend our appreciation to our shareholders and financiers for their continued support and engagement throughout the year.

Chris Boule
Chairman

19 June 2026



Operating environment

There are three broad drivers in our operating environment that influence our performance and shape our strategic response.

1

DIFFICULT ECONOMIC CONDITIONS

THE CONTEXT

The South African economy in 2025 showed signs of a fragile, gradual recovery with modest GDP growth, estimated at around 1.1% to 1.3%¹, following consecutive quarters of expansion. Key drivers included a rebound in services (tourism, retail) and mining, as well as improved energy stability. Consumer spending was supported by interest rate cuts, overall reduced food inflation and lower petrol prices.

Significant structural challenges remain, including high unemployment, inequality, low growth, and infrastructure bottlenecks. In addition, poor service delivery, municipal failures, water shortages, crime and corruption make South Africa a difficult trading environment.

For the restaurant industry, pressures included elevated beef and coffee prices, electricity increases far exceeding menu price increases and a societal shift in which disposable income is allocated to online gambling platforms.

Key economic indicators

South Africa's official unemployment rate decreased by 0.5 percentage points from 31.9% in the third quarter of 2025 to 31.4% in the fourth quarter of 2025². However, the unemployment rate has increased over the past decade, up from around 25% in 2015³.

The average inflation rate for 2025 was 3.2%. This is the lowest rate in 21 years (since 2004), when it was at 1.4%⁴. The annual inflation rate for food and non-alcoholic beverages was stable at 4.4% in December 2025.

South Africans wagered R1.5 trillion in 2024-25, up 36% from the previous year, according to the National Gambling Board⁵. The growth of gambling puts severe strain on consumers' discretionary spend.

Implications for value creation

- Constrained consumer spending limits the frequency of restaurant visits, take away purchases and average transaction sizes.
- Competition for limited consumer spending is fierce, with competitors adopting discounting strategies.
- Franchise partners and known brands are more resilient than independent operators.
- Tough economic conditions have reduced the pool of potential new franchise partners.

South Africa closed 2025 on a strong, confident note. However, further reform is required to improve the quality of life and disposable incomes of ordinary South Africans.

Capitals impacted



Our strategic response



- Our brands' offerings meet the consumers' requirements for quality, service and price.
- Our offerings are accessible across every format and channel.
- We regularly enhance our ordering platforms and loyalty programmes to attract and retain consumers.
- Our marketing strategies and brand investments support us in maintaining and winning market share.
- Enhancing strategic procurement capabilities to achieve the best pricing on key commodities.
- Where opportunities arise, we manage inventory levels to secure better pricing.
- In-house product development capability optimises our food production processes to reduce costs and waste.
- As at-home consumption grows, our Retail brands are well-placed to give consumers a taste of their favourite brands at home.

1. This is according to the International Monetary Fund and the National Treasury.

2. Statistics South Africa available at: <https://www.sanews.gov.za/south-africa/unemployment-rate-decreases-05-percentage-points>.

3. OECD statistics available at: https://www.oecd.org/en/publications/oecd-economic-surveys-south-africa-2025_7e6a132a-en.html#:~:text=An%20acceleration%20in%20reform%20progress,pressure%20on%20the%20country's%20competitiveness.

4. Statistics South Africa available at: <https://www.statssa.gov.za/?p=19114>.

5. Eighty20 Consumer study on gambling available at: <https://www.eighty20.co.za/gambling-with-your-future-the-impact-of-gambling-on-the-sa-economy/#:~:text=a%20good%20example,Gambling%20doesn't%20feel%20like%20pure%20expense%20because%20winners%20exist,casino%20revenue%20continues%20to%20decline>.

Operating environment *(continued)*

2

CHANGING CONSUMER DYNAMICS

THE CONTEXT

Traffic volumes have increased, supported by return-to-office mandates, which in turn are boosting restaurant sales for break, lunch and quick snack occasions. However, night trade and demand for premium dining experiences remain depressed. Footfall in major malls and entertainment venues has declined.

Consumers place more emphasis on convenience, which translates into strong demand for delivery, collect and drive thru orders. In addition, the rise of online grocery platforms offers a convenient, high-demand alternative to restaurant deliveries.

While consumer spend is constrained, consumers still seek out opportunities to treat themselves and interact with friends and family. Here, restaurants, particularly CDR options, are seen as an affordable luxury.

Evolving consumer demands

According to Statista, South Africa has 26.7 million active social media users, representing 41.5% of the country's total population. These platforms, online reviews, and ratings are increasingly used to criticise and compliment brands.

Chicken remains the largest fast-food category in South Africa and other African markets.

Consumers are more health-conscious and prefer to eat fresher food and consume less processed food, sugar, fat, salt, and, for some, red meat. Plant-based and vegan options are important additions to restaurant menus. Additionally, consumers are becoming increasingly interested in eating more fibre and protein. At the same time, they also want decadent treat moments.

Consumers want to purchase food that aligns with their attitudes towards health, convenience and sustainability. However, escalating food prices and cost-of-living challenges constrain their ability to fulfill these aspirations.

Implications for value creation

- Basket sizes remain under pressure as consumers seek value in a competitive environment.
- Brands that offer convenient, accessible access will gain market share. This includes those with a strong drive thru presence.
- Consumers may trade down to less expensive restaurants, which may benefit some of our brands.
- Digital media, including social media, is an important component of every restaurant brand's market strategies.
- The dining experience must cater to the need for shareable content through interesting décor and backgrounds.

People may postpone fine dining, but they always need places to come together.

Capitals impacted



Our strategic response



- We have a well-established delivery service (both own delivery and through third-party food aggregators) to extend our footprint.
- We are rolling out smaller formats at convenient locations and expanding our drive thru restaurant footprint.
- Our menus and packaging cater to the at-home dining experience, offering both exceptional taste and presentation.
- Our menus offer plant-based options.
- Our menus feature extensive chicken options to meet the strong demand for this protein source. We continue to aggressively promote these options.
- We cater to more health-conscious consumers by providing easy-to-understand information about ingredients and kilojoules across our Leading Brands' menus. We comply with industry legislation regarding salt and sugar consumption. Some menus provide low-kilojoule meal offerings.
- All brands have a digital media strategy, and we track their social media activity and online reviews.
- We design our restaurants to be attractive and social media-friendly.
- We are delivering against our ESG Framework, including through minimising food waste, reducing the use of single-use plastics, and adopting more environmentally friendly packaging.



Read more about our sustainability journey on page 82.

Operating environment *(continued)*

3

TECHNOLOGY BECOMES MORE PERVASIVE

THE CONTEXT

Technology is shaping the restaurant industry by enhancing efficiency and consumer experience through artificial intelligence-driven personalisation, cloud-based POS systems, self-service options and contactless payments. Consumers expect faster, personalised, and digital-forward interactions and rewards for their loyalty.

Online delivery in South Africa is experiencing rapid growth, with e-commerce, specifically online grocery, estimated at over R130 billion by the end of 2025, accounting for roughly 10% of total retail sales¹. The growth of the online grocery category is also reducing foot counts at malls as consumers forgo their weekly shopping trips.

According to a Deloitte survey,² eight in 10 restaurant executives expect their investments in artificial intelligence to increase in their next financial year, with benefits including enhanced and personalised consumer experience, smoother restaurant operations and more impactful loyalty programmes. Data analytics and emerging technologies can analyse complex datasets to extract actionable insights and inform strategy.

The local digital landscape

There were 50.8 million South Africans using the internet at the start of 2025, an online penetration rate of 78.9%³.

Data from the Global System for Mobile Communications Association (GSMA) intelligence shows that there were 124 million cellular mobile connections in South Africa at the beginning of 2025, equivalent to 193% of the total population³.

Implications for value creation

- Ongoing investment in the digital consumer experience is required to remain competitive.
- Artificial intelligence, big data analytics and other emerging technologies will become more important.
- The growth of the grocery delivery category is eroding consumer demand for food services delivery.
- Fewer consumers in shopping malls negatively affect sales for our mall-based restaurants.

From enhancing the customer experience to optimising kitchen operations, technological innovations are transforming how restaurants operate and meet modern consumers' demands.

Capitals impacted



Our strategic response



- We participate in the delivery channel through own delivery and partnerships with aggregators. We have 76 delivery hubs in South Africa and SADC regions (page 54).
- We invest in consumer-facing technology to improve the overall consumer dining and delivery experience.
- In August 2025, we adopted a new artificial intelligence-powered consumer engagement platform.
- We are rolling out self-service terminals, digital menu boards and digital payment solutions.
- The kitchen display systems used in our restaurants also improve preparation times.
- The Munch Software's cloud-based POS system has been implemented across our SA CDR network, allowing for greater control and standardisation of POS.
- We are investing in artificial intelligence in our data warehouse and analytics capabilities.



Read more about our technology investments on page 53.

1. World Wide Worx, *Online Retail in South Africa 2025*, available at: <https://www.worldwideworx.com/wp-content/uploads/2025/09/Online-Retail-in-South-Africa-2025.pdf>.

2. Deloitte, *How artificial intelligence is revolutionising restaurants*, available at: <https://www.deloitte.com/us/en/insights/industry/retail-distribution/ai-in-restaurants.html>.

3. Datareportal's *The State of Digital in South Africa in 2025*, available at: <https://datareportal.com/reports/digital-2025-south-africa>.



Business model

Capital governance committees:

AR Audit and Risk IC Investment NC Nomination REM Remuneration SEC Social and Ethics

Famous Brands has a track record of creating, developing and protecting strong brands through long and mutually beneficial relationships with franchise partners.



Financial

The Group's sound financial position, cash generative and relatively capital-light business model, and strong relationship with our primary lender provide access to future capital.



Intellectual

We rely on well-developed capabilities in brand management, franchising and IP development.



Manufactured

Our physical and digital infrastructure supports efficient operations and provides our franchise partners with a competitive advantage.



Human

We have a high-performance culture, specialised skills, experienced management and a diverse Board.



Social and relationship

Strong, mutually beneficial relationships with stakeholders protect our reputation and enable us to meet our growth objectives.



Natural

We are on a journey to improve our sustainability practices to reduce our environmental footprint.

Capital governance

AR IC

AR IC

AR IC SEC

NC REM SEC

AR SEC

AR IC SEC

Inputs

- Net debt of **R943 million** (2025: R997 million)
- Cash generated from operations **R1 135 million** (2025: R1 121 million)
- Unutilised facilities of **R352 million** (2025: R233 million)

- **R751 million** (2025: R718 million) invested by franchise partners into marketing funds to develop and promote our brands
- **14%** (2025: 3.10%) increase in Leading Brands' total media investment

- **10** Manufacturing plants
- **Nine** Logistics distribution centres
- **98** (2025: 97) trucks
- **82** Company-owned restaurants (2025: 84)
- A **Group-owned** Supply Chain campus in Midrand
- **Online ordering** platforms and brand apps to enhance franchise partners' and consumer experience
- **R200 million** in capex, excluding IT (2025: R197 million)
- **R14 million** invested in IT infrastructure (2025: R17 million)

- **4 126** employees (2025: 4 522)
- **R9.0 million** (2025: R10.1 million) in training and development for 871 (2025: 732) employees
- **R1 150 million** in remuneration (2025: R1 075 million)

- **R18.9 million** invested in corporate social investment (CSI) (2025: R19.3 million)
- **R4.5 million** in food donations in South Africa (2025: R3.3 million)
- A transformation strategy to transform our business and maintain a high B-BBEE status
- Our ESG Framework outlines our social development targets

- **32 588 MWh** of purchased electricity (2025: 31 361 MWh)
- **2 414 MWh** generated from renewable energy (2025: 1 971 MWh)
- Our ESG Framework outlines our practices and targets to reduce our carbon footprint, eliminate waste and reduce our water usage

Capital constraints

Constrained consumer spending and rising costs impact revenue, profitability and our margins, while elevated interest rates have made using debt more expensive.

A fiercely competitive landscape means that competitors are willing to cut prices to attract consumers. This demands an ongoing investment in agile marketing campaigns, value offerings, loyalty programmes and consumer experience.

Imported equipment and international technologies are expensive due to a weak Rand. Consumer-facing technology investments are expensive, and selecting the right platforms, partners, and software is challenging.

Attracting and retaining skills, including brand management, marketing and franchising skills, are expected to remain difficult in the short, medium and long term.

Our social context and the business environment for franchise partners are constrained by high unemployment, inequality and service delivery failures.

Natural capital resources, including water, are constrained. Our Gauteng and Eastern Cape operations face regular water shortages. Climate change makes some commodities scarcer and more costly.

Read more on page 25.

Read more on page 19.

Read more on page 53.

Read more on page 104.

Read more on page 114.

Read more on page 65.

**Business model** *(continued)***Business activities**

FRANCHISING

Branded food services

We are Africa's leading franchisor with a track record of developing and growing iconic restaurant brands.

Our core competencies are:

- Franchise partner selection, onboarding, management and support
- Site selection
- Brand management and marketing
- Operations management
- Product, format and concept innovation
- New product development

SUPPLY CHAIN
SUPPORTS FRANCHISING**Supply Chain**

We leverage our professional procurement capability and buying power to secure the best possible prices for goods and services.

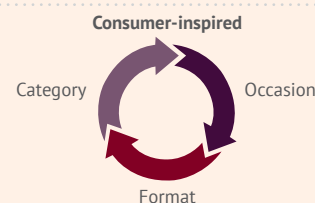
Our mature Logistics operations distribute ingredients and manufactured products throughout South Africa and across our borders.

SHARED
SERVICES**Head office**

Our head office provides shared services across the Group.

OutputsDELIVERING ON OUR PURPOSE OF **NURTURING OUR FRANCHISE PARTNERS TO SUSTAINABLY IMPACT OUR COMMUNITIES****Restaurant brands**

A portfolio of 15 iconic brands with good prospects across 3 043 restaurants (franchised, Company-owned and master licence).

**Manufactured products**

More than 508 manufactured products are sold directly to franchise partners and supermarkets.

Waste

- **51 540 tonnes** of carbon dioxide equivalent (tCO₂e) scope 1, 2 and 3 GHG emissions (2025: 50 509)
- **823.46 tonnes** of general waste to landfill (2025: 791.16 tonnes)
- **371.01 tonnes food waste** generated in operations (2025: 912.35 tonnes)

**Financial**

Through disciplined capital allocation, we aim to unlock long-term value across the business and deliver returns for our shareholders.

- **†R8 744 million** in revenue (2025: R8 283 million)
- **†583 cents** per share HEPS (2025: 520 cents per share)
- **†382 cents** per share in dividends (2025: 345 cents per share)
- **34%** achieved for ROCE (2025: 34%)

**Intellectual**

We developed our brands with franchise partners. This includes investing in both upfront and ongoing training for franchise partners and their employees to ensure that all restaurants consistently deliver on their brand promise. We monitored our reputation across our brands and assessed the fair value of our brands.

- **12** (2025: 21) brand awards won
- **419** (2025: 348) trademarks
- **R337 million** (2025: R346 million) value of our trademarks, patents and brands
- **1 142 380** (2025: 941 133) consumers participating in our loyalty programmes

**Manufactured**

Our Supply Chain provided high-quality, competitive products to our franchise partners. We invested in consumer-facing technology, IT infrastructure and cyber resilience.

- Capital expenditure of **R214 million**
- **100%** (2025: 100%) of our plants were certified through the Food Safety System Certification (FSSC) 22000 or the Food Standards Agency
- Development of the Midrand cold storage facility

Outcomes**Human**

Our business model relies on having the right people with the right skills in the right jobs. Our core beliefs create a culture of common purpose that nurtures our franchise partners.

- Net promoter score (NPS) of **27.1** (2025: 14.1)
- **15.1%** (2025: 14.6%) average employee turnover rate
- **59** (2025: 67) lost time injuries (LTIs) and zero fatalities (2025: zero)

**Social and relationship**

We have mutually beneficial relationships with franchise partners. We maintain strong relationships with our associates, business partners, regulators and communities.

- An estimated **1 050** beneficiaries reached through our CSI programmes (2025: 1 120)
- **Level 1 B-BBEE** contributor status (2025: Level 1)

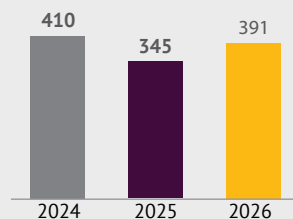
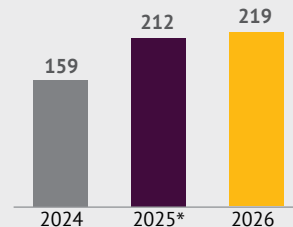
**Natural**

- We have reduced our annual plastic usage by **95.8 tonnes** per year over five years by implementing more environmentally friendly packaging. In 2025, we eliminated all single-use plastic across our restaurant network.
- **R5.8 million** (2025: R0.3 million) invested in solar installations
- **689 tonnes** (2025: 604 tonnes) of cardboard and paper recycled
- **249 tonnes** (2025: 144 tonnes) of plastic recycled
- **77.3 tonnes** (2025: 48.2 tonnes) of metal recycled
- No food waste sent to landfill (2025: nil)

**Business model** *(continued)***Shared financial value
as an outcome**

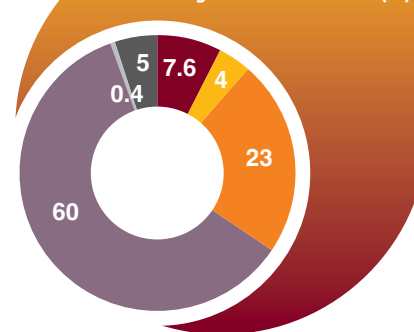
We contribute to economic growth, income opportunities and wealth creation in the markets where we operate.

In 2026, we allocated
R5 069 million
(2025: R4 498 million)
in shared financial value.

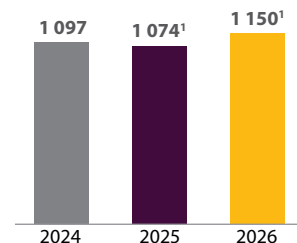
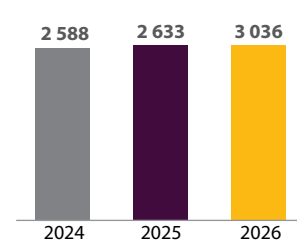
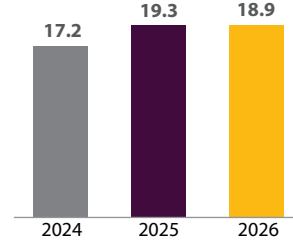
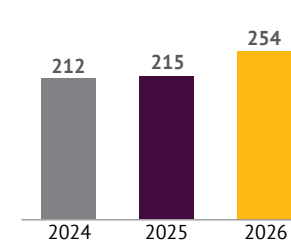
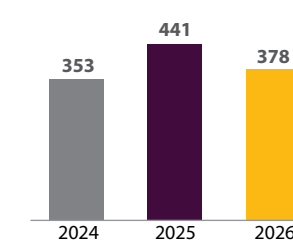
Dividends paid to providers
of capital (Rm)Repayments of interest
and capital (Rm)

* Amount includes interest paid and net borrowing repaid

Percentage of wealth shared (%)



- Shareholders
- Providers of debt
- Employees
- Enterprise and supplier development
- Investment in community upliftment
- Inland revenue services

EMPLOYEESRemuneration and incentives
(Rm)Spend with Black-owned
businesses (Rm)Investment in community
upliftment (Rm)Responsibly paying tax in the
markets where we operate (Rm)Financial reserves to invest
in growth areas (Rm)

1. Management assessed the disclosure of employee expenses and excluded third party contractors. The adjustment results in a more meaningful presentation.



Our brand custodian model

Brand awareness, equity, consistency and loyalty are managed and optimised through our brand custodian model. We execute consumer-driven brand strategies, guided by research and tested with consumers before implementation.

We have a well-developed brand-custodian model for our Leading Brands where internal brand development is a core competency.

We have committed and experienced in-house marketing and brand management capabilities. Our brands compete for similar customers, fostering a competitive spirit among our teams.

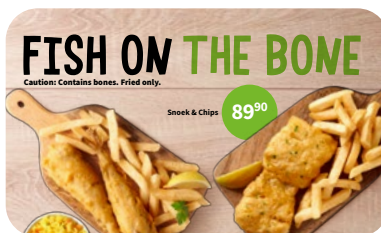
We monitor brand metrics which serve as key indicators to evaluate brand health and strategy effectiveness. The metrics provide insights into brand awareness, engagement, consideration (how likely consumers are to support the brand), customer satisfaction and loyalty. We measure promotional campaigns against sales figures to determine if they are producing results.

Partnering for brand success

We engage with franchise partners on brand and marketing decisions, including major brand changes and marketing campaigns. Our franchise partners provide input on pricing, new menu items and promotions through our National Franchise Forums (NFFs).

Franchise partners support our brand plans by contributing a percentage of their turnover as a marketing fee. They receive a detailed breakdown of how fees are spent in line with the Consumer Protection Act (CPA). Our annual brand plans are tabled at the NFFs.

More details about their brand's proposition and story are available in their operational manuals.



ROLE-PLAYERS IN OUR BRAND CUSTODIAN MODEL

BRAND MANAGEMENT TEAM

Our brands have brand management teams that protect and enhance their IP. The teams make marketing, advertising and communications decisions for their brand. They create annual brand marketing plans supported by customised brand strategies and activity plans. Brand strategies are guided by data, consumer research and insights from our product development team. With smaller brand networks, Signature Brands' brand plans are simplified, with fewer strategic priorities.

OPERATIONS TEAM

Each brand is managed by a dedicated operations team at the restaurant level, which supports on-the-ground campaign execution. The operations team interacts with franchise partners to ensure their restaurant teams are well-prepared to deliver memorable brand experiences for consumers.

CENTRAL MARKETING RESOURCES

Our central marketing department includes marketing professionals with experience in social media, digital brand management, production innovation and local marketing. Our marketing experts manage contractual arrangements with agencies, commission and develop consumer research and guide brand management teams. Our ideas are tested with consumers prior to implementation. This includes obtaining feedback from a broad consumer base through an online consumer research portal.

EXTERNAL MARKETING RESOURCES

Each brand works with an advertising agency to implement its brand strategy. Brand strategies are implemented through advertising campaigns and promotional activities. Our brands also partner with a specialised digital agency to drive messaging across digital channels.

Famous Brands' media agency is responsible for the Group's media platform activities, using our scale to negotiate competitive pricing. We work with a public relations and reputation management consultancy to oversee brand reputational risks and opportunities. Advertising agency and Group associate, Sauce Advertising, manages our website development, bespoke programmes and below-the-line marketing collateral.

We also collaborate with various research partners to create research featuring direct consumer feedback.



Product development capabilities

The Group's product development capability is a critical and increasingly important enabler of growth, cost optimisation, innovation and competitiveness.

The New Product Development function operates as a centralised, specialist team that collaborates across brands, manufacturing and support functions, including procurement and food safety and quality teams, to deliver commercially viable, high-quality products.

The function leverages cross-functional expertise and draws on food science research capabilities within industry (flavour houses and ingredient specialists) and at South Africa's leading universities. This collaborative model enables the Group to combine technical expertise and market insights to deliver innovative new products for restaurants and retail outlets.

STRATEGIC FOCUS AREAS FOR THE NEW PRODUCT DEVELOPMENT FUNCTION

Cost optimisation and value engineering

We continue to implement product development initiatives to improve margins. This includes:

- Reformulating products using more cost-effective ingredients.
- Extending high-cost ingredients, without compromising quality or taste.
- Exploring the total cost of ownership projects to bring products in-house.

Internalisation of IP ownership

We aim to reduce our reliance on third-party suppliers and to own our IP. This includes:

- Bringing production in-house where feasible.
- Developing and owning proprietary recipes and formulations.
- Strengthening control over quality.

Packaging innovation

Packaging innovation is a key focus area. This includes:

- Transitioning to environmentally friendly materials.
- Standardising packaging formats across brands.
- Securing cost efficiencies through bulk buying and design optimisation.



Read more about our environmentally-friendly packaging initiatives on page 95.

Operational efficiency

We are focused on innovations that make menu items easier for restaurants to prepare. This includes:

- Re-engineering products to reduce preparation times in-store.
- Providing simplified processes for franchise partners.
- Exploring new technologies and their application in restaurants.

Product innovation and enhancement

We develop and improve products to meet consumer demand and brand requirements. This includes:

- Enhancing existing menu items.
- Creating new menu items in collaboration with the brand teams.
- Expanding the product range offered by Retail.

Innovation pipeline and prioritisation

The Group has a pipeline of product initiatives which are prioritised based on their potential financial impact and return on investment, strategic relevance for our brands, cost-saving potential and execution feasibility. Between 25 and 30 high-impact projects are selected for execution at any given time.

Product development is also informed by internal research and external insights, including consumer testing panels, industry reports, trade shows and supplier-led innovation forums. The Group monitors global trends while adapting offerings to local consumer preferences. We also seek feedback from franchise partners, consumers and other internal stakeholders.

Product development follows a structured process that involves:

- Detailed project scoping and business case development.
- Cross-functional alignment across internal stakeholders.
- Defined timelines aligned to menu cycles.
- Ongoing cost management, including accurate product costing and margin management.
- Trials and testing conducted within Manufacturing and at the restaurant level (typically a minimum of 10 restaurants for complex products).

Progress is monitored through regular cross-functional review forums to ensure alignment and timely delivery. The success of product initiatives is assessed through financial and operational metrics, including return on investment, speed to market, product performance, sales growth, customer satisfaction and extent of IP ownership. Post-launch reviews at six and 12 months assess performance and identify opportunities for further improvement.



Stakeholder management

The Group's stakeholder engagement approach is underpinned by the principles of positive partnerships, consultation and teamwork and is consistent with our core beliefs of humility and integrity. We engage with stakeholders to understand and address their needs, concerns and expectations.

We acknowledge that our ability to create and preserve value can be affected by the quality of our relationships with our stakeholders. We aim to fully understand and respond to the needs and expectations of each stakeholder group.

Our Stakeholder Management Framework

Functional discipline representatives engage with stakeholders and monitor stakeholder engagement. Key issues and concerns are escalated to Exco.

Exco members oversee various stakeholder groups. More than one Exco member is usually accountable for a stakeholder group.

The **Social and Ethics Working Group**, at an executive level, supports the Social and Ethics Committee to ensure effective stakeholder management within Famous Brands. The Working Group regularly reports to the Social and Ethics Committee.

Certain **Board committees** share the responsibility for managing stakeholder engagement.

- The **Social and Ethics Committee** is primarily responsible for overseeing stakeholder management.
- The **Audit and Risk Committee** provides guidance on engagement with the JSE, funder institutions, shareholders and investors.
- The **Remuneration Committee** communicates with shareholders regarding remuneration decisions.

When necessary, the **Board** is informed of major challenges and opportunities to enhance stakeholder communications. Board members may also directly communicate with stakeholders on occasion.

Our approach to stakeholder engagement

Our stakeholder engagement strategy guides our interactions with stakeholders. The extent to which our stakeholder relationships and contributions impact the Group's strategy execution informs our engagement approach. Our stakeholder engagement approach is influenced by our reliance on stakeholders' support to achieve our strategic goals, by the stakeholders' influence on performance, and by the risks that may arise if we do not engage constructively with the stakeholders.

OUR STAKEHOLDER ENGAGEMENT APPROACH

Impact
(Extent to which the Group impacts the stakeholder group)

Serve and address concerns

- Consumers and prospective consumers.

Involve extensively

- Franchise partners.
- Shareholders, market analysts and prospective investors.
- Funding institutions.

Involve and keep informed

- Business partners and suppliers.
- Trade unions.
- Civil society and communities.
- Government and regulators.

Influence

(Extent to which the stakeholder group can influence the Group's success)



Stakeholder management *(continued)*

Stakeholder engagement in 2026

Our internal assessment of our stakeholder relationships has the following categories:

The relationship is established and generates value but can be improved	★ ★ ★
Mutually beneficial, good relationship, some opportunity for improvement	★ ★ ★
Strong, mutually beneficial relationship	★ ★ ★

Level of influence on our decisions:



SHAREHOLDERS, INVESTMENT ANALYSTS AND PROSPECTIVE INVESTORS

Exco member responsible	Perceived relationship quality	Level of influence on our decisions	Key risk	Capitals impacted
Darren Hele Nelisiwe Shiluvana Celeste Appollis	★ ★ ★		Decline in investor confidence.	

Why we engage

Investment analysts offer input on prospects and valuation, and shareholders and potential investors supply the financial resources needed for our expansion. We communicate our investment proposition clearly and deliver on our Group strategy. Management is led by a highly skilled Board with extensive industry knowledge.

Their needs and expectations

Shareholders and prospective investors need assurance that Famous Brands will deliver long-term growth and shareholder value. They are interested in:

- Prudent and efficient capital allocation and sustainable financial performance, despite low economic growth.
- An appropriate and well-considered remuneration structure.
- Strong corporate governance and ethical and capable leadership.

How we engage

- Annual and interim results presentations.
- One-on-one engagements.
- SENS announcements.
- AGM.
- Operations site visits.

How we measure relationship quality

- Investor and analyst interest and feedback.
- AGM voting results.

FUNDING INSTITUTIONS

Exco member responsible	Perceived relationship quality	Level of influence on our decisions	Key risk	Capitals impacted
Darren Hele Nelisiwe Shiluvana	★ ★ ★		Breach of debt covenants and undertakings to the primary lender.	

Why we engage

Funding institutions provide balance sheet support and supply financial capital for expansion. They seek a mutually beneficial relationship in which their investment helps us achieve our expansion plans, thereby growing Famous Brands into a larger, better client.

We have long-standing relationships with our bankers. We maintained our track record of meeting our funding commitments and abiding by covenants. We also actively monitor our debt profile.

Read more about our debt profile and refinancing arrangement in our Group Financial Director's report on page 57.

Their needs and expectations

Funding institutions expect:

- The Group to apply responsible capital management.
- For interest and capital to be paid on time.
- Compliance with debt covenants.

How we engage

- Meetings.
- Email communications.

How we measure relationship quality

- Ongoing feedback.
- Funding terms offered.

**Stakeholder management** *(continued)***FRANCHISE PARTNERS**

Exco member responsible	Perceived relationship quality	Level of influence on our decisions	Key risk	Capitals impacted
Darren Hele Derrian Nadauld	★★★★		Declining relationship quality and loss of franchise partners.	

Why we engage

Our franchise partners are our main source of revenue and represent our brands. We regularly consult our franchise partners, provide them with continuous business support, and invest in our brands.

Our partnerships are long-term commitments that need consistent attention, and we value the views and contributions of our franchise partners. They receive support from our operations teams to ensure that they run thriving businesses. Our Supply Chain operations continually and instantly supply high-quality products to our franchises.

We are determined to improve engagement with them to benefit from the valuable insights they provide.

Their needs and expectations

Franchise partners seek a franchisor who understands them and is committed to the relationship. They expect:

- Return on investment.
- Trusted, proven brands, quality products and focused marketing spend.
- An efficient and effective Supply Chain.
- Input when selecting suitable locations for their restaurants.
- Regular business management support.

How we engage

- NFFs.
- Annual conferences.
- One-on-one engagement with franchise managers.
- Email communications and newsletters.
- Franchise partner surveys.

How we measure relationship quality

- Franchise partner retention statistics.
- Growth of franchise partners with multiple restaurants.
- Franchise partner survey results.

**Partnering for successful franchising**

We employ full business format franchising. Under this format, the franchise partners use the franchisor's entire business concept. This includes the name, trademarks, copyright, expertise, and other intellectual property. We are experienced in creating strong brands and have well-established franchise processes.

Recruiting new franchise partners

We frequently receive applications from prospective franchise partners, mostly via recommendations from existing franchise partners, landlords and our wider network. Our brands' track record and reputation for sustainable and ethical franchise management attract potential franchise partners. Existing franchise partners that seek to build a multi-franchise network are typically granted new sites.

We advise that potential franchise partners engage with at least three existing franchise partners to gain insight into the brand and what is required to run a restaurant. The contact information for current franchise partners for each brand is included in our franchise disclosure document.

When assessing potential franchise partners, we consider organisational ability, financial and business management acumen and people management skills. We conduct criminal and credit checks on all new applicants. Franchise partners must be willing to work inside the franchise framework while maintaining an entrepreneurial spirit. We look for franchise partners who are prepared to be owner-operators and not just investors. Many prospective franchise partners require bank funding, but they also need sufficient free cash to meet working capital needs and handle monthly repayments.

Negotiating lease agreements

To ensure a business's initial and continuous success, the right site, floor space, and attractive leasing terms are crucial. Famous Brands assists with essential landlord relationship management, franchise partner lease negotiations and administration, site selection and rental benchmarking. If the economy declines or foot traffic decreases, we often step in to help franchise partners with rental renegotiations.



Stakeholder management *(continued)*

Finding a suitable site

We assess a site's viability using geographic information systems. In addition to providing insights into economic activity, competitor activity and transportation flows into the area, this technology provides demographic data for the area, including population, age groups and income. This enables us to determine whether the site is over- or under-traded and has the consumer numbers to support the business case.

We oversee all new restaurant fit-outs to assist franchise partners. This guarantees that every new restaurant's appearance meets our standards. We have specific equipment requirements, and we work with the franchise partner to select and manage contractors and equipment suppliers. We can negotiate the best prices for franchise partners due to our established industry relationships. Restaurants do not open until Famous Brands approves the project.

When a site fits our requirements, and we are unable to find a suitable franchise partner, we may open a Company-owned restaurant. We may sell it when a qualified candidate is identified.

Franchise documentation

A disclosure document is sent to a prospective franchise partner to assess the business case for the franchise partner. The document includes extensive information about the franchisor, financial projections and a full cost and fee breakdown.

When they join a franchise, franchise partners sign a franchise agreement. The terms and conditions governing the relationship between the franchisor and the franchise partner are set out in this legal agreement. Our franchise information system is a repository for legal documents, including franchise

and lease agreements. Typically, a franchise agreement is renewed after five years but could be mutually terminated.

An online operations manual with details on our brand, operational guidelines and recipes is available to franchise partners.

Onboarding new franchise partners

Our thorough onboarding procedure for franchise partners typically takes 14 weeks. It entails supporting franchise partners with interviewing and hiring employees, and training their employees.

Franchise partners for Leading Brands have access to an online training portal that includes modules on operating the various brands. New and existing restaurants also receive classroom and in-store training. To give the franchise partner a chance to test the systems, we host a soft-opening event for friends and family before the restaurant opens.

Engaging with franchise partners

At least once a month, the franchise manager visits the franchise partners. The franchise manager conducts an operational audit and discusses the business's health. Additionally, the franchise manager discusses suggested menu promotions and rewards for franchise partners who meet their targets.

Between 20 and 25 franchise outlets are supported by one franchise manager. Concerns raised by franchise partners may be directed to a regional manager or operations manager. A monthly newsletter with information on upcoming promotions and industry topics is sent to franchise partners. Franchise partners for

Leading Brands can obtain content for regional marketing initiatives via an online portal. Each brand has a National Franchise Forum (NFF), which is a consultative forum where franchise partners provide input. Famous Brands announces its goals and plans for the upcoming year through regional roadshows.

Margin support

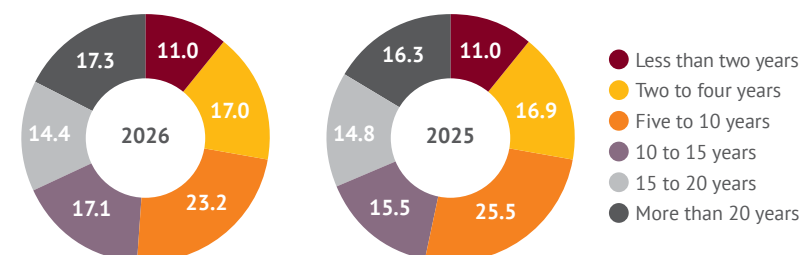
Our vertically integrated Supply Chain is advantageous to franchise partners. Famous Brands sources goods, negotiates prices, and ensures the goods meet our expectations. We are conscious of the need to avoid frequent price hikes and to keep them affordable. Price certainty helps franchise partners with their planning. Franchise partners receive the same product costs regardless of their geographic proximity to our distribution centres.

Managing our digital presence

We work with a leading consultancy to monitor our online reputation. This consultancy tracks every review across our brands on multiple platforms, including Google, TripAdvisor and Facebook. The consultancy helps our brand managers ensure that all restaurant information is up to date and that our restaurants are visible on these platforms.

We oversee social media activity for every brand for our franchise partners. Franchise partners have social media profiles linked to our brand's main page. This allows for localised content, with national support. We have established social media policies to guide our franchise partners.

Average tenure of SA franchise partner (%)



Stakeholder management *(continued)*

CONSUMERS AND PROSPECTIVE CONSUMERS

Exco member responsible	Perceived relationship quality	Level of influence on our decisions	Key risk	Capitals impacted
Darren Hele Derrian Nadauld JP Claassen	★★★★		Loss of market share due to failure to meet consumer demands.	

Why we engage

Our sustainability depends on our consumers' support and confidence. We maintain and grow market share by meeting consumer demands and leading in our chosen categories. We value customer input and take action. Our brands must remain worthwhile, relevant, and accessible. We use innovation, flawless execution and constant improvement to enhance consumer experience.

We maintain our standards through:

- Innovation to keep up with developing trends.
- Investment in consumer-facing technology.
- The rollout of loyalty programmes.
- Prioritising food quality and safety across the Supply Chain.
- An ongoing restaurant refurbishment programme.

Read more about our brand management on page 25 and our technology investments on page 53.

Their needs and expectations

Consumers expect our brands to deliver:

- Strong value offerings, loyalty programmes and rewards.
- Location accessibility and convenience.
- Positive total experience with good service and hygiene standards.
- Menu innovation and variety.

How we engage

- One-on-one engagement at restaurants.
- Advertising and public relations activities across all media types.
- Call centres.
- Consumer complaints channels.
- Brand apps and loyalty programmes.
- Regular restaurant reviews, audits and mystery shopping to guarantee our high standards are maintained.

How we measure relationship quality

- Number of consumer complaints.
- Restaurant turnover growth.
- Online reviews and ratings.



CIVIL SOCIETY AND COMMUNITY

Exco member responsible	Perceived relationship quality	Level of influence on our decisions	Key risk	Capitals impacted
Darren Hele Derrian Nadauld Andrew Mundell Jabulani Mahange	★★★★		Reputational damage to Famous Brands due to the actions of an unethical CSI partner.	

Why we engage

For our Leading Brands, supporting the communities in which we operate is a crucial part of brand building. Furthermore, both within and outside of South Africa, our franchise partners also contribute to their communities. In 2026, we contributed R18.9 million (2025: R19.3 million) to CSI programmes.

Our commitment to sustainable environmental practices is outlined in our Environmental Policy. The policy identifies key focus areas and objectives to reduce our environmental impact and contribute to a more sustainable operating environment.

Read more about our CSI on page 114 and our Environmental Policy on page 84.

Their needs and expectations

Civil society and communities expect Famous Brands to:

- Provide sustained, meaningful support for our CSI programmes.
- Operate in a way that reduces our environmental footprint.
- Treat our consumers, employees, suppliers and communities responsibly.

How we engage

- CSI activations.
- Public relations activities.

How we measure relationship quality

- Feedback from CSI partners.
- Success in fundraising for CSI initiatives.

Stakeholder management *(continued)*

SUPPLIERS AND BUSINESS PARTNERS

Exco member responsible	Perceived relationship quality	Level of influence on our decisions	Key risk	Capitals impacted
Darren Hele JP Claassen Derrian Nadauld Andrew Mundell			Our suppliers and business partners lose trust in our ability to fulfil their agreements and contracts.	

Why we engage

Suppliers and business partners help Famous Brands fulfil its commitment to franchise partners by providing essential goods and services.

Quality and food safety compliance, as well as open, strong relationships with suppliers, are enabled by our contractual agreements. We consider B-BBEE status and compliance when selecting suppliers or business partners. Consistent engagement between our procurement and planning teams with suppliers ensures successful partnerships. B-BBEE compliant suppliers are eligible to participate in our annual supplier awards.



Read more in our transformation report on page 109.

Their needs and expectations

Many of our suppliers and business partners expect:

- Timely payment.
- Fair treatment.
- A long-term, mutually rewarding relationship.
- Opportunities to grow business opportunities with Famous Brands.

How we engage

- One-on-one engagement.
- Email communications.
- Annual supplier awards.
- Supplier inspections and audits.
- Supplier questionnaires.

How we measure relationship quality

- Service level agreement (SLA) delivery levels met or exceeded.



EMPLOYEES

Exco member responsible	Perceived relationship quality	Level of influence on our decisions	Key risk	Capitals impacted
Darren Hele Jabulani Mahange			Failure to attract and retain the right level and skills required to meet our strategic objectives.	

Why we engage

We appreciate our employees and strive to create a safe, harmonious and productive work environment. Employees expect Famous Brand to recognise their contributions and invest in their professional development. Employees want their leaders and managers to show ethical and competent leadership.

Our employees are fairly remunerated, incentivised and developed. Our Transformation Policy and strategies are designed to uplift historically disadvantaged individuals, and we support the principles of transformation in South Africa. We are also committed to fostering a culture of learning.



Read more in our human capital report on page 104, remuneration report on page 141 and transformation report on page 109.

Their needs and expectations

We offer our employees:

- Fair remuneration and recognition.
- Equal opportunities and career development.
- Training and development.
- Safe working environment and job security.
- Good corporate governance, ethical and competent leadership.

How we engage

- One-on-one engagement.
- Group-wide meetings and presentations.
- Email communications.
- Annual performance discussions.
- Annual personal development plans.
- Employee reward and recognition awards.

How we measure relationship quality

- Voice your View results.
- Employee retention statistics.
- Ready now successor scores.
- Exit interview feedback.

Stakeholder management *(continued)*

TRADE UNIONS

Exco member responsible	Perceived relationship quality	Level of influence on our decisions	Key risk	Capitals impacted
Jabulani Mahange			Poor labour union relationships lead to animosity and possible labour unrest.	

Why we engage

We protect employees' rights to freedom of association. 20.2% of our employees are unionised, and we have recognition agreements with three trade unions.

We recognise the role of trade unions and engage professionally and cordially to establish common ground on all issues. We can continue to strengthen our mutually respectful relationship by being a good-faith partner and an employer of choice.

Read more in our human capital report on page 104.

Their needs and expectations

Trade unions seek the following on behalf of their members:

- Sustainable earnings and job security.
- Fair remuneration and recognition.
- Equal opportunities, training and career development.
- Safe working environment.

How we engage

- Wage agreement negotiations.
- Meetings.

How we measure relationship quality

- Mutually beneficial wage agreements.
- Absence of labour unrest.
- Voice your View results.



GOVERNMENT AND REGULATORS

Exco member responsible	Perceived relationship quality	Level of influence on our decisions	Key risk	Capitals impacted
Darren Hele JP Claassen Celeste Appollis Nelisiwe Shiluvana Ntando Ndaba Jabulani Mahange			Failure to prepare the business to comply with new legislation.	

Why we engage

Famous Brands is a responsible corporate citizen that supports the transformation imperative, pays taxes, and complies with laws and regulations. Through our CSI initiatives and prudent use of natural resources, we also help the government's developmental agenda.

We have mechanisms in place to stay abreast of changes to the law, evaluate their effects, and notify the relevant stakeholders. One of our top management priorities is to maintain our B-BBEE status.

Their needs and expectations

Government and regulators seek:

- Consistent and growing tax payments.
- Compliance with legislation, including JSE listing requirements.

How we engage

- Annual submissions.
- Engagement with local municipalities.
- Industry-level discussions facilitated through the Consumer Goods Council of South Africa (CGCSA) and the Federated Hospitality Association of South Africa (FEDHASA).
- Applications and reports to the Food and Beverages Sector Education and Training Authority (FoodBev SETA).
- Regular guidance and updates on regulations and legislation from, and submissions to the JSE.

How we measure relationship quality

- Absence of fines and penalties.



Risk management

Proactive risk identification and mitigation are essential elements of effective risk management, enabling the Group to manage current and influence future outcomes.

Famous Brands is subject to numerous risks linked to strategy, operations, people, IT, finance, and compliance. Risk management is the responsibility of the Board and management, who must strike a balance between prudence and measured risk-taking. Our risk management is an ongoing process that enables agile responses to a rapidly changing environment.

We take a cautious approach to risk management when pursuing our strategic goals. Our business strategy and strategic decisions  (page 48) aim to promote growth, reduce risks, align with our management approach, and implement mitigation measures. As per King IV™, risk management is embedded in our strategy-setting and performance management and is not treated as a standalone function.



The Group's Enterprise Risk Management Framework is aligned with the Committee of Sponsoring Organisations of the Treadway Commission Framework. The framework clarifies roles and responsibilities across the organisation, promoting oversight, transparency, and ethical behaviour.

The Group Risk Executive, together with other risk specialists, is responsible for developing and executing the Group's risk strategy, including implementing key action plans. They collaborate within project teams and serve as a sounding board on potential issues. Key risks are identified based on the following:

- **Risk-bearing capacity:** The capacity to absorb risk-related losses without threatening the Group's sustainability based on its current business model.
- **Risk appetite:** The amount and type of risk the Group is willing to accept in pursuit of its strategic objectives. We avoid subjecting the Group to risks that exceed the risk appetite.
- **Risk tolerance:** The acceptable limits or boundaries for specific risks, defining how much deviation from targets (financial, operational or strategic) can be absorbed before action is required.

“ In 2026, our risk management processes ensured that Famous Brands was not materially exposed to avoidable risk. We confirm that risks are managed within our risk appetite. ”

**Risk management** *(continued)***Risk management in 2026****DRIVING BUSINESS RESILIENCE**

All operational sites have business continuity and disruption plans in place. In 2026, we worked to understand our water resilience and business disruption risks posed by water outages and potential water quality failures. We have begun investing in additional water storage across our Supply Chain sites to ensure water is available for 48 to 72 hours. We are investigating water filtration systems where required, and water pumps to support sites with low water pressure. Our Leading Brands' team is guiding franchise partners on securing alternative water solutions to reduce the impact of water disruptions on their restaurants. This will remain a major focus for 2027.

We have backup generators and solar installations to allow for a high level of energy independence. This year, we invested in one new solar installation. We will continue to invest in solar, including new projects and expanding existing installations.

We continue to monitor Zambia's heightened drought risk, which impacts its nationwide hydropower supply. By year-end, 100% of our Zambian restaurants had alternative power solutions in place to manage electricity supply constraints. We also provided guidance on optimal solutions, energy saving and transitioning to gas equipment. Sales made by Zambian franchise partners during power outages are eligible for energy relief breaks.

We have an action plan in place to protect our assets and operating sites from recognised risk exposures, such as fire, flooding, crime, and civil unrest. Our insurance risk management programme, which includes fire risk engineering continues to enable us to build strategic partnerships with insurers to ensure business resilience to insurable risks.

Established in 2023, our insurance cell captive allows us to manage our risks in a flexible and cost-effective way. The captive administers our predetermined and agreed-upon aggregates for key risk classes, which we continue to expand.

REDUCING COMPLIANCE-RELATED RISKS

The Group's compliance regulatory framework aims to reduce our compliance-related risks. It maps the relevant legal and regulatory requirements across our markets. This year, we implemented a specialised compliance software tool to support our regulatory compliance. We hired a dedicated compliance officer to track and respond to compliance-related risks.

We monitor our compliance with the Protection of Personal Information Act (POPIA) and the General Data Protection Regulation (GDPR). This is supported by control assurance processes to identify areas for improvement. We stay abreast of data governance regulations across our markets.

ENHANCING OUR MASTER DATA MANAGEMENT

Effective master data management ensures that an organisation's critical data, as it relates to consumers, customers, products, suppliers, employees and finance, is accurate, consistent, properly integrated and secured across all systems and business processes. In 2026, we focused on improving our master data management through key projects to ensure that the right data sources flow into the right systems and that these systems are properly secured. We also began a journey to leverage data analytics tools to deliver risk insights.

BUILDING OUR CYBERSECURITY CAPABILITIES

The evolving cyber threat landscape, including artificial intelligence-powered phishing and deepfake attacks, ransomware, insider threats, Internet of Things (IoT) vulnerabilities, and increasingly stringent regulatory requirements, demands stronger security measures and proactive defence strategies.

We focused on maturing existing security infrastructure and technologies to maximise protection while controlling cyber-related costs. We bolstered our cyber posture by addressing high-risk areas and improving detection, incident response, data protection, and governance. We also focused on implementing our plans to advance IT security in other key markets.

In 2027, we will increase our focus on improving our data, information and technology governance.



Read more about our technology governance on page 127.

FOCUS AREAS FOR 2027

Famous Brands has set the following focus areas for 2027 to further enhance its risk management capabilities:

- Implementing our revised Enterprise Risk Management Framework, which has been refined in line with King V™ implications and global best practice.
- Scenario planning and building business resilience for business interruption events, including investing in additional water storage.
- Leveraging our data analytics tool to produce risk insights.
- Continuing to optimise the cell captive.
- Enhancing IT security capabilities in other key markets through implementing our IT security plan.
- Continuous improvement of our fire risk engineering programme.
- Intensifying ESG risk management capability and reporting.
- Implementing the specialised software tool to manage our regulatory compliance in different markets.
- Ongoing improvement of the occupational health and safety environment.

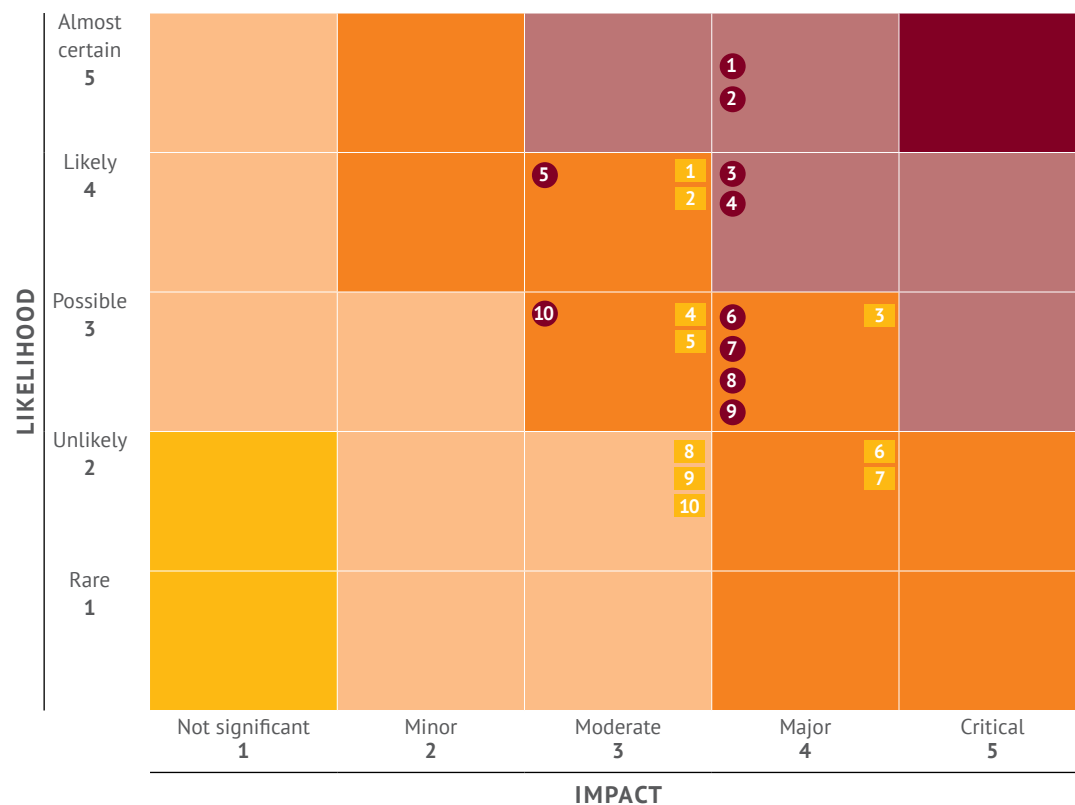


Risk management *(continued)*

Our key risks

We define our top ten risks, detail their possible effects on the Group, outline the actions we have taken to reduce each risk, and identify the associated opportunities. This includes internal and external risks. We consider impact categories according to the tolerance levels across the four areas: finance, reputation, consumer and employee. The likelihood is based on the probability of occurrence.

Our list of top ten risks remains the same as in the previous year, with no new top risks introduced. However, the risk of supply chain disruptions has moved up to the number three position. The risk descriptions and our response have evolved due to nuances in our operating environment.



- 1 Group revenue growth sensitive to market uncertainties
- 2 Information security breach through cyber-attack in key markets
- 3 Supply chain disruptions
- 4 Consumer-facing technology investment and execution lagging consumer shifts and competition
- 5 Climate change resulting in business disruption
- 6 Unreliable electricity supply negatively impacting Supply Chain and restaurants
- 7 Uncertainty over franchise partner profitability and sustainability
- 8 Failure to prevent and appropriately respond to major health and safety incidents
- 9 Loss of reputation and severe brand damage
- 10 Breach of food safety standards and regulations in Supply Chain and restaurants

IRR Inherent risk rating RRR Residual risk rating

**Risk management** *(continued)***1****GROUP REVENUE GROWTH SENSITIVE TO MARKET UNCERTAINTIES****IRR** 20 **RRR** 12**RELATED KEY STRATEGIC MATTERS:****RELATED CAPITALS:**

Many markets, such as South Africa, Zambia, Botswana, and the UK, continue to face domestic economic challenges, which adversely affect disposable income and consumer confidence.

Geopolitical turmoil is expected to affect international trade relations. Locally, South Africa's economic prospects will be impacted by the government's stability and the speed of structural reforms. The conflict in the Middle East could continue to drive up oil prices, which impacts on inflation, interest rates and growth prospects.

Convenience, value offerings, and online delivery have increased competition in the restaurant industry. Restaurants also compete with major retailers.

Our AME restaurants and the Signature Brands portfolio continue to underperform. This year, the performance of our SADC region was negatively impacted by poor macro economic conditions in Botswana and Zambia.

Our operating margin and market share remain under pressure due to these circumstances, which may reduce shareholder returns.

Our response

- To drive system-wide growth, we are opening new restaurants across South Africa and SADC.
- Our targeted media campaigns for Leading Brands will drive sales and new consumer acquisition.
- We invest in our Supply Chain to promote efficiency through yields and effective labour management.
- Our product development capabilities introduce innovative consumer choices and reduce the cost of production.
- We aim to expand our Retail products through new product development.

Opportunities

- Growth through agile trading formats, including drive thrus.
- Scaled up own delivery capability through the delivery hub concept.
- Leverage business intelligence and customer relationship management (CRM) technology.
- Menus and basket innovation.
- Improved Retail product offering and new product development capabilities.
- Address under performance in AME and Signature Brands portfolio.

**Risk management** *(continued)***2 INFORMATION SECURITY BREACH THROUGH CYBER-ATTACK IN KEY MARKETS**

IRR 20 RRR 12

RELATED KEY STRATEGIC MATTERS:



RELATED CAPITALS:



The cybercrime landscape is continually changing as threats become more complex. Not keeping up with new cybersecurity developments and trends, addressing known IT security weaknesses, and managing third-party service providers' IT security could expose the Group to threats. The interconnectedness of the Group's IT infrastructure across South Africa and other key markets poses potential risks.

A cyber-attack could lead to system outages, loss of intellectual property, regulatory action, and reputational harm.

Our response

- We are maturing our IT security plans in key markets to continuously address vulnerabilities.
- Investment in proactive threat monitoring.
- Maintaining optimal cyber risk transfer strategies.
- Utilise ongoing independent cyber assurance services.

Opportunities

- Benefits from enhanced technology.

3 SUPPLY CHAIN DISRUPTIONS

IRR 16 RRR 12

RELATED KEY STRATEGIC MATTERS:



RELATED CAPITALS:



We are experiencing production constraints due to import disruptions, including shipping delays and rising input costs, fuelled by geopolitical instability.

Domestically, port infrastructure failures hinder efficient production and distribution.

Other possible disruptions include labour disputes, water shortages, animal disease outbreaks, and altered weather patterns linked to climate change.

Supply chain disruptions may have a detrimental impact on service levels and cause operational inefficiencies, working capital pressures, and margin loss.

Our response

- We are building procurement capacity to focus on the strategic procurement of key commodities.
- We diversify our supplier base to provide Supply Chain resiliency.
- To increase Supply Chain capacity and agility over the medium to long term, we are redeveloping our Midrand Campus.
- To address water supply and quality issues, we are developing a water risk mitigation plan for our South African operations.

Opportunities

- Product and technology innovation and operational efficiencies.
- Our vertically integrated business model offers our franchise partners an increased competitive advantage.

**Risk management** *(continued)***4 CONSUMER-FACING TECHNOLOGY INVESTMENT AND EXECUTION LAGGING CONSUMER SHIFTS AND COMPETITION****IRR** 16 **RRR** 9

RELATED KEY STRATEGIC MATTERS:



RELATED CAPITALS:



Technology is accelerating the consumer shift towards convenience, and competitors are investing to grow their market share and keep pace with emerging trends. Additionally, we rely on several external technology suppliers.

Loss of market share, low return on capital investment, and revenue decline are the main consumer-facing technology key threats.

Our response

- A Group-wide enterprise architecture and structure strategy is in place to cover operating system architecture and consumer-facing technology.
- We are executing and leveraging our consumer-facing technology projects with governance oversight.
- We are clearly defining the Munch Software POS implementation pathway to ensure we maximise value from our strategic stake in Munch Software.

Opportunities

- Market share gains.
- Operational efficiencies achieved.
- Enhanced consumer experience across multiple touchpoints.
- Greater consumer insights.

5 CLIMATE CHANGE IMPACT RESULTING IN BUSINESS DISRUPTION**IRR** 12 **RRR** 9

RELATED KEY STRATEGIC MATTERS:



RELATED CAPITALS:



The effects of climate change, including extreme heat, drought, and severe weather, are felt in many of our markets. The impacts of climate change will intensify if global emissions are not reduced.

Climate change risks to Famous Brands include major natural disasters that damage infrastructure, disrupt business operations, and increase insurance costs. We risk losing stakeholder trust if we do not meet the targets set in our emissions-reduction plan.

Our response

- We are addressing climate risk as part of our ESG Framework and targets.
- We have water and energy recycling initiatives planned.
- We keep sufficient cover for natural disasters for our assets and business interruptions.
- To promote local ESG commitments, we continue to work with the CGCSA and other platforms.

Opportunities

- Enhanced positioning as a sustainability leader.
- Operating cost savings.
- Increased business resilience.

**Risk management** *(continued)***6 UNRELIABLE ELECTRICITY SUPPLY NEGATIVELY IMPACTING SUPPLY CHAIN AND RESTAURANTS**

IRR 12 RRR 8

RELATED KEY STRATEGIC MATTERS:



RELATED CAPITALS:



South Africa is overly reliant on a single energy provider with inconsistent electricity generation and transmission infrastructure. This impacts Famous Brands' local distribution infrastructure.

Drought is threatening Zambia's electricity supply, which affects the national utility's ability to generate hydroelectric power.

Unreliable electricity supply and interruptions lead to operational inefficiencies, margin erosion and reduced day stock cover. These issues may result in revenue loss.

Our response

- 91% of SA Leading Brands restaurants and 100% of Zambian restaurants have some form of alternative power supply.
- We continue to implement the brands' playbook for key smart equipment conversion to reduce overall electricity usage and implement gas conversion where feasible.

Opportunities

- Alternative energy sources and energy efficiency drive will cut costs, reduce emissions and increase business resilience.

7 UNCERTAINTY OVER FRANCHISE PARTNER PROFITABILITY AND SUSTAINABILITY

IRR 12 RRR 8

RELATED KEY STRATEGIC MATTERS:



RELATED CAPITALS:



Franchise partners contend with rising operating expenses, including burdensome leases that require franchisor involvement, higher input costs, labour costs and unreliable electricity and water supplies. Other factors include uncertainty over the hiring of foreign workers.

Persistent economic challenges in South Africa and economic downturns in other markets (Botswana, Zambia and the UK) have led to reduced consumer spending. Consumers reprioritise their discretionary income towards basic goods.

These conditions may lead to margin loss, hinder franchise partners' ability to reinvest in their businesses, and result in business failure. This may also negatively impact our net restaurant growth.

Our response

- When necessary, we offer franchise partners short to medium-term business sustainability relief packages.
- In Zambia, sales made during load shedding were covered under an energy relief package.
- We support our franchise partners with lease renegotiations.
- Our consumer-facing technology projects guarantee continued competitiveness.
- To drive growth, we are allocating significant media spend to Leading Brands.

Opportunities

- Favourable rental terms and greater access to new sites.
- Menu and basket innovation.
- Innovative thinking around cost savings.
- Our vertically integrated business model offers our franchise partners a strong competitive advantage.

**Risk management** *(continued)***8** FAILURE TO PREVENT AND APPROPRIATELY RESPOND TO MAJOR HEALTH AND SAFETY INCIDENTS

IRR 12 RRR 6

RELATED KEY STRATEGIC MATTERS:



RELATED CAPITALS:



Failure to implement or monitor measures to address health and safety programme control deficiencies may lead to a major health and safety incident. This risk could be increased by inconsistencies in legal compliance and ageing plant infrastructure. Our own delivery motorcycle drivers may be involved in accidents.

These challenges may result in death, regulatory fines and penalties, and reputational damage.

Our response

- Senior management and governance bodies have continuous oversight on health and safety issues.
- The Group-wide health and safety programme is led by an occupational health and safety risk specialist and strengthened by independent assurance services.

Opportunities

- Continual enhancements to health and safety protocols.
- An improved work environment for employees.

9 LOSS OF REPUTATION AND SEVERE BRAND DAMAGE

IRR 12 RRR 6

RELATED KEY STRATEGIC MATTERS:



RELATED CAPITALS:



Unethical behaviour by any key stakeholder, locally and internationally, or non-adherence to agreed procedures and escalation framework may cause reputational backlash and severe brand harm. This could result in a decline in market share, a lack of trust, and a lack of confidence in management.

Our response

- We encourage ethical behaviour among our key stakeholders.
- We ensure all business policies are communicated and updated regularly.
- To further entrench an ethical culture, we are implementing our ethics strategy and management plan.

Opportunities

- Enhanced stakeholder value and strong ethical culture.



Risk management *(continued)*

10 BREACH OF FOOD SAFETY STANDARDS AND REGULATIONS IN SUPPLY CHAIN AND RESTAURANTS

IRR 9 RRR 6

RELATED KEY STRATEGIC MATTERS:



RELATED CAPITALS:



Non-compliance with our total quality and food safety management system and inconsistent implementation of legal compliance may result in unsafe food and product recalls.

A food safety incident could harm our reputation, reduce consumer confidence, and result in regulatory fines and penalties.

Our response

- We continue to promote compliance with our total quality and food safety management system and established food safety standards.
- We regularly inspect restaurants for food safety.

Opportunities

- Better food management practices result in less food waste.

Emerging risks

In addition to our top 10 risks, we identify and monitor emerging risks. In 2026, we assessed the probable impact of the following emerging risks:

Economic

- Deteriorating financial prospects in Botswana and Zambia.
- Escalating geopolitical tensions and conflicts with impacts on inflation, fuel prices, economic growth and the probability of higher interest rates for longer.

Sustainability

- More extreme weather, such as frequent droughts that could result in food shortages and increased costs, as well as higher flooding incidents that could harm infrastructure.
- Higher insurance premiums due to climate-related damages.

Infrastructure

- General breakdown of the water infrastructure in South Africa.
- Decay of South African port infrastructure is causing delays and increased logistics costs.

Political

- The impact of higher tariffs on products exported to the United States.
- South Africa's ongoing inclusion in AGOA is uncertain due to strained relationships.
- Local elections in South Africa, and their potential to escalate tensions and service delivery protests.

People

- Retention of key human resources.
- Employees coping with increased financial stress and mental health issues.
- Uncertainty surrounding foreign workers' employment in South Africa.

Other

- Further breakdown in the rule of law and an increase in crime.
- Other animal disease outbreaks, including avian flu and foot-and-mouth disease.



4

Strategy
delivery

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**Introducing Mr Wimpy**

Victor Zamokwakhe became a franchise partner in 2019, purchasing a Wimpy on the South Coast, KwaZulu-Natal, a few months before the COVID-19 pandemic. Today, Victor operates four Wimpy restaurants, and his wife, daughter and son are all involved in running the business, and the family support he receives is invaluable. He is passionate about the Wimpy brand and is known locally as 'Mr Wimpy.' He attributes the brand's success to its strong heritage and enduring appeal, regardless of economic conditions.

Q What do you appreciate the most from Famous Brands?

The support from Famous Brands has made our business successful. From the menu development to marketing initiatives, they are committed to protecting the brand and thinking ahead. They train our staff to understand the brand and represent it correctly. They also consider all stakeholders, from customers and franchise partners to their employees, in their decision-making.

I have met incredible people, including the executive management of Famous Brands. During COVID-19, they stepped in to help us keep going. We felt the support on the ground, even from the executive levels. I have also had the opportunity to engage with franchise partners who have been in business for decades and to receive mentorship and support.

While I currently operate Wimpy restaurants, Famous Brands offers many opportunities to expand across its various brands. I'm not locked into one brand.

Q What is the secret behind your thriving business?

We build customer trust and loyalty through consistent quality service. I have developed long, special relationships with my regular customers. This business demands that you be hands-on; you cannot operate it via remote control. You also need to stick to the rules and framework of the franchise model.

Wimpy is a much-loved brand. My staff is proud to wear the Wimpy uniform when they leave work – they don't change out of it. I represent the Wimpy brand in the community by always giving back to community initiatives and sponsoring events at local schools and churches.



"Wimpy means a lot to the community. People say, 'Let's go eat at my Wimpy'. They have real pride and ownership in the brand."



Chief Executive Officer's report

“The 2026 financial year was characterised by constrained trading conditions, the continued strong performance of our core business and decisive corrective action to address areas of non-performance.”



Darren Hele

Key features of 2026

Leading Brands continues to deliver growth

The resilient performance of Leading Brands demonstrates the strength of our brands and the enduring appeal of our QSR and CDR offering.

Crossing the 3 000 restaurant milestone

We opened 140 new restaurants, bringing our total restaurants to 3 043 in 22 markets.

Marking the conclusion of Project Decade

Our multi-year investment in developing a modern, efficient Logistics platform has concluded, enabling us to serve a large franchise network more efficiently and intelligently.

The Group delivered sound financial performance, with 5.6% revenue and 4.5% operating profit growth, driven by strong consumer demand for our Leading Brands portfolio and the resilience of our vertically integrated business model. The quality of our earnings was supported by investments over several years to improve efficiency in our Supply Chain. The strength of our balance sheet and extensive coordination and planning across the Group enabled us to effectively respond to materially higher beef and coffee prices and to absorb these increases to protect demand at the restaurant level, a major trade-off for 2026.

We continued to grow our franchise networks, with a net growth of 64 restaurants across our markets. However, this was below our target, largely due to development delays. Revamp activity remains healthy, although economic conditions in several markets have led to some postponements. We also grew our drive thru footprint by adding six restaurants in South Africa, bringing it to 76 restaurants in a format that continues to outperform.

While South Africa recorded muted but positive economic growth, this has not translated into better consumer disposable income. The landscape remains highly competitive, and consumers are highly price-sensitive. We promoted accessible value offerings, but balanced with quality cues to avoid commoditisation, and strengthened our loyalty programmes and personalised communication to retain switch-prone consumers. We maintained and won market share in convenience through promoting our own delivery channel.

Infrastructure failures, including water outages at our Supply Chain sites and restaurants, complicate operations. In many ways, water shortages are more difficult to resolve than electricity. We have evaluated our water resilience and will implement plans to build additional storage and introduce filtration systems to protect water quality. Likewise, our franchise management teams are guiding franchise partners on best practices for water storage and quality management.

“While our 2026 financial year has been difficult, the actions taken, particularly in the second half, demonstrate our commitment to proactively addressing challenges. We have been deliberate in confronting underperformance, strengthening our operational capabilities, and reinforcing the long-term sustainability of our business model.”



Chief Executive Officer's report *(continued)*

Strategy highlights for 2026

SUPPLY CHAIN TRANSFORMATION

This year marked the conclusion of Project Decade, our multi-year investment programme to reshape our distribution footprint and build a more efficient, modern Logistics platform. This was a critical programme that has helped us serve a materially larger franchise network. We expanded our distribution centre capacity and invested in an advanced warehouse management system. Our warehouse management system supports the tracking of several KPIs, including our delivery performance against industry standards for on-time, in-full, with no errors. In 2026, this KPI improved from around 70% to above 80%, bringing performance in line with international benchmarks.

Our Midrand Cold Storage Facility, the last project planned within Project Decade, was completed in June 2025. The project, delivered on time and within budget, is already yielding benefits, including reduced transport costs, lower energy requirements and increased storage capacity. It has also supported us in bringing frozen product distribution in-house, lifting volumes and revenue for our Logistics division.

As the landlord, we can adapt our Midrand Campus property to be fit-for-purpose. This included removing the walls between our erfs, creating one area that enables more efficient flow and reduces delivery costs. We have also invested in a solar installation, which has lowered our energy costs and contributed to our sustainability objectives.

As revenue comes under pressure, we are focused on improving efficiency. This includes refurbishing our Manufacturing plants, with investments phased over the next few years. These include implementing modern manufacturing technologies to enhance capacity, optimise processes, improve yields and reduce waste. In many cases, these initiatives offer attractive payback periods, underpinned by immediate cost savings. We will also strengthen our resilience to energy and water challenges through additional solar installations, expanded water storage capacity and potential addition of water recycling plants.

TECHNOLOGY AND DELIVERY INVESTMENTS

The Group's technology investments over several years have modernised the in-store experience, improved operations for franchise partners and aligned our brands with increasingly digital consumer behaviours. While franchise partners are responsible for investing in hardware, the Group drives the usability, functionality and integration of these systems through sustained investment in digital platforms.

In 2026, key investments included improving our e-commerce capabilities to deliver a better online ordering experience, launching a new consumer engagement platform for our CDR brands, and rolling out a payment gateway to enable more efficient restaurant operations and reduce payment fraud. We also upgraded the franchise partner's digital ordering platform to streamline the ordering process and facilitate more effective engagement between franchise partners and the Supply Chain.

Our delivery hub concept, in which one franchise partner handles deliveries for several restaurants, continued to scale, with notable improvements in consumer satisfaction.

Read more about our technology investments on page 53.

EXPANSION TO MALAYSIA

In December 2025, we opened our first Steers and Debonairs Pizza combo restaurant in Kuala Lumpur, Malaysia. The opening followed the conclusion of master licence agreements with Mesra Retail & Café Sdn Bhd (MESRA), a wholly owned subsidiary of PETRONAS Dagangan Berhad (PDB). The agreements grant MESRA exclusive rights to develop Steers and Debonairs Pizza restaurants across Malaysia, reflecting our ambition to grow these strong brands in high-potential markets. MESRA is an excellent local partner thanks to its well-established presence, deep local knowledge and track record of serving local consumer needs.

While Malaysia's Quick Service Restaurant sector is competitive, it has significant growth potential thanks to its entrenched culture of eating out and upper-middle-income demographic. We are working with MESRA to expand these brands, including through the adoption of consumer-facing technology and authentic, localised customer experiences.

PRODUCT DEVELOPMENT FOR COMPETITIVE ADVANTAGE

This year, we strengthened our product development capabilities by hiring new talent, including a centralised Head of New Product Development. This is enabling a shift from reactive to proactive product innovation and knowledge sharing across the brands. The Group has delivered several key product development projects, including reducing the cost of chicken by processing whole chickens, reformulating core products to improve quality, consistency and cost and launching pre-cooked ranges to reduce preparation times in restaurants. We have an exciting project pipeline for 2027, with projects selected based on their envisioned return on investment, strategic relevance to our brands and potential to enhance supply resilience and expand our IP ownership.

Read more about our product development capabilities on page 26.



Chief Executive Officer's report *(continued)***MAINTAINING OUR LEVEL 1
B-BBEE STATUS**

“We recognise the strong commercial value of our high B-BBEE status. A transformed and diverse workforce provides broader perspectives, enabling us to better understand and connect with consumers.”

We support transformation through a targeted strategy across the five pillars of the B-BBEE scorecard (with the exception of ownership, which we do not control). This year, we achieved a Level 1 B-BBEE status for the second consecutive year, with our overall points improving to 98.55, out of a maximum of 110.

We also benefit from a diversified and increasingly localised supplier base, and supporting these suppliers provides a competitive advantage, including access to key, high-quality products. This year, we spent R3 billion with >51% Black-owned suppliers. Every year, our procurement team collaborates with promising enterprise and development suppliers, and we are particularly proud of our successes in growing their share of our procurement spend. We are committed to continued local investment through purchasing from local suppliers and providing job opportunities for the youth through the **YES Programme**.



Read more about our transformation on page 109.

**Addressing areas
of non-performance**

Our core business is healthy, but we do have some areas of non-performance that detract from our overall performance picture. These steps taken, especially in the second half of 2026, should be evident in our 2027 financial results.

BOTSWANA

Botswana's economy is currently facing a combination of cyclical and structural challenges, despite its historically strong governance, stability and status as a middle-income country. Growth has slowed significantly, due to a downturn in the diamond sector, a key driver of exports and government revenue. This dependence on diamonds exposes the economy to global demand fluctuations and the structural shift towards lab-grown gems, and limited diversification constrains broader growth, job creation and consumer spending.

This downturn has materially impacted our revenue from Botswana, where we have the largest network of company-owned restaurants outside of South Africa. We have taken steps to reduce our cost base, including deferring expansion plans and reducing our headcount. Our performance will improve as the economy recovers, supported by our strong brand presence.

AME

Africa and the Middle East are considered growth markets for food service businesses due to population growth, urbanisation and changing consumer behaviour. While challenges exist, the long-term fundamentals are highly attractive.

This year, our performance in AME disappointed, with restaurant closures and unprofitable operations in some markets. In addition, ongoing legal issues with our former franchise partner in the UAE have required focus and resources. We expect a resolution to this legal matter in 2027. There are no material financial implications.

Our revised AME management structure, introduced in October 2023, provided a differentiated approach for the

region and greater transparency on the costs and returns for this region. This year, effective 1 March 2026, we once again restructured our AME team to cut costs, including relocating our Dubai operations back to South Africa. The AME portfolio is now fully incorporated into Leading Brands, in line with our strategy to reduce activity and ambition in this part of the business.

SIGNATURE BRANDS

Our Signature Brands portfolio offers a range of high-quality, carefully curated menus and well-established brands. In South Africa, demand for dining out is subdued, affecting both performance and interest from new franchise partners, especially within the Fun Dining segment. The performance of our hospital brands, Coffee Couture and NetCafé, and our artisanal bakery, Vovo Telo, remains resilient, with strong like-for-like growth in 2026.

We are bolstering performance through menu engineering, value-led offerings and strategic promotional activity while growing the delivery and order-and-collect channels. In addition, new restaurants may be smaller to meet franchise partner budgets and current economic constraints.

RETAIL

Retail is a strategically important and high-potential component of our business; it is an extension of our brand experience and leverages the growing trend toward in-home consumption. The division also makes a material contribution to growth in volumes and revenue for both our Manufacturing and Logistics divisions. However, Retail did not meet our expectations, primarily due to fierce competition in the frozen potato chips category. In addition, coffee product sales also remain under pressure due to elevated coffee pricing.



Chief Executive Officer's report *(continued)*

Other events

In August 2025, we disposed of our three Company-owned restaurants in Kenya, transitioning that market to a pure franchise model. In April 2026, we disposed of our 10 Company-owned restaurants in Mauritius and reverted the market to a franchise model.

Celebrating growth through partnership

Reaching the 3 000-restaurant milestone is a testament to the scale of the franchising platform that we have built over several decades. It also speaks to the enduring consumer appeal of our brands and our ability to respond to a changing operating landscape and shifting consumer demands.

Our brands are trusted by franchise partners thanks to their clear, tested and understandable business models. The banks consider our brands bankable and risk-managed compared to many other restaurant concepts. This is supported by our reputation as a responsible franchisor who values sustainable franchising and long-term thinking. We do not pursue aggressive scaling; rather, we carefully consider each new expansion opportunity by weighing the brand choice, the operator and the location. We select the right franchise partner, and we avoid margin sites.

Importantly, the Group's franchise model remains robust. Demand for our brands continues, supported by both new and existing franchise partners. Our diversified brand portfolio, underpinned by our extensive Supply Chain capabilities, ensures that we are not overly reliant on any single brand or category.

Looking ahead

Our model is underpinned by franchise partners who remain agile and committed to reinvestment in our brands. A continued focus on efficiency and cost discipline is expected to enhance profitability and support our long-term sustainability.

The outlook for the global and local economy remains uncertain amid wars and rising geopolitical tensions. In addition, inflation is inevitable given the spike in oil prices and potentially higher shipping costs and disruptions. This combination means less room for interest rate cuts, greater operational risk for companies and pressure on real incomes, savings and consumption for households.

Our strategy remains resilient and flexible despite a constrained operating environment. We continue to drive accessible value and quality offerings while strengthening our loyalty programmes and personalised communication approach to support consumer retention. Investment is also being directed towards delivery channels, smaller restaurant formats and drive thrus to meet growing consumer demand for convenience. We are confident in our growth prospects across formats, technology and menu development.

Expansion outside South Africa will be pursued through a cautious, targeted approach, focusing on selected priority markets and city-level expansion rather than country-wide roll-outs. Our rationalised cost base and new management structure for AME should yield results in improved profitability for this region.

As revenue remains under pressure, the Group is focused on improving efficiency. Manufacturing facilities are being refurbished through a phased investment programme over the next few years. Across the Supply Chain, the Group is well-positioned to leverage its strengthened infrastructure to drive improved efficiency and profitability while servicing a larger franchise network.

Innovation will remain a critical driver of growth, supporting brand relevance and long-term value creation. The Group will continue to strengthen its product development capability by expanding internal manufacturing capacity, increasing IP ownership and focusing on high-impact, commercially driven innovation.

Retail remains strategically important, and we have taken steps to align performance with expectations.

We remain focused on disciplined execution, franchise partner profitability and sustainable growth. While some challenges will take time to resolve, we are confident that our corrective actions will position the Group for improved performance in the year ahead.

Appreciation

“ To our franchise partners, we value your entrepreneurial spirit and unwavering commitment to our brands. Your ability to adapt, execute and deliver exceptional consumer experiences is central to the strength and growth of our business. ”

I extend my thanks to our Chairman, Chris Boule, for his expert leadership of the Board, and to our non-executive directors for their guidance and perspectives. I also thank our Exco members and employees for their commitment and execution of our strategy over the past year.

I thank our shareholders and the broader investor community for their continued interest in Famous Brands and their engagement with management. Our success would not be possible without our suppliers, whose commitment to quality, service and long-term partnerships is invaluable. We appreciate your support in 2026.

Finally, we thank the consumers we serve and the communities in which we operate. Your trust inspires us to continuously improve and create meaningful experiences. We remain committed to delivering sustainable growth, creating shared value, and making a positive impact for all our stakeholders. We look forward to welcoming new franchise partners and working closely with our existing franchise partners to expand our brand footprint in 2027.

Darren Hele
CEO

19 June 2026



Strategy overview

Our Corporate Strategy provides a clear roadmap for achieving our long-term goals. It serves as the overarching framework that aligns the Group's vision, strategic intent and resources across all divisions, business units and markets.

VISION

To be the leading innovative, branded franchised and food services business in South Africa and selected markets.

STRATEGIC INTENT

Grow capability and capacity to deliver great customer experiences in the branded franchised and food services space.

LEADING TO

- Innovative branded food services solutions.
- Mutually beneficial relationships with franchise partners.
- Great consumer experiences.
- Sustainable like-for-like growth.

Our key strategic matters guide our decision-making and are reflected in our executive KPIs. We monitor the Group and management performance in relation to meeting four key strategic matters.



Lead in the categories we compete in



Prioritise our franchise partners



Create the Supply Chain of the future



Optimise capital management

Strategy development

The Board and Exco collectively develops a three-year Corporate Strategy (2027–2029) alongside the annual Group Budget and Group Business Plan. At its core, our strategy remains largely unchanged, anchored by four key strategic priorities.

BOARD OVERSIGHT IN 2026

The Board regularly reviewed progress against the Corporate Strategy (2026–2028) and the annual 2026 Group Business Plan. It endorsed the strategic direction of the four divisions and confirmed leadership's actions to ensure delivery of the stated objectives by the end of 2026. During the Board strategy day in November 2025, the three-year Corporate Strategy (2027–2029) was approved, followed by the approval of the annual Group Budget and Group Business Plan in February 2026.

STRATEGY AND REMUNERATION

Performance against our four key strategic priorities informs remuneration decisions and is embedded in the development of the annual Group Scorecard. Executive directors and other Exco members have individual scorecards aligned to the Group Scorecard, ensuring their performance is closely linked to the delivery of our strategic objectives.



Read more about our Group Scorecard for 2026 on page 152.

OUR MOST MATERIAL OPPORTUNITIES

Drive thrus are gaining increasing popularity in South Africa due to the convenience and perceived security they offer. During the year, we opened six new drive thrus and have a strong pipeline planned for 2027.

Smaller-format concepts, requiring lower capital investment and operating costs, represent an important growth lever. This includes Mugg & Bean On-The-Move and Debonairs Pizza Express. Milky Lane also uses ice cream carts to capture vending opportunities at sporting events and festivals.

We are deepening our new product development capabilities to improve new and existing products for our restaurants and retail range. This is potentially a source of competitive advantage by driving innovation, cost efficiencies and quality.



Read more on page 26.

Technology continues to transform the restaurant industry, with consumers expecting seamless brand interactions. The Group leverages technology to enhance the consumer experience while enabling franchise partners to operate more efficient and profitable businesses.



Read more on page 53.

We continue to pursue expansion outside South Africa through targeted, cautious expansion in selected markets. This will include a focus on cities rather than country-wide expansion plans.



Read more on page 75.

Manufacturing technology continues to evolve, creating new opportunities for automation and improved efficiency. We are investing in our manufacturing capabilities and capacity to unlock cost savings, enhance yields and reduce waste.



Read more on page 45.



Performance against strategy



Lead in the categories we compete in

We deliver great consumer experiences through innovation, flawless execution, and continuous improvement. In a fiercely competitive food services industry, we ensure our brands stand out through strong consumer appeal, convenience, and value.

PERFORMANCE IN 2026

We focused on organic growth for our Leading Brands portfolio across SA and other selected markets:

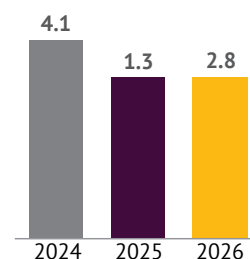
- Entered Malaysia through a master licencing agreement in December 2025.
- Invested in media spend and promotional activities to maintain and grow market share in SA.
- Launched a new consumer engagement platform to improve the consumer experience.
- Enhanced our eCommerce capabilities to support a frictionless consumer experience.
- We received 8 consumer awards across the SA Leading Brands portfolio. 4 “Best of” consumer awards in QSR and 4 in CDR.
- Grew our drive thru presence by opening six new restaurants, increasing our SA drive thru presence to 76.
- Expanded our flexible and smaller formats to grow our footprint.
- Invested in own delivery capabilities, including by enhancing the delivery hub model in SA, Botswana and Zambia.
- Continued the rollout of the Munch Software POS in our CDR network in SA (471 restaurants).

Being a category leader means defining the category, setting the standard and remaining the preferred choice for franchise partners and consumers.

KEY METRICS

We measure our performance through internal research metrics and like-for-like sales growth¹.

Like-for-like growth SA (%)



1. Like-for-like sales refer to sales reported by all restaurants across the network, excluding restaurants opened or closed during the year.

PRIORITIES FOR 2027

- Maintain our market leadership position through efficient and effective marketing and promotional activity.
- Expand our drive thru footprint and grow our flexible and smaller formats.
- Continue to invest in the own delivery channel.
- Leverage and optimise our new consumer engagement platform.
- Continue the rollout of the Munch Software POS in our SA CDR and QSR network.



Performance against strategy *(continued)*



Prioritise our franchise partners

Our franchise partners represent our brands, and their success is fundamental to the sustainability of our franchising and Supply chain operations. We foster strong, mutually beneficial relationships with them.

PERFORMANCE IN 2026

Our franchise partners were central to every major strategic decision. We closely monitored menu pricing to support sustainable operating margins for our partners while ensuring consumers receive value for money:

- Supported franchise partners to secure alternative power and water solutions.
- Continued our rental rebasing programme with franchise partners and landlords, as lease anniversaries approach.
- Conducted multiple operator business reviews in support of our multi-restaurant model.
- Continued the rollout of delivery hubs to drive efficiencies across our own delivery network.
- Introduced a payment gateway to improve restaurant operation efficiencies and reduce fraud.

KEY METRICS

We monitor various KPIs to track the quality of our franchise partner relationships. We regularly interact with the NFFs for each brand, and the set metrics are evaluated. These metrics are strategic and, therefore, not disclosed.

Leading Brands' net restaurants	2024	2025	2026
SA	35	74	68
SADC	18	17	9
AME	24	(24)	(10)
UK	(2)	(2)	(3)

PRIORITIES FOR 2027

- Guide our franchise partners to become more power and water resilient.
- Continue the rollout of delivery hubs to improve efficiencies across our own delivery network.
- Implement our payment gateway across our franchise network.

Our approach values long-term relationships built on alignment and shared value creation.



Performance against strategy *(continued)*



Create the Supply Chain of the future

We are transforming our Supply Chain by investing in our capabilities, systems, and technologies to improve efficiency, reduce costs and foster innovation. This will contribute to the Group's long-term sustainability while minimising waste and conserving natural resources.

PERFORMANCE IN 2026

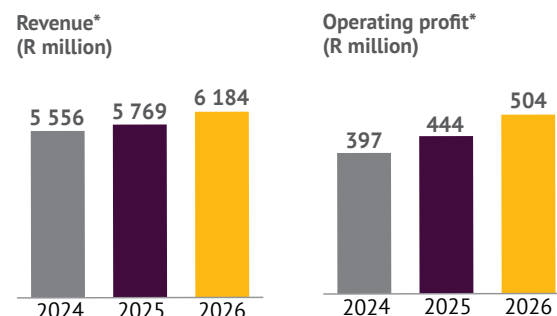
We continued to enhance our Supply Chain by completing key projects and rolling out technology. This includes:

- Completed and commissioned the Midrand cold storage facility on time and within budget.
- Leveraged our warehouse management system to better control our inventory holdings.
- Explored and invested in leading, efficient manufacturing technologies.
- Completed solar installations at the Midrand Campus and Midrand Cold Storage Facility.
- Explored solutions to insulate our Supply Chain from water interruptions and quality issues.
- Reduced the overall cost of employment by better forecasting and reducing overtime costs.
- Appointed a trade marketing consultancy to promote our Retail brands and drive store listings.

We aim to build a Supply Chain that is smarter, more resilient and efficient using improved technology, data capabilities and processes.

KEY METRICS

We measure our performance by revenue growth and operating profit growth. As a measure, revenue reflects strong demand for our Supply Chain products, while operating profit demonstrates the success of our operational efficiency initiatives.



** Refers to Supply chain results only*

Link to remuneration

Our Long-Term Share Plan includes ESG KPIs related to efficient operating practices, such as reducing GHG emissions and water use.



Read more on page 153.

PRIORITIES FOR 2027

- Investing in additional manufacturing equipment to improve capacity and efficiencies.
- Investing in additional water storage to improve our resilience to water interruptions.
- Exploring alternative, more affordable technical recycling solutions for the Famous Brands Cheese Company.
- Completing the solar installation at the Famous Brands Coffee Company.
- Addressing performance in the Retail division.



Performance against strategy *(continued)*



Optimise capital management

We are driving growth in SA and selected markets and allocating capital effectively to support strategic priorities. This enables us to fund future growth, meet operational needs, service debt obligations, and return value to shareholders through dividends and share buybacks when appropriate.

PERFORMANCE IN 2026

Our financial and investment decisions in 2026 supported our strategic objectives, which include growing Leading Brands in SA and other selected markets and developing our Manufacturing and Logistics capabilities:

- Refinanced our existing debt structure at more favourable and flexible terms.
- Allocated capital allocation for:
 - Approved share buyback programme.
 - Continuing to pay down legacy debt.
 - Investing in various capability and capacity projects in line with our strategy.
 - Dividend distribution to shareholders.
- Improved our working capital management.
- Responded efficiently to the supply shock of increased prices in beef and coffee.
- Maintained a healthy balance sheet.



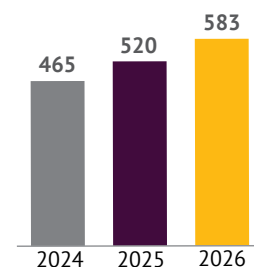
Read more about our capital management in our Group Financial Director's report on page 57.

We aim to use our financial resources efficiently to maximise returns while maintaining financial stability and flexibility.

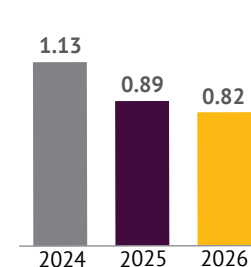
KEY METRICS

We consider several metrics as indicators of our financial health and ability to successfully deploy capital.

HEPS
(cents)



Net debt: EBITDA
(times)



Link to remuneration

HEPS is a KPA included in the 2026 Group Scorecard, which influences STI decisions. It is also included in the Long-Term Share Plan.



Read more on page 152.

PRIORITIES FOR 2027

- Implementing our share buyback programme.
- Reducing our legacy debt levels.
- Maintaining consistent, attractive dividends to shareholders.
- Maintaining and strengthening our balance sheet.
- Review our capital expenditure plans.
- Manage working capital.
- Hedge the refinanced debt.



Investing in technology

Technology is a core enabler of growth, efficiency and customer experience. It is not viewed as support infrastructure, but rather a strategic capability that shapes how the Group competes.

Evolving technology continues to shape the restaurant industry, as consumers increasingly expect seamless and intuitive ways to engage with brands. The Group leverages technology to enhance the end-to-end consumer experience, while supporting franchise partners to operate more efficient and profitable businesses.

The Group is continuously evolving its technology operating model and deepening its internal capabilities across consumer-facing technology, Supply Chain systems and corporate platforms. This includes centralising technology functions, upskilling internal teams and leveraging external vendors for specialised skills. A focus on standardising common technology platforms supports efficiency, easier integration and scalable operations.

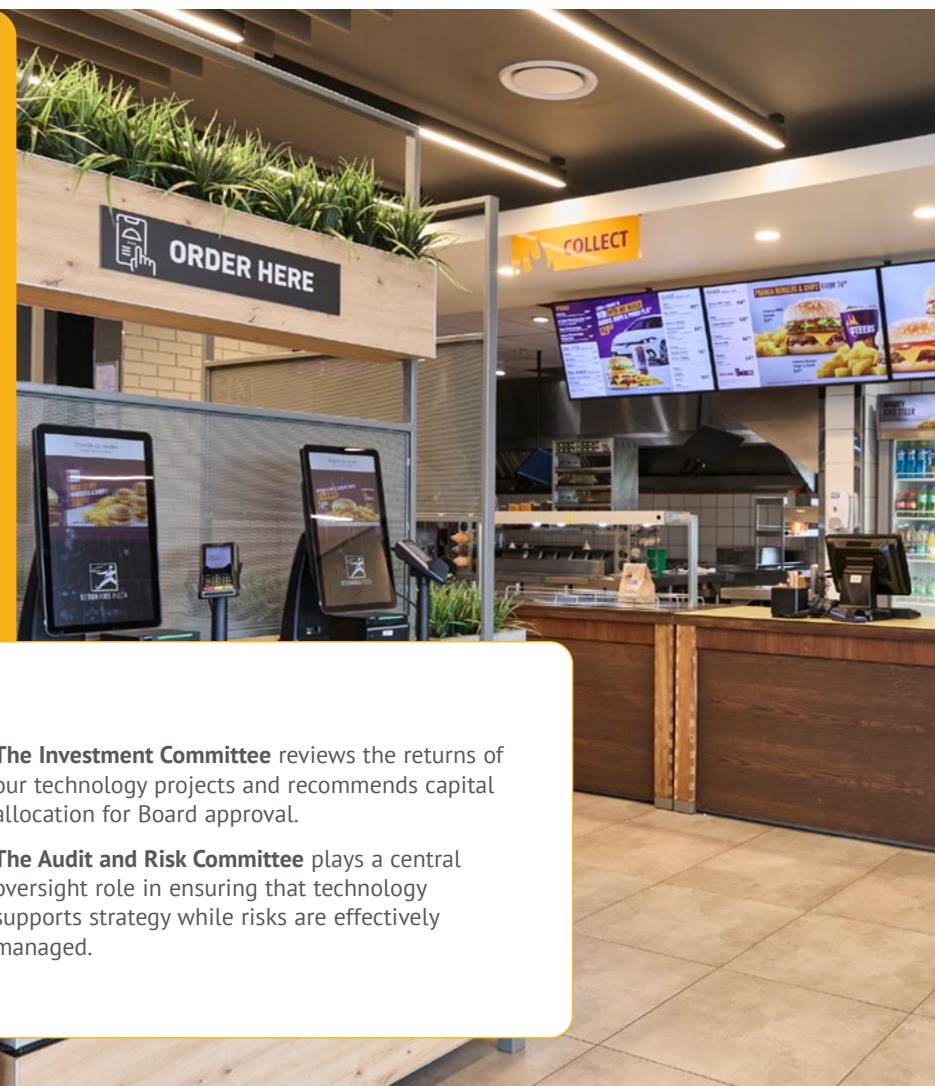
Data and analytics are a core focus area to support consumer, operational and supply chain insights. In 2026, we evaluated and selected a new data platform, and began modernising our data environment to integrate multiple data sources. The Group is exploring artificial intelligence and machine learning, prioritising initiatives with clear and practical business applications.



Read more about our manufacturing technology investments on page 45.

TECHNOLOGY IN THE FOOD SERVICES INDUSTRY:

- **Consumer-facing technology** is the most visible layer and shapes how consumers interact with brands.
- **In-store technology** enables efficient restaurant execution.
- **Data and analytics** are the intelligence layer that drives decision-making.
- **Logistics technology**, including warehouse management systems, ensures efficient logistics operations.
- **Manufacturing technology** supports consistency, scalability and food safety.



Overseeing technology decisions



Read more on page 127.

The Group has strengthened project governance and oversight through deepening its project management discipline, anchored in business cases and value creation.

The Project Management Office (PMO) sits within the IT function and is a working group comprising senior management from different brands and functions.

IT subcommittees, reporting into the **PMO**, oversee projects across consumer-facing technologies, corporate functions and Supply Chain. These structures enable the prioritisation of projects, better allocation of funding and technical resources and clear decisions on project continuation, delay or cancellation.

The Investment Committee reviews the returns of our technology projects and recommends capital allocation for Board approval.

The Audit and Risk Committee plays a central oversight role in ensuring that technology supports strategy while risks are effectively managed.



Investing in technology *(continued)*

Continuous improvement of our own delivery capabilities

We continue to invest in the delivery channel to provide our franchise network with a competitive advantage and consumers with a seamless ordering experience.

ORDERING CHANNELS

Ordering for collection or delivery is facilitated through call centres, websites and mobile applications, allowing consumers to use the most convenient platform and switch between channels as needed.

The Group adopts a mobile-first approach, reflecting the increasing use of smartphones to engage with its brands. All Leading Brands have dedicated mobile apps, which are actively promoted in-store, on product packaging and through advertising.

In 2026, we continued to invest in our e-commerce capabilities to improve the consumer journey and reduce friction when ordering. Key enhancements include an improved front end user experience, enabled personalised ordering features and dynamic in-app merchandising for special offers. This will remain a focus in 2027, with ongoing enhancements to mobile apps and websites to deliver an intuitive, customised ordering experience.

Call centre orders are handled efficiently and in line with service standards and performance is monitored using key metrics, including call order rates, order abandonment rates and sales per minute.

DELIVERY HUB MODEL

Our delivery hub model contributes to an overall increase in positive consumer reviews and serves as a key differentiator in attracting customers away from third-party aggregators. The model continues to be rolled out locally, with further expansion opportunities being explored in other SADC and AME markets.

The delivery channel is highly competitive and cost-intensive, with consumers focused on paying lower fees. Introduced in 2023, the delivery hub model enables a single franchise partner to fulfill deliveries for multiple restaurants within a defined radius. This approach improves efficiencies and reduces costs for franchise partners, while enhancing delivery times, consumer experience and driver productivity. It also provides greater flexibility in driver remuneration and incentives, resulting in additional cost savings.

We partner with a technology provider that offers driver and route-tracking software to enable efficient, timely deliveries. Drivers are equipped with Android devices that enable real-time communication, route navigation and payment processing, thereby improving efficiency and reducing costs for franchise partners.

Our call centre capabilities:

- **Four** inbound call centres in South Africa.
- **100%** of the Leading Brands SA QSR network serviced.
- Call centres in **Botswana and Zambia**.

Consumer engagement and loyalty

In April 2025, the Group introduced a new consumer engagement platform for our CDR brands to build customer loyalty and drive repeat business. This enables brands to execute targeted campaigns delivered via push notifications, in-app messages, SMS and email across the entire customer lifecycle, from welcoming new consumers and promoting menu items to sending birthday rewards and reaching dormant consumer segments.

The platform unifies customer data from multiple sources, seamlessly connecting digital interactions with in-restaurant transactions. A key objective is to enhance the performance of loyalty programmes by encouraging both earning and spending points, creating a continuous, rewarding customer journey.

A key project enabled through the platform was automating the voucher engagement process, moving from manual, time-consuming campaigns to a scalable, artificial intelligence-driven strategy. This enables targeted communication, leading to improved redemption rates and a comprehensive view of customer behaviour.

The platform, accessed through a software-as-a-service (SaaS) model with a technology partner, is managed internally by marketing teams. In 2027, we will focus on optimising and refining the platform while potentially expanding its usage to our QSR brands.

Loyalty programmes, especially at CDRs, boost revenues by increasing customer frequency, providing upselling opportunities and offering greater convenience through app-enabled experiences. The Group continually reviews and enhances its loyalty, including through engaging with existing partners and exploring potential new partnerships.



Investing in technology *(continued)*

Operational efficiencies at the restaurant level

MUNCH SOFTWARE POS IMPLEMENTATION

POS systems are a foundational technology in restaurants, integrating sales, inventory management and reporting into a single platform. This year, we continued the rollout of the Munch Software POS system across our CDR network. We also integrated our self-service terminals with the POS system for seamless in-store ordering.

The Munch Software POS system provides a more cost-effective solution for franchise partners, with lower monthly fees and a cloud-based architecture that reduces the need for expensive hardware. It also enables more frequent software updates and greater standardisation across the franchise network.

Our strategic shareholding in Munch Software extends the relationship beyond that of a typical supplier, enabling greater influence on the development roadmap and improved responsiveness to business requirements. The platform also supports broader vertical integration opportunities, including Supply Chain and e-commerce capabilities.



Munch Software POS in numbers:

- **527** restaurants in total have implemented the POS system.
- Operational in **South Africa and SADC**.

PAYMENT GATEWAY

In 2026, we introduced implementing a centralised payment gateway, with the platform rollout across the franchise network to be completed in 2027. In addition, the next phase for the gateway is to integrate with third-party aggregators via application programming interfaces (APIs).

The benefits for franchise partners include streamlined daily reconciliation processes, improved transaction visibility, which supports a reduction in fraud, and potential cost savings over time. The payment gateway is integrated with the Munch Software POS.

IN-STORE TECHNOLOGY

We continued the rollout of self-service terminals across our QSR and CDR networks. These terminals provide an intuitive digital ordering experience, enabling order customisation while reducing errors. Key benefits include increased average transaction values through upselling prompts, higher order volumes, reduced queue times, and cost savings from a lower reliance on cashiers. In South Africa, we are rolling out our digital menu boards across our QSR brands. These enhance visual appeal, support flexible promotions and special offers, and reduce the time required to implement menu changes from weeks to days.

The rollout of kitchen display systems across the network has delivered measurable improvements, including faster preparation times and more efficient order fulfilment.

In-store technology in numbers:

- 601 of Leading Brands SA restaurants have self-service terminals (23% of the network).
- 85% of our QSR SA restaurants have digital menu boards.





5

Operational
performance

Group Financial Director's report	57
Brands performance	64
Supply Chain performance	77

**Building a multi-brand platform**

Tivani Shiranda's franchising journey began in 2014 when he opened a Debonairs Pizza and Fishaways combo store in Giyani, Limpopo. Since then, he has expanded rapidly, growing his footprint to 25 restaurants in Gauteng and Limpopo and employing around 400 staff members. He operates several brands: Debonairs Pizza, Steers, Fishaways, Milky Lane, Mugg & Bean and Wimpy. Tivani, who is a pharmacist, credits his success to the ongoing guidance from Famous Brands and wife Happy, brother Themba and sister-in-law Katekani for their active involvement in running the business.

Q What are the biggest changes you've experienced since 2014?

The biggest driver of change has been technology, with consumers relying on their cell phones and spending time on social media. This has meant that digital marketing, online ordering, apps and call centres have become increasingly important. In 2015, when we opened our second restaurant, Famous Brands approached us about removing the telephones from the counters. We first set up our own call centre, but soon realised that it was simpler to use the Famous Brands outsourced call centre solution. Making the move was highly successful for our business.

Over time, technology has allowed us to optimise our operations. We have embraced the rollout of the self-service terminals and have seen strong growth in customer interactions with them. The terminals have boosted our ability to upsell products, with great business results. Customers love using them.

Q What are the benefits you've enjoyed from being a franchise partner?

It's been incredible to own a business and to benefit from the ongoing support of an experienced franchisor. The brands have significant growth potential, supporting my continued investment and plans to grow my restaurant numbers over time.

Famous Brands really understands the industry. When they give us advice, we listen carefully and trust their views. We also have the opportunity to share our opinions, and they also take these seriously. We adhere closely to their guidelines, which helps us deliver a consistent consumer experience.

We also benefit from training, both when we open a new store and through ongoing training. It's also useful to sit down with a franchise manager to review the numbers and discuss any challenges we're experiencing. Then, I can also reach out to other franchise partners and have built strong relationships over the years.

Famous Brands are always ready to support our community events. For example, if there is a marathon, the brand teams will be there for us with gazebos, branding and on-the-ground support.



"Owning a franchise demands a hands-on approach. You have to keep your finger on the pulse and understand what is happening in your restaurants on a daily basis. You have to be there for your people, both your customers and employees. If your employees are empowered, your business will succeed."



Group Financial Director's report

“The 2026 financial year demonstrated the Group's ability to manage complexity and absorb external shocks, while maintaining financial discipline and operational resilience.”



Nelisiwe Shiluvana

Key features of 2026

Material improvements to our balance sheet position

We optimised our capital base to strengthen the Group's financial position and allow for greater flexibility in delivery of our capital allocation priorities.

Demonstrated a strong ability to respond to market shocks

The Group remains highly cash-generative and, through sound cash management, was able to respond to materially higher beef prices without overextending the balance sheet or changing terms with suppliers.

Leading Brands delivered a resilient performance

Our Leading Brands portfolio remains highly appealing to consumers and continues to deliver revenue and operating profit growth.

The Group delivered resilient financial performance, underpinned by robust cash generation and a strong balance sheet. Revenue growth was driven by Leading Brands and Supply Chain operations in South Africa though we had lower-than-expected restaurant rollout. Our business has seen lower basket sizes, higher demand for value offerings and the continued appeal of loyalty programmes and rewards.

Operating profit improved year-on-year; however, margins were impacted by several factors, including elevated input costs, particularly beef and electricity, and the reintroduction of previously deferred costs, including employee costs. The rise in input costs cannot be fully recovered through price increases to our customers. In 2026, this is most evident in our Manufacturing division, as we absorbed much of the beef pricing increase to protect the sustainability of franchise partners and remain competitively priced for consumers.

We refinanced our debt to optimise our maturity profile, reducing near-term payment pressures and lowering liquidity risks. The refinancing will lower our overall financing costs.

We invested R214 million (2025: R214 million) mainly allocated to investing in our cold storage facility. This investment also contributed to our free cash flow declining by 9% to R662 million (2025: R728 million).

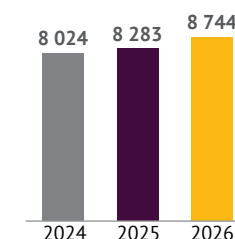
We continued to leverage our balance sheet resulting in healthy debt levels. We had our initial share repurchase programme after 31 years of listing on the JSE spending R54 million as a return to our shareholders. This is in addition to R391 million paid out as a cash dividend.

Financial highlights

The Group delivered positive momentum in key financial metrics highlighting the strength of our balance sheet, cash generation and earnings growth, although was tempered by constrained consumer demand and input cost pressures.

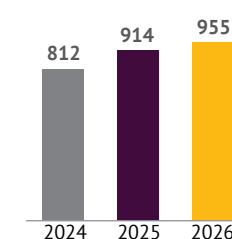
5.6%

Revenue (R million)



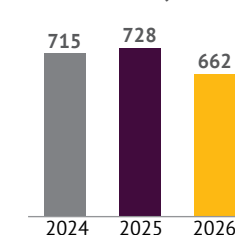
4.5%

Operating profit (R million)



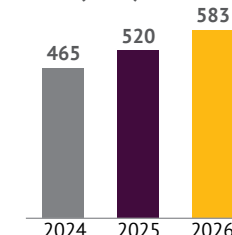
9.2%

Free cash flow (R million)



12.1%

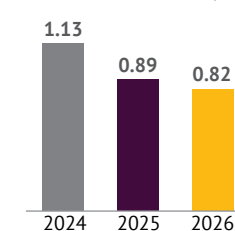
HEPS (cents)



* Cash generated from operations, less income tax paid and net capital expenditure.

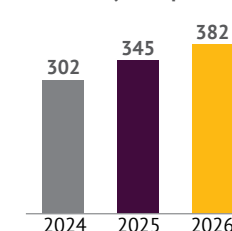
8.3%

Net debt to EBITDA (times)



10.7%

Dividend (cents per share)



Group Financial Director's report *(continued)*

Financial performance

REVENUE

Revenue increased by 5.6% to R8.7 billion (2025: R8.3 billion), supported by continued consumer demand across our Leading Brands portfolio, competitive value offerings, careful menu pricing and franchise network growth. Leading Brands experienced challenges due to delays in restaurant openings and weaker-than-expected performance during typically busy periods, including the Easter and December holidays.

The growth in franchising lifted the performance of our Manufacturing and Logistics divisions. Logistics revenue was bolstered by the in-sourcing of Coca-Cola's product distribution (with the exception of the Western Cape) and by exiting an arrangement with an external logistics provider. The performance of our Retail division remained subdued amid intense competition, especially in the frozen potato chips category.

Revenue for the SADC region declined by 6.1%, primarily due to an economic contraction in Botswana, a country where we have the most Company-owned restaurants.

Group revenue	2026 R'000	2025 R'000	2026 vs 2025 %
Sales-based royalties			
Franchise fees*	1 092	1 030	6.0
Marketing fees	726	691	5.1
Revenue at a point in time			
Manufacturing**	147	198	(26)
Logistics	5 705	5 226	9.2
Licensed product revenue	119	132	(9.4)
Retail	333	344	(3.3)
Company-owned restaurants	589	617	(4.6)
Joining fees	15	12	27.1
Revenue over time			
Services revenue	18	33	(42.8)
Revenue	8 744	8 283	5.6

* Franchise fees for 2026 and 2025 excludes UK revenue, which is now presented as Licensed product revenue.

** Manufacturing revenue after intercompany eliminations.

Leading Brands revenue grew 5.6% to R1 billion (2025: R979 million). Signature Brands revenue decreased by 5.9% to R49 million (2025: R52 million) due to lower demand for dining out.

Manufacturing revenue declined by 25.6% to R147 million (2025: R198 million) driven by lower volumes supplied to Retail.

Logistics revenue increased by 9.2% to R5.7 billion (2025: R5.2 billion). This was supported by increased in-house distribution capabilities.

Retail's revenue decreased to R333 million (2025: R344 million), primarily due to lower sales volumes of frozen potato chips and depressed coffee sales.

Company-owned restaurant revenue decline was mainly due to Botswana performance.

Segment revenue

	2026 R'000	2025 R'000	2026 vs 2025 %
SA	8 143	7 630	6.7
SADC	423	451	(6.1)
UK	119	132	(9.4)
AME	59	71	(17)
Revenue	8 744	8 283	5.6

Read more about the performance of our Brands on page 64 and our Supply Chain on page 77.

OPERATING PROFIT

The Group's operating profit improved by 4.5% to R955 million (2025: R914 million). Leading Brands operating profit grew by 5% to R542 million (2025: R516 million) due to top line growth and cost savings. However we had to reintroduce deferred costs from 2025.

Operating profit for Manufacturing, improved by 6% year-on-year to R394 million (2025: R371 million), but was negatively affected by materially higher beef costs, higher coffee prices and electricity hikes. However, there was some relief from lower overall fuel prices and moderating inflation across several ingredient categories.

Since June 2019, we have invested in solar installations for power supply security while reducing our electricity costs. We currently generate power equivalent to R7 million in electricity savings in 2026.

Operating profit for Logistics improved by 76.7% to R126 million (2025: R71 million). A key driver was the in-house Coca-Cola product distribution arrangement and the in-sourcing of frozen retail products, which increased case volumes. We leverage the existing Logistics infrastructure and workforce, the additional revenue flowed through with minimal additional cost, improving profitability. Operational efficiency improved through relocation to our Midrand cold storage facility, enhanced distribution and warehouse management systems for more efficient processes.

The opening of our Midrand Cold Storage Facility in June 2025 has increased capacity, reduced transport costs and resulted in savings from more energy-efficient refrigeration technologies and rental related costs. There were, however, some one-off costs associated with the relocation.

Our Retail division reported an operating loss of R16 million (2025: R1 million profit). However, Retail still contributes indirectly to the Group's revenue by driving volumes in Manufacturing and Logistics. The division carries its own costs, including listing fees, trade discounts and volume rebates. In 2026, revenue and



Group Financial Director's report *(continued)*

profitability were impacted by lower sales of frozen potato chips, a major contributor to our Retail offering. In addition, global coffee prices remain elevated due to poor harvests, putting pressure on our coffee product volumes.

We are taking action to improve the profitability of the Retail division, as discussed in the CEO's report on page 46 .

OPERATING PROFIT MARGINS

The Group's operating profit margin was resilient at 10.9% (2025: 11.0%), and within the Group's acceptable range of between 10% to 15%.

Operating profit margin remained under pressure in SA due to constrained consumer spending and SADC margin was impacted by weak economic conditions in both Botswana and Zambia.

PARTNERSHIP FOR GROWTH: COLLABORATING TO MANAGE HIGHER BEEF PRICES

Beef prices in South Africa rose substantially in 2026, driven by supply constraints stemming from outbreaks of foot-and-mouth disease. Statistics South Africa estimates that retail meat inflation peaked at 12.6% in December 2025. Specific cuts saw even higher spikes, with beef steak increasing by 31.2%, stewing beef by 30.3%, and mince by 28% year-on-year.

Responding to escalating beef prices required significant collaboration across the Group, including with our finance, procurement, and planning departments. Our procurement team secured a sufficient supply of beef at sustainable prices from our suppliers. We also invested in additional inventory holdings to lock in favourable pricing and avoid supply disruptions. This was funded from our cash resources, and the Group did not overextend in response to the market stock risk. In addition, we did not require special arrangements from suppliers beyond beef suppliers.

Our finance team maintained stringent controls over working capital. We opted not to pass on the full pricing increases to franchise partners. This protected their viability by ensuring that higher beef pricing did not significantly undermine demand from consumers.

Operating loss margin in AME slightly improved to (59.3%) (2025: (60.5%)), largely impacted by restaurant closures, and several markets are experiencing tough trading conditions and high inflation. Our brand presence remains sub-scale in the region. The UK operating environment remains subdued, with Wimpy UK reporting an operating loss margin of (8.0%) (2025: operating profit margin of 5.4%).

Operating profit margin in Manufacturing declined slightly to 10.8% (2025: 11.0%), due to the impacts from escalating beef prices, with only a portion of these price increases passed on to franchise partners. However, this was supported by a concerted focus on operational efficiencies.

Operating profit margin in Logistics improved to 2.2% (2025: 1.4%), driven by operational efficiencies and higher case volumes. Our Retail operating profit margin declined to (4.7%) (2025: 0.4%) due to lower sales volumes.

Operating profit margin by region (%)

	2026	2025
SA	11.9	11.8
SADC	6.8	11.2
UK	(8.0)	5.4
AME	(59.3)	(60.5)
Group	10.9	11.0

SA operating profit margin by division (%)

	2026	2025
Leading Brands	52.7	53.3
Signature Brands	(5.2)	(5.7)
Manufacturing	10.8	11.0
Logistics	2.2	1.4
Retail	(4.7)	0.4
SA	11.9	11.8



Read more about how we are addressing challenges experienced in the AME region in the CEO's report on page 46.

HEADLINE EARNINGS PER SHARE (HEPS) AND BASIC EARNINGS PER SHARE (BEPS)

HEPS increased by 12.1% to 583 cents (2025: 520 cents), and BEPS increased by 10.1% to 600 cents (2025: 547 cents). This improvement in earnings is attributed to savings in operational expenses and a reduction in finance costs. The adjustment to BEPS in arriving at HEPS is mainly the liquidation dividend.



Group Financial Director's report *(continued)*

Financial position

The Group has a healthy balance sheet with net assets of R1 483 million (2025: R1 292 million). The Group's gearing ratio was 0.64 times (2025: 0.77 times) and our return on capital employed (ROCE) was similar to the prior year at 34% (2025: 34%).

	2026 R'000	2025 R'000	2026 vs 2025 %
Non-current assets	2 010	1 976	1.8
Current assets	1 565	1 664	(5.9)
Inventories	580	556	4.3
Trade and other receivables	564	611	(7.7)
Other current assets	421	497	(15.3)
Total assets	3 575	3 640	
Total equity	1 483	1 292	14.8
Equity attributable to owners of Famous Brands Limited	1 347	1 176	14.5
Non-controlling interests	137	117	17.1
Non-current liabilities	1 234	1 222	0.9
Borrowings	972	907	7.2
Other non-current liabilities	262	316	(16.9)
Current liabilities	857	1 125	(23.8)
Borrowings	77	233	(67)
Trade and other payables	668	768	(13)
Other current liabilities	112	124	(9.7)
Total equity and liabilities	3 575	3 640	(1.8)

Net working capital rose to R477 million (2025: R399 million) primarily driven by higher inventory holdings of beef to manage supply disruption and insourcing of products. Trade receivables grew in line with revenue, demonstrating disciplined cash management and operational efficiency.

Our strategic investments strengthened the Group's asset base, enhancing both capacity and capability to drive sustainable growth and long-term value creation.

The Group's borrowings decreased by 7.9% to R1 049 million, reflecting disciplined debt management and a focus on strengthening the balance sheet.

The decrease in trade and other payables was driven by product mix in inventory holdings and brand activity.

GEARING AND DEBT STRUCTURE

Our net debt to EBITDA improved by 11% from 0.89 times to 0.82 times and remains within our primary lender's covenants.

The Group remains committed to reducing debt over the medium term, supported by disciplined working capital management and funding growth through internally generated cash flow. Since 2018, we have reduced debt by R1.73 billion.

In December 2025, the Group completed a R1.7 billion debt refinance facility with Nedbank. The facility features better pricing a three-year revolving credit facility, an amortising facility repayable semi-annually, and a bullet payment, both maturing in December 2030.

The Group will continue to use debt responsibly, including ensuring that debt is matched appropriately to the nature and tenure of investments and that the balance sheet remains efficient.

BRANDS, TRADEMARKS AND IMPAIRMENTS

Our sustainability and business model are underpinned by strong brands that generate attractive returns for both Famous Brands and our franchise partners. At each annual and interim reporting period, we rigorously assess each brand to ensure its value is accurately reflected. This comprehensive valuation process is guided by management and reviewed by the Board. As at 28 February 2026, the carrying value of our brand portfolio was at R337 million (2025: R346 million), reflecting the strategic strength and ongoing relevance of our brands.



Group Financial Director's report (continued)

Cash flows

The Group generated free cash flow of R662 million (2025: R728 million), the decline mainly driven by capital expenditure. Our cash flow confirms that the Group maintains robust liquidity to support both working capital and capital expenditure needs for the foreseeable future. At 28 February 2026, the Group's liquidity headroom was at R730 million (2025: R674 million), comprised of R378 million in cash balances and R352 million in committed, undrawn facilities, reflecting a strong financial position.

Salient features

	2026	2025
Cash generated from operations	1 135	1 121
Net cash outflow utilised in investing activities	(215)	(167)
Net cash outflow for financing activities	(250)	192
Free cash flow	662	728
Cash realisation rate (%)*	98	100

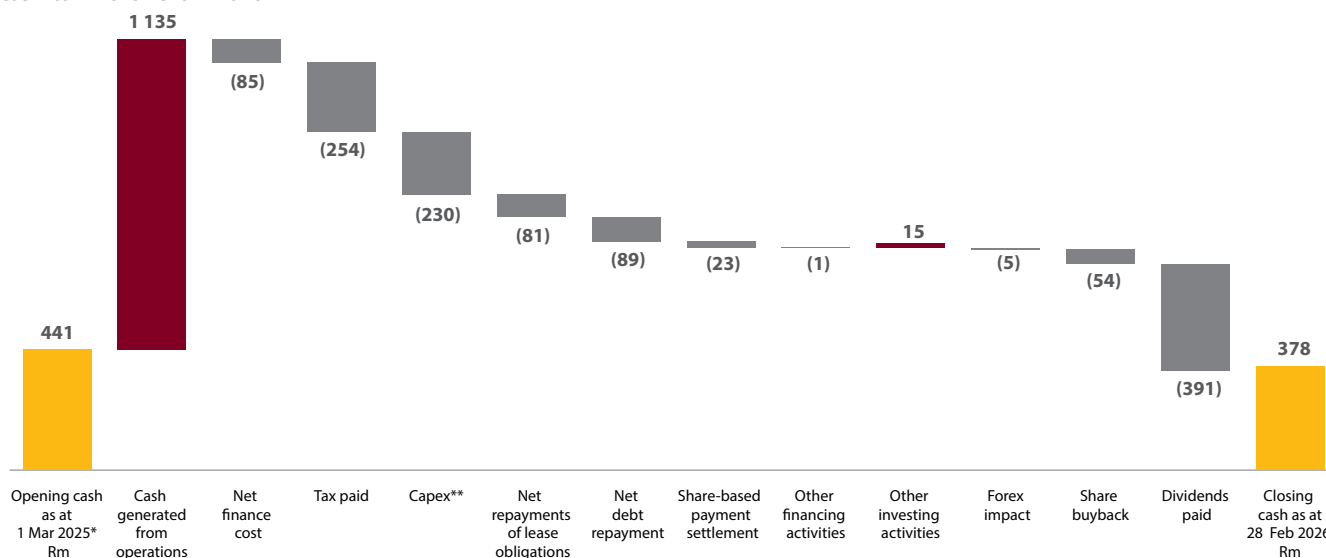
* Cash generated from operations as a percentage of EBITDA.

Capex was allocated across the Group in line with our strategic priorities, mainly supporting the development and expansion of Leading Brands in South Africa, SADC and selected AME countries, while strengthening and modernising our Supply Chain infrastructure to drive long-term growth and operational efficiency.

We are a highly cash-generative business and our cash realisation rate of 98% supports the Group's financial strength and operational resilience. We returned R391 million to our shareholders.

The Group's finance costs decreased by 13.3% reflecting the impact of lower interest rates and our ongoing focus on debt reduction. We also spent R54 million on the share buyback programme which commenced on 1 February 2026.

Cash flow movement in 2026



* The opening and closing balances exclude restricted cash.

** Includes payment of R14.8 million accrual from prior year.





Group Financial Director's report *(continued)*

Capital allocation

“There is a pleasing level of awareness on the importance of working capital management across the Group and of how decisions taken today may affect overall cash flow in the future.”

We use the capital allocation framework to execute investments in line with our strategy. We delivered on the following priorities:

- Dividend payments of R391 million in line with performance of the business;
- Capex of R230 million for new capacity and capabilities;
- Debt repayments of R89 million, including a voluntary payment to deleverage the historical debt; and
- Purchase of R54 million in shares through the share buyback programme.

CAPEX

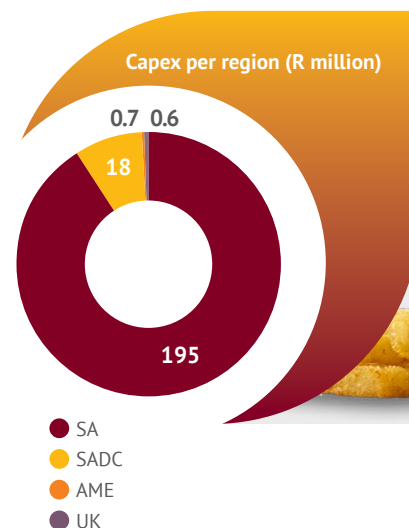
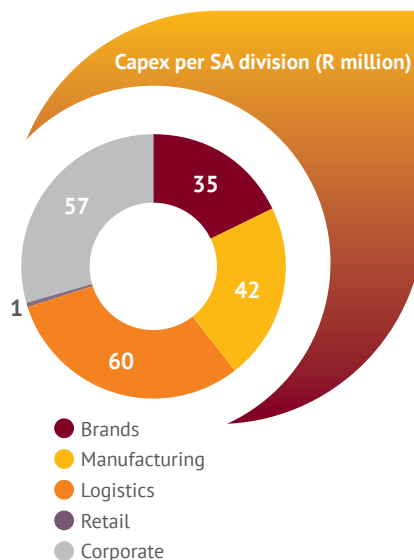
Our 2026 capex-to-revenue ratio remains consistent with historical levels of between 2% to 2.5%. The Group invested R214 million (2025: R214 million) in capex across its divisions to support the execution of strategic initiatives.

In our Brands division, we continued to develop our consumer-facing technology capabilities, including key investments in e-commerce capabilities, consumer engagement and a payment gateway.

We invested in enhancing our Supply Chain infrastructure to create capacity and secure further operational efficiencies. These included investments in manufacturing technologies that improve yields and production, introduce automation, and reduce waste. We invested R191 million into our Midrand Cold Storage Facility at our Midrand Campus which was completed and commissioned in June 2025.

The Group is increasingly investing in manufacturing capacity and efficiency improvements. Our Manufacturing assets have been maintained over time, but we are now aiming to modernise equipment to improve production efficiency, yields, labour productivity and operational capacity. These investments are necessary to support a growing franchise network, which now exceeds 3 000 restaurants. Here, our strategy focuses on incremental upgrades rather than large one-off capital investments.

Read more about Manufacturing performance on page 77 and our Investment Committee report on page 137.



Dividend

The Board declared a final dividend of 220 cents per share (2025: 195 cents per share), totalling 382 cents per share for the year, underpinned by the Group's strong cash generation capabilities and stable financial position. Despite the current challenging trading conditions affecting earnings growth, we remain confident in the Group's long-term prospects. The final dividend will be paid from current year profits, amounting to R382.8 million (2025: R346 million). In August 2025, the Board declared an interim dividend of 162 cents per share (August 2024: 150 cents per share).

**Group Financial Director's report** *(continued)*

Looking ahead

“We are moving into 2027 with a strong balance sheet, a clear strategic direction and plans in place to address areas of underperformance.”

The Group generates strong cash and has managed its capital sources effectively to maintain financial stability while investing to support growth. We allocate capital in a disciplined manner, ensuring that funds are directed towards initiatives that strengthen our long-term position and sustainability.

Despite some operational challenges, the business remains financially stable and strategically positioned for growth. Key priorities for capital allocation include:

- Continued consumer-facing technology investment to drive consumer satisfaction, loyalty and efficiencies at the restaurant level.
- Manufacturing upgrades to increase efficiency and capacity to service a 3 000-restaurant network.
- Protecting the sustainability of franchise partners.
- Distributing returns for shareholders.
- Repaying our debt in line with our commitments.

South African consumers are expected to remain price-sensitive and cautious in their spending. Many households continue to face financial pressure due to the high cost of living, job insecurity and elevated debt levels. Downside risks to consumer spending include higher fuel costs, with knock-on impacts on inflation, and uncertainty about interest rates and currency depreciation amid increasingly volatile global geopolitics.



Appreciation

I would like to thank Darren Hele, my fellow Exco members and Finance colleagues for their continued support. The Finance team is driving a culture of continuous improvement, reflected in the enhanced quality and timeliness of financial information. We continue to deepen Finance's role as a strategic partner, supporting effective decision-making and strategy execution in demanding trading conditions.

I also extend my thanks to our Audit and Risk Committee Chairman, Busi Mathe, for her ongoing guidance. Finally, I thank our Board members, shareholders, financiers and auditors for their support and constructive engagement.

Nelisiwe Shiluvana
Group Financial Director

19 June 2026



Brands performance

Our brands are well-loved because they offer a combination of local relevance, emotional connection, consistent delivery and value. This mix builds not just awareness, but habit, trust and long-term loyalty.

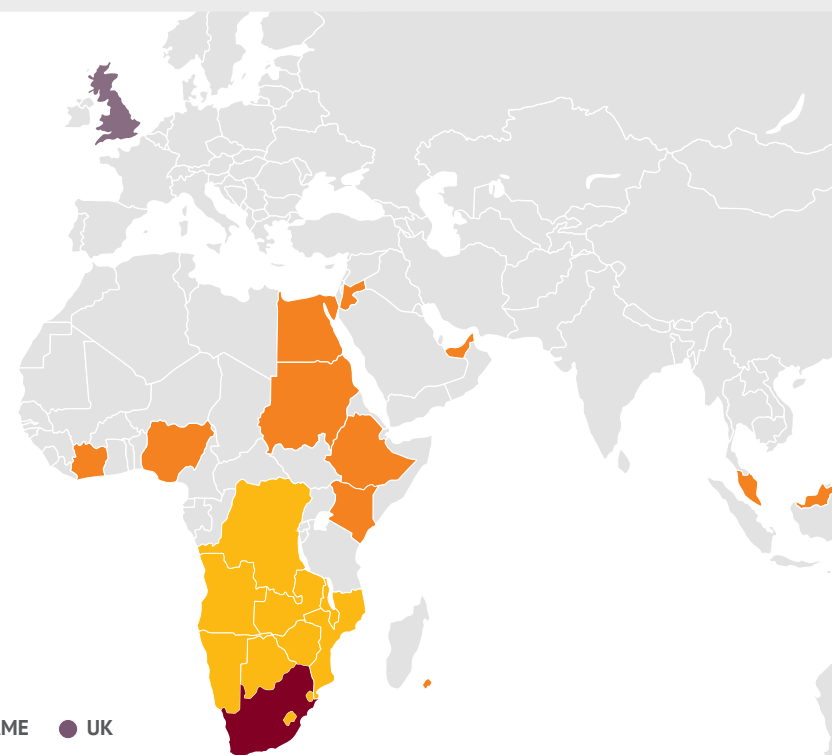
Our Brands portfolio consists of Leading Brands and Signature Brands. The Leading (mainstream) Brands portfolio is split into QSR and CDR, while the Signature Brands portfolio includes our bespoke CDR offerings. We have a network of 3 043 restaurants, of which 2 961 are franchised restaurants and 82 are Company-owned restaurants in SA, SADC and AME.



BRANDS

Our geographic footprint

	Start of 2026	New restaurants/ conversions	Closed restaurants	End of 2026	Revamped
SA	2 626	119	(51)	2 694	177
SADC	235	16	(7)	244	4
AME	57	6	(16)	47	–
UK	61	2	(5)	58	–
Total	2 979	143	(79)	3 043	181



● South Africa ● SADC ● AME ● UK

Brands performance *(continued)*

Leading Brands – SA

SA Leading Brands – Salient features	2026	2025
Like-for-like sales growth (%)	2.8	1.4
Operating profit margin (%)	52.7	53.3
Total number of restaurants	2 576	2 504
New restaurants opened	105	117
Number of restaurants converted	2	5
Number of restaurants revamped	173	266
Number of restaurants closed	35	39



PERFORMANCE FOR 2026

Growth

Leading Brands' system-wide sales increased by 6%, while like-for-like sales grew by 2.8%, driven by strong consumer appeal of the brand portfolio, competitive value offerings and careful menu price adjustments. Consumer confidence, although slightly improved, remains negative, creating an environment where consumers are cautious, value driven and selective and discretionary categories like eating out face intensified pressure and increased price sensitivity. In 2026, we experienced stronger like-for-like sales for QSR brands than for CDRs.

Within the QSR segment, convenience remains a key growth driver, particularly through delivery and drive thru formats. We continue to grow our own delivery channel. Drive thru and convenience-led formats continue to outperform traditional formats, delivering strong growth and validating the strategic focus on accessibility and ease. We are enhancing our call centre experience and our operational and back-end systems to improve efficiency, speed and the overall consumer experience. We also continued rolling out self-service terminals, providing a seamless, convenient ordering option.

The Leading Brands footprint grew by 3%, with 105 new restaurants opening, including six new drive thru locations (five Steers Drive thrus and one Mugg & Bean Move Thru). This is below our annual budget, largely due to unforeseen development setbacks, franchise partner funding constraints and delayed council approvals. We revamped 173 restaurants (6.7% of the SA network) to support a fresh, relevant consumer experience.

Closed restaurants are primarily due to shifts in economic nodes and other external factors. We continue to engage with landlords to secure new sites and favourable rental terms, and where necessary, renegotiate leases on behalf of our franchise partners.

The Group continued to invest in restaurant optimisation to enhance the consumer experience, with initiatives focused on improved layouts and flow and self-service technology.

These enhancements drive consumer satisfaction, and self-service technology increases upselling opportunities, resulting in larger basket sizes. The delivery hub expansion has accelerated, improving service levels, reducing preparation times and increasing coverage across the network.

Franchise partner profitability is a key priority. We empower our franchise network with the tools and efficiencies needed for a sustainable, profitable business model. Here, daily operational excellence practices improve efficiency and strengthen operating profit margins, supporting long-term franchise partner success.

Economic backdrop

Consumer behaviour remains highly value-driven, with increased price sensitivity and selective purchasing patterns. Shoppers are actively seeking promotions and trading between brands based on value offerings. This includes limited-time offers, combos, bundles and attractive entry-level price points. Spending patterns are uneven, characterised by strong month-end trading when income is available, followed by significantly weaker mid-month activity. While there are short periods of increased discretionary spending, consumers remain under financial strain.

Footfall in retail environments has declined, particularly in malls and entertainment venues, as consumers increasingly favour grocery delivery and have reduced non-essential outings. Local tourism remains subdued, impacting trade on major routes. Restaurants at entertainment venues, including cinemas and casinos, are under pressure, reflecting a shift toward at-home entertainment. In the CDR segment, consumers expect an elevated experience, strong service and consistency and quality that justify the spend. Consumers increasingly use loyalty programmes and rewards, and there is a growing appetite for personalised deals.



Read more about our operating environment on page 19.



Brands performance *(continued)*

Electricity and water challenges

At year-end, 91% of restaurants had some form of alternative power solution. The regional teams continued to focus on closing the electricity gap and building resilience to anticipated increases in electricity prices. We understand power utilisation by brand and will continue to focus on sustainable energy management as an element of sustainable franchising. This includes considerations during restaurant design and configuration, such as transitioning to gas-supplied equipment and providing guidance on energy-efficiency management. We continue to assist with landlord negotiations to secure sites with alternative power solutions.

South Africa experiences severe, localised water insecurity, driven by failing infrastructure. At year-end, 65% of restaurants had some form of alternative water supply, including access to stored municipal water provided by landlords or through water tanks provided by franchise partners.

All new restaurants and relocation plans include alternative water solutions. Regional teams continue to negotiate with landlords to provide alternative water solutions for their centres. We also continue to share best practices with franchise partners on cost-effective solutions and guide them on where and how to install these. We also understand the average daily water requirements for each brand.

We are investigating water filtration systems that can be installed at restaurants at the main supply source. Water filtration systems at restaurants will protect our brands and consumers. We are educating franchise partners on the importance of a high-quality water supply and regular water testing.

Outlook

The outlook for South Africa is mixed, with a modest but positive economic recovery. However, consumers still face financial strain. The conflict in the Middle East has introduced new inflationary pressures.

Our strategy remains resilient and flexible despite a constrained operating environment. We continue to drive accessible value and quality offerings while strengthening our loyalty programmes and personalised communication approach to support consumer retention. Brand teams will continue to focus on delivery channels, smaller restaurant formats and drive thrus to meet growing demand for convenience. Our restaurant pipeline is healthy, with interest from both new and existing franchise partners.



Read more about our operating context on page 19, our consumer-facing technology investments on page 53 and our brands' CSI activities on page 114.



Brands performance *(continued)*

BRAND AWARDS IN 2026

**Steers**

- Best of Pretoria, Joburg, and Ekurhuleni Readers' Choice Awards for **Best Chips** and **Best Takeaway Burger**.
- Pendoring Awards **craft certificates** for original **music, sound design and performance** for the Burger le Burger campaign.

**Debonairs**

- **Pizza Outlet Platinum Award** in the Daily Sun Readers' Choice.

**Fishaways**

- The **sushi box** won gold at the Gold Pack Awards for packaging.

**Mugg & Bean**

- **Winner of the Best Coffee and Bistro** in the Best of Newcastle Readers' Choice Awards.
- **Winner of the Coolest Coffee Shop** in the Sunday Times GenNext 2025 Awards.

**Wimpy**

- **Shortlisted finalist** in the Pendoring Awards in the 44 executions in radio category.
- **Best Waffle Runner Up** in the Best of Ekurhuleni Readers' Choice 2025.

**Milky Lane**

- **Winner of the best place to buy a waffle 2025** in the Ekurhuleni Readers' Choice Awards.



Brands performance *(continued)*

Leading Brands – QSR portfolio

	Start of 2026	New restaurants	Closed restaurants	End of 2026	Revamped restaurants
Steers	671	26	(7)	690	44
Debonairs Pizza	732	36	(5)	763	48
Fishaways	236	2	(6)	232	11
Total	1 639*	64	(18)	1 685	103

* Excludes two Giramundo restaurants



FOCUS AREAS FOR 2026

- Promotional activities to address value offerings, the need for a quick bite and family-sharing occasions.
- Meeting the consumer need for convenience through expanding our drive thru footprint and improving our own delivery capabilities.
- Implementing ideas for a modern restaurant design to improve the consumer experience and address on-street visibility.
- Implementing digital menu solutions and offering simplified and consumer-centric menu design and pricing.

KEY DEVELOPMENTS AND INITIATIVES

Steers was highly exposed to the impact of the foot-and-mouth disease outbreak and the increase in beef costs, with a knock-on impact on pork pricing. While Manufacturing absorbed some of these price increases, beef and pork menu items became more expensive, affecting demand. Brand profitability was managed with responsible pricing across both menu cycles.

Under constrained trading conditions, Steers focused on leveraging the core menu, driving affordability at absolute price points, and promoting our brand leadership in the big-burger category. Media support was implemented to include an “always on” approach for both the “Wacky Wednesday” and the “Phanda” categories. Other campaigns were designed to grow flame-grilled chicken as a high-quality value offering.

With a digital-first approach, Steers continued to roll out digital menus and self-service terminals. Self-service terminals address consumers' need for convenience while also supporting upselling opportunities.

In 2026, we opened 26 new restaurants, including five new drive thrus, to meet consumers' need for convenience.

FOCUS AREAS FOR 2027

- Strengthening our strong brand equity in the big-burger category.
- Leveraging our remote convenience leadership in own delivery.
- Promoting our chicken offering and growing our brand presence in the chicken category.
- Supporting digital enablement in restaurants.
- Strengthen loyalty and personalisation.
- Building our drive thru footprint presence.

Brands performance *(continued)*

FOCUS AREAS FOR 2026

- Engaging current consumers with **marketing promotions, community engagement and customer relationship management** to drive frequency while developing tactics to gain new consumers.
- **Leveraging technical solutions** to drive operational efficiency and position the brand to thrive in a competitive market.
- **Enhancing our e-commerce platforms** to promote the own delivery channel and encourage app usage.
- **Drive innovation and relevance** through strategic partnerships, including beverage manufacturers.

KEY DEVELOPMENTS AND INITIATIVES

Securing the right site and ensuring accessibility remain key to our growth, and we have continued to open sustainable restaurants in the right locations. In 2026, we opened 36 new restaurants and relocated two as aligned with our restaurant positioning strategy.

We continue to focus on digital transformation to enhance the consumer experience. This includes digital menu screens, self-service terminals, in-store music and free Wi-Fi. In addition, we launched a dough manufacturing automation system in 41 restaurants, improving product quality, consistency and efficiency.

Our app has demonstrated consistent growth in users, transaction counts and engagement over the past year, reflecting positive user adoption and satisfaction. Notably, app downloads have grown significantly, indicating the success of promotional campaigns.

Our menu approach is to provide consumers with a variety of high-quality meal options at affordable prices. We cross-utilise ingredients across the menu to introduce innovation without adding complexity. Our promotional strategy drives increased purchase frequency. This includes showcasing our sharing, single-eats, and value promotions. These campaigns are activated around key promotional periods and are supported by a comprehensive marketing approach.

All recently revamped restaurants now offer self-service terminals, and every newly opened and revamped restaurant has digital menu boards.

FOCUS AREAS FOR 2027

- Continued focus on enhancing user engagement and retention on our app.
- Strengthen loyalty and personalisation to retain switch prone consumers.
- Leveraging our remote convenience leadership in the own delivery channel.
- Supporting digital enablement in restaurants.



FOCUS AREAS FOR 2026

- **Growing sales** through local marketing initiatives and upselling at the till point.
- **Leveraging sharing promotions** to offer consumers value and variety.
- **Expanding the number of restaurants offering delivery**, including through the delivery hub concept.
- **Implementing the sushi offering** across 100% of the network.
- Converting all restaurants to **digital menu boards**.

KEY DEVELOPMENTS AND INITIATIVES

Fishaways is recognised for its healthier menu options, including sharing meals, platters and accessible entry-level price points. Our affordable single meals, particularly the under 500-calorie offerings, support growth in lunchtime trade. The brand delivered a stable performance in a market characterised by large peaks and troughs in volume and turnover. In 2026, the hake price remained in line with food inflation and is a key consumer staple. Maintaining and managing price and value for consumers for hake dishes remains a priority.

The introduction of new fish variants onto the menu has yielded good results, with consumers enjoying the taste and value these offerings provide. Finding alternatives to hake remains a priority for the brand. Sushi also continues to gain momentum, with the product now a standard on the Fishaways menu across all restaurants. A key focus on pre-prep (the ability to serve consumers quickly and with quality) and on the presentation and quality of sushi has been critical to the growth of this menu extension.

SHOOSHI, our virtual thirty-party aggregator brand, continued to perform strongly, with all restaurants participating and appealing to consumers on third-party applications seeking quality, good-value sushi.

Our delivery drive continued, with restaurants offering delivery through both our own channels and third-party aggregators. By year-end, 82% of restaurants had digital menu boards, enhancing in-store flexibility for menu display. We are also implementing kitchen display systems to reduce food preparation times.

FOCUS AREAS FOR 2027

- Managing price and value to consumers.
- Finding alternative fish offerings to hake.
- Building awareness and market demand for sushi.
- Continue investing in outdoor advertising to build our brand presence.

**Brands performance** *(continued)***Leading Brands – CDR portfolio**

	Start of 2026	New restaurants	Closed restaurants	End of 2026	Revamped restaurants
Mugg & Bean	285	20	(4)	301	31
Wimpy	457	12	(9)	460	30
Milky Lane	121	11	(2)	130	9
Total	863	43	(15)	891	70

**FOCUS AREAS FOR 2026**

- **Balancing menu price increases** with the need to maintain margins.
- Enhancing the **coffee subscription offering**.
- Expand our network with an **emphasis on the On-The-Move format**.
- Enticing consumers through **menu innovation**.

KEY DEVELOPMENTS AND INITIATIVES

Mugg & Bean continued to grow its footprint in 2026, with 12 sit-down restaurants, seven On-The-Move formats and one Move-thru drive thru restaurant. Our smaller On-The-Move format continues to perform strongly, with healthy systemwide and like-for-like growth in 2026. We also upgraded our flagship restaurant at the V&A Waterfront in Cape Town.

The coffee subscription remains a focus for the brand, with healthy consumer take-up and further technology enhancements planned for 2027. The high global coffee price was challenging, and we decided not to pass through the full increase to consumers.

Mugg & Bean's partnership with leading plant-based chef Mokgadi Itsweng remains a key pillar for the brand. Our plant-based dishes remain consumer favourites, and the partnership drives brand awareness in traditional and social media.

Our partnership with Discovery Vitality continues to deliver strong value, with sustained growth and a growing number of members selecting Mugg & Bean as their preferred redemption partner. The Vitality Healthy Dining range continues to exceed expectations.

FOCUS AREAS FOR 2027

- Using the consumer engagement platform to provide personalised offers and build loyalty.
- Carefully balancing menu price increases with the need to protect margins.
- Strengthening and enhancing the coffee subscription offering.
- Expanding our network, with a focus on the On-The-Move format.
- Driving consumer appeal through ongoing menu innovation.
- Enhancing our app and overall technology experience.

Brands performance *(continued)***FOCUS AREAS FOR 2026**

- **Supporting franchise partners'** profitability and sustainability.
- **Expanding the brand** through increased penetration of prime locations.
- Driving app registrations and using promotions to **increase loyalty and active users**.
- Rolling out **kitchen display systems and digital menu solutions**.

KEY DEVELOPMENTS AND INITIATIVES

Wimpy continues to focus on footprint expansion and restaurant positioning to build scale in priority locations, strengthening our market presence. In 2026, we opened 12 new restaurants and relocated five restaurants to better positions. We have consistently launched sustainable, commercially viable restaurants, reinforcing our portfolio stability and profitability.

Wimpy is committed to delivering exceptional guest experiences. The Wimpy Hospitality Programme (HAT) continues to upskill teams and elevate service consistency across the network. The programme ensures that team members deliver warm, welcoming hospitality in every guest interaction. Improved guest sentiment is reflected in our higher Google rating.

Wimpy's menu design is built around our core coffee, breakfast, burgers and grills categories. Wimpy continues to offer ongoing national promotions that deliver everyday good value to consumers, centred around our core burger and grills categories. We also innovated in the highly contested value-for-money segment with our 'Two-Tiger' range. As consumers face disposable income challenges, these offers are increasingly relevant. The foot-and-mouth disease outbreak and high coffee pricing drove higher input costs.

Our strategic partnership with Engen continues to deliver Wimpy favourites to our consumers on their way to their holiday destinations and their daily commutes.

The Wimpy Rewards App continues to deliver strong performance, with double-digit growth in transactions and registrations. Actively transacting users also continue to grow strongly, indicating that the app's features and benefits resonate with our consumers.

FOCUS AREAS FOR 2027

- Using the consumer engagement platform to provide personalised offers and build loyalty.
- Delivering value offerings.
- Supporting franchise partners' profitability and sustainability.
- Expanding the brand through increased penetration of prime locations.

**FOCUS AREAS FOR 2026**

- Growing our footprint of mobile carts.
- Menu innovation to attract consumers and drive frequency.

KEY DEVELOPMENTS AND INITIATIVES

Milky Lane continues to build on its legacy as South Africa's most loved feel-good dessert brand. With a footprint of 130 restaurants, our presence spans a variety of formats, including sit-down, kiosk, and pop-ups, meeting the needs of diverse consumer segments and location dynamics. We opened 11 new restaurants in 2026.

A key driver of convenience and reach is the hub-and-spoke model, which includes mobile carts. These carts offer multiple points of purchase and brand awareness, especially in high-footfall areas where full-format restaurants may not be viable. They offer a curated menu of value-driven products while opening up event vending opportunities. We have opportunities with our new premium cart concept, tailored for niche shopping centres and developed in collaboration with landlords to meet specific site requirements.

The vending channel has grown significantly, driving sales and supporting brand awareness, with interactive elements like voucher giveaways that encourage repeat visits to our physical restaurants. We have secured concession rights at major events such as The Rand Easter Show (Gauteng), Festival of Motoring (Gauteng), the Comrades Marathon (KwaZulu-Natal) and Rocking the Daisies (Cape Town). In 2026, we introduced a nostalgic vending trailer, with five units already operational, enhancing our ability to trade at high-profile events, including school festivals.

We continue to leverage third-party delivery platforms to extend our reach, offer convenience and reinforce our omnichannel approach.

FOCUS AREAS FOR 2027

- Using the consumer engagement platform to provide personalised offers and build loyalty.
- Expanding our reach through the hub-and-spoke model, including through event vending.
- Securing additional retail sites for our premium cart concept.
- Ongoing menu innovation to attract customers and increase visit frequency.



Brands performance *(continued)*

Signature Brands

There are 118 Signature Brands restaurants in South Africa. With the exception of PAUL, which is operating under a licence agreement, the Signature Brands portfolio is wholly owned by Famous Brands. The portfolio includes eight Company-owned restaurants.



Read more about our Signature Brands portfolio on page 10.

Salient features	2026	2025
Like-for-like sales growth (%)	(0.9)	(0.5)
Operating loss margin (%)	(5.2)	(5.7)
Total number of restaurants	118	122
New restaurants opened and converted	12	5
Number of restaurants revamped	4	3
Number of restaurants closed	16	14*
Company-owned restaurants	8	8

* Included in this figure are the five Fego Caffés that were converted to Mugg & Bean restaurants.

PERFORMANCE AND TRADING CONDITIONS

Signature Brands' system-wide sales declined by 1.7%, and like-for-like sales decreased by 0.9%. The operating environment remains constrained, limiting consumers' ability to spend on dining and leisure. The overall operating loss margin slightly improved to (5.2)% (2025: (5.7)%). Performance across the portfolio is uneven, with some locations achieving growth while others are declining sharply, underscoring the importance of site selection.

Despite these pressures, some growth areas remain. Delivery, enabled by third-party aggregators, continues to grow strongly, and the order-and-collect channel remains popular. Targeted interventions, including value-led menu offerings and promotional activity around special occasions, do yield results.

Technology transformation is progressing, with the rollout of the Munch Software POS and the payment gateway improving efficiency, reducing fraud risk and enabling better operational control.

Expansion continues at a measured pace, with a strong reliance on existing franchise partners driving multi-site growth. New store development cycles remain long, often taking several years. We are also considering evolving formats, including smaller restaurants, to improve viability in a competitive and constrained environment. We have a pipeline of restaurant openings, including several sites that were delayed due to development setbacks.

Fun Dining

The Fun Dining category is hampered by low consumer discretionary spend. Consumer behaviour has shifted noticeably, with a reduced frequency of dining out and increased value-seeking behaviour. Consumers are trading down, for example, substituting bottles of wine for single glasses, and prioritising specials over full-price menu items. Spending patterns are uneven, with shorter, more intense month-end peaks and prolonged mid-month slowdowns, making trading increasingly volatile and difficult to manage. The market is highly competitive, with aggressive discounting and promotional activity across the industry.

We are supporting the segment through a combination of value engineering, cost management and franchise partner guidance. This includes introducing all-day value menus, enhancing affordability, renegotiating leases and investing in marketing to drive demand. Some Fun Dining franchise partners also participate in dark kitchen brand offerings facilitated through third-party aggregators. We developed these brands to boost restaurant turnovers by leveraging the delivery channel.

Captive Markets

Our hospital brands, NetCafé and Coffee Couture, delivered a strong performance, driven by high foot traffic, simplified menus and an expanded retail offering. We continue to explore additional avenues to grow these brands, including opportunities within smaller hospital groups and independent operators.

We completed the Fego Caffé conversion process by converting two Fego Caffés into Mugg & Bean restaurants and one into a Vovo Telo restaurant.

Luxury

Vovo Telo continues to perform well, exceeding its 2026 budget targets. Performance was supported by menu innovation, an expanding retail range and a consistent focus on product training.

While PAUL's distinctive and refined offering continues to appeal to higher-income consumers in Johannesburg and Cape Town, the brand is experiencing similar pressures to those affecting the Fun Dining category. We are continuing to optimise the menu and refine the business model to reduce costs and enhance gross margins. This focus on operational discipline and cost control should improve profitability.

FOCUS AREAS FOR 2027

We will continue to grow selected brands, prioritising premium locations secured on favourable rental terms. Strategic promotional activity will promote our brands' quality offerings, unique positionings and value deals for special occasions. We will emphasise close support of franchise partners, recognising the challenging trading environment. We will continue to roll out the Munch Software POS solution.





Brands performance *(continued)*

SADC

The SA Leading Brands team manages the Leading Brands' SADC market, which includes Angola, Botswana, DRC, Eswatini, Lesotho, Namibia, Malawi, Mozambique, Mauritius, Zambia and Zimbabwe. There are 244 restaurants in this region. We have a significant presence in Botswana (51 restaurants) and Zambia (63 restaurants).

	Start of 2026	New restaurants	Closed restaurants	End of 2026	Revamped restaurants
Steers	59	8	(2)	65	2
Debonairs Pizza	109	7	(3)	113	1
Fishaways	6	–	–	6	–
Mugg & Bean	25	1	(1)	25	1
Wimpy	21	–	(1)	20	–
Milky Lane	11	–	–	11	–
Keg	4	–	–	4	–
Total	235*	16	(7)	244*	4

* Mauritius included into the SADC region effective financial year 2026.

Salient features

	2026	2025
Operating profit margin (%)	6.8	11.2
New restaurants opened	16	21
Number of restaurants revamped or converted	4	15
Number of restaurants closed	7	4

PERFORMANCE AND FOCUS AREAS

Revenue for the region declined by 6% to R423 million (2025: R451 million). Operating profit declined to R29 million (2025: R51 million), while the operating profit margin was 6.8% (2025: 11.2%). This was largely due to worsening performance in Botswana and Zambia amid challenging economic conditions. Several other SADC markets continued to perform well, providing a stable outlook for future economic growth.

Our SADC restaurants follow the same digitisation strategy that has been entrenched in SA to bring the same efficiencies to franchise partners and benefits to consumers across the region. This includes digital menu solutions, kitchen display systems and self-service terminals. We continue to grow our own delivery capability for our QSR brands, including by introducing outsourced call centres and implementing delivery hubs.

Angola

6.9% system-wide sales growth in local currency

The Angolan economy grew by 5.7% in the last quarter of 2025, driven by non-oil segments. The economy is increasingly diversified, with non-oil sectors now accounting for 80.9% of GDP. Our brands, Mugg & Bean and Debonairs Pizza, continue to perform well, supporting our growth agenda in this territory.

Botswana

5.3% system-wide sales decline in local currency

Botswana is experiencing an economic contraction due to continued weak demand for natural diamonds. The diamond industry has been the backbone of the local economy, accounting for a third of government revenue and around 70% of total exports. GDP declined by around 3% in 2025, forcing the government to reduce spending and increase debt. Foreign reserves have also declined significantly, prompting the Bank of Botswana to devalue the Pula by around 11.5% in July 2025. Electricity tariffs also increased by 24% in July 2025.

These economic conditions have led to lower consumer spending and a halt to our expansion and revamp plans. Retrenchments and attrition have reduced our headcount from 1 239 to 1 000 by year-end, lowering our salary costs.

DRC

350.7% system-wide sales growth in local currency

We opened our first Steers and Debonairs Pizza combo store in Lubumbashi late in 2025. The consumer response to the store has been positive, with strong sales achieved in 2026.

Eswatini

20.4% system-wide sales growth in local currency

Eswatini's landscape reflects cautious economic stability but entrenched social challenges. The country's heavy reliance on South Africa as a trading partner makes it vulnerable to regional economic shifts.

Lesotho

0.8% system-wide sales decline in local currency

Lesotho experienced modest economic growth driven by large-scale infrastructure projects, tempered by a contraction in the manufacturing sector and weaker diamond prices. This backdrop continues to weigh on our restaurants' performance.

Namibia

7.3% system-wide sales growth in local currency

Namibia experienced moderating headline inflation but continued pressure on household disposable income due to elevated food, transport, and utility costs. Consumer spending remained cautious, resulting in softer discretionary spending and increased value-driven behaviour across the restaurant sector.



Brands performance *(continued)*

Malawi 53.2% system-wide sales growth in local currency	Malawi delivered an exceptional performance in 2026, with strong consumer demand, improved trading conditions and consistent restaurant execution supporting growth. The country remains a stable and promising growth market within the region.
Mauritius 14.6% system-wide sales decline in local currency	Famous Brands operates 10 Company-operated restaurants. Mauritius is experiencing ongoing labour shortages in the food services industry, which has knock-on impacts on sales. The own delivery channel was particularly affected by a lack of delivery drivers. Rising import, labour and compliance costs continue to squeeze margins.
Mozambique 53.9% system-wide sales growth in local currency	Mozambique continued to grow strongly, supported by political stability and better brand visibility.
Zambia 1.3% system-wide sales decline in local currency	The Zambian market was significantly affected by prolonged power supply disruptions, elevated operating costs and pressure on consumers' disposable income. The QSR landscape is competitive, with several international brands entering the market. The power situation has begun to stabilise, with load shedding significantly reduced since January 2025, reducing franchise partners' reliance on costly backup solutions. In addition, lower inflation, currency stability and increased mining activity support an improved economic outlook. Lower sales volumes affected restaurant profitability and led franchise partners to defer their plans to open new restaurants. The Zambian network relied on alternative power solutions to keep trading. To assist, we offered franchise fee (0.5%) and marketing (0.5%) breaks to selected restaurants to safeguard their ongoing sustainability.
Zimbabwe 20.2% system-wide sales growth in local currency	Zimbabwe delivered a solid performance, despite a challenging economic backdrop. Performance was supported by continued consumer demand and adoption of the own delivery channel. The country is experiencing lower inflation, while currency stability provides cost predictability and improved consumer purchasing power. We opened two drive thrus, bringing our local network to four drive thrus.

FOCUS FOR 2027

We will expand our SADC network by targeting high-potential sites secured on attractive rental terms, and will increase our drive thru footprint where appropriate. We will also continue to develop and enhance our own delivery capabilities and consumer-facing technologies to improve the overall customer experience.





Brands performance *(continued)*

AME

The Group operates in nine countries in the AME markets, including Egypt, Côte d'Ivoire, Ethiopia, Kenya, Kuwait, Nigeria (an associate), Malaysia and the UAE. While Malaysia is a Southeast Asian country, it is managed by our AME team.

	Start of 2026	New restaurants	Closed restaurants	End of 2026	Revamped/ relocated restaurants
Steers	5	1	(4)	2	–
Debonairs Pizza	27	4	(7)	24	–
Mugg & Bean	12	–	–	12	–
Other	–	1	–	1	–
Mr Bigg's	13	–	(5)	8	–
Total	57*	6	(16)	47	–

* Excludes Mauritius restaurants which were moved to SADC region effective financial year 2026.

Salient features

	2026	2025
Operating profit margin (%)	(59.3)	(60.5)
Total number of restaurants	47	57*
New restaurants opened	6	9
Number of restaurants revamped or relocated	–	3
Number of restaurants closed	16	33

* Excludes Mauritius restaurants which were moved to SADC region effective financial year 2026.

PERFORMANCE AND FOCUS AREAS

Revenue decreased by 17% to R59 million (2025: R71 million). The operating loss was R35 million (2025: (R43 million)), while the operating loss margin was 59.3% (2025: (60.5%)). The AME portfolio has been fully incorporated into Leading Brands since the beginning of 2027, in line with our strategy to reduce activity and ambition in this part of the business.

We continued to roll out consumer-facing technology projects in the region. This includes investing in the own delivery channel through outsourced call centres and introducing self-service terminals and digital menu boards.



Read more about our plans for AME in our CEO's report on page 46.

Côte d'Ivoire

43.0% system-wide sales growth in local currency

Côte d'Ivoire's economy has remained resilient, recording GDP growth of approximately 6.4%. With the West African CFA franc pegged to the euro, the exchange rate has remained stable, while inflation averaged approximately 3% over the year. The second Debonairs Pizza site in Abidjan opened in August 2025, with consistently strong sales achieved.

Egypt

62.8% system-wide sales growth in local currency

In 2025, we entered Egypt by opening two Debonairs Pizza restaurants in Cairo. The economy is showing signs of recovery and moderating inflation, driven by manufacturing, tourism and telecommunications. The consumer response has been positive, and the restaurants have begun to build a loyal customer base. However, the brand faces fierce competition from entrenched local and global brands.

Ethiopia

11.1% system-wide sales growth in local currency

In Ethiopia, government structural and regulatory reforms have begun to encourage greater private-sector participation and investment in the market, creating a more favourable trading environment. Our four Debonairs Pizza restaurants continued to deliver double-digit sales growth while sustaining strong operating profit margins. A fifth restaurant is planned for 2027.

Kenya

8.8% system-wide sales growth in local currency

Kenya continued to deliver strong growth, a successful partnership between Mugg & Bean and Total on major routes and a strong focus on our own delivery channel. In August 2025, we sold our three Company-owned restaurants and converted the Kenyan market to a full franchise model.

Kuwait

184.8% system-wide sales growth in local currency

In 2025, we opened a Mugg & Bean in Kuwait City, the capital of Kuwait.

Malaysia

In December 2025, Famous Brands opened its first Steers and Debonairs Pizza combo restaurant in Kuala Lumpur, Malaysia. This opening follows the conclusion of master licence agreements with MESRA. The Malaysian economy is robust, and the country has a well-established culture of eating out. The response to the combo store has been positive.



Read more about the master licence agreement on page 45.

**Brands performance** *(continued)***Nigeria**

In Nigeria, UACR has restructured its business and improved operational efficiency to scale its QSR presence. Rising costs and currency volatility disrupted supply chains, which UACR mitigates through a just-in-time inventory approach and a diesel management and tracking system. While sales volumes and operating margins have improved due to stronger cost control measures, overall performance is constrained by inventory shortages, elevated energy prices and inflation. Five Mr Biggs restaurants were closed due to trading pressures at petroleum sites that are no longer viable and one Debonairs Pizza restaurant closed.

UAE

72.6% system-wide sales decline in local currency

We are facing ongoing legal challenges in the UAE with a multi-unit franchise partner. This contributed to the closures of eight restaurants and continued sales declines across the remaining network. An outcome to these legal challenges is expected in 2027. We will exit this market once the legal matter is concluded.

FOCUS FOR 2027

We will pursue measured growth of our brands in selected AME markets through a focused and disciplined approach. We will support the own-delivery channel through outsourced call centres and delivery technology, while continuing to explore new value-added menu offerings and diversifying our supplier base to secure competitive pricing.

**UK**

Famous Brands operates Wimpy, a CDR brand in the UK.

Salient features

	2026	2025
Operating (loss)/profit margin (%)	(8.0)	5.4
Total number of restaurants	58	61
New restaurants opened	2	1
Number of restaurants revamped	–	2
Number of restaurants closed	5	3

PERFORMANCE AND FOCUS AREAS

The UK revenue decreased 9.8% to R119 million (2025: R132 million), and was somewhat negatively impacted by a stronger Rand. The operating loss was R10 million (2025: operating profit R7 million). The operating loss margin for the year was (8.0%) (2025: 5.4% operating profit margin).

The UK operating environment remains highly challenging and structurally pressured, with restaurants facing rising costs and weak consumer demand. Cost pressures include wages rising sharply (minimum wage increases, labour shortages), elevated energy costs, food inflation and increases in business rates and taxes. This has created a margin squeeze, with many operators unable to pass costs onto consumers.

The cost-of-living crisis continued to affect consumer confidence and spending patterns, leading to a general decline in retail spending and footfall. There was a significant drop-off in home delivery.

Relatively high interest rates continue to constrain franchise partners' appetite for new restaurant development and investment in refurbishing existing outlets. We focused on strengthening relationships with franchise partners to build a foundation for future growth.

FOCUS FOR 2027

We continue to collaborate with franchise partners to identify opportunities to increase sales volumes and enhance operational efficiencies.



Supply Chain performance

Vertical integration is a key strategic advantage, enabling greater control over costs, quality and supply, while supporting innovation and diversified revenue streams.

Our integrated Supply Chain, which supports the Brands pillar in South Africa and several African markets, comprises our Manufacturing, Logistics and Retail operations.

Most manufacturing plants are wholly owned, with a number of partially owned subsidiaries also in operation. The Retail division offers a range of products, including condiments (such as sauces, dressings and spices), frozen meat products, coffee (ground and beans), frozen potato chips and other value-added items.

Salient features

	Segment revenue* (R million)	Segment operating profit (R million)	Operating profit margin (%)	Capex (R million)
 Manufacturing 	3 654 (2025: 3 371)	394 (2025: 371)	10.8 (2025: 11.0)	42 (2025: 41)
 Logistics 	5 705 (2025: 5 226)	126 (2025: 71)	2.2 (2025: 1.4)	60 (2025: 14)
 Retail 	333 (2025: 344)	(16) (2025: 1)	(4.7) (2025: 0.4)	1.4 (2025: 0.86)

* Revenue includes interdivisional sales.



Manufacturing

PERFORMANCE

Manufacturing revenue increased by 8.4% to R3.7 billion (2025: R3.4 billion), due to demand from franchising. The operating profit increased by 6% to R394 million (2025: R371 million), however the operating profit margin was slightly lower at 10.8% (2025: 11.0%). Overall, input cost inflation remained relatively contained across most categories. However, beef and coffee were two notable exceptions. Beef prices rose significantly due to a foot-and-mouth disease outbreak, reducing market availability. In January and February 2026, the prices have moderated.

Coffee prices, rose sharply due to global supply constraints, particularly drought conditions in Brazil. Prices increased from approximately \$2.80 per pound to above \$4.00, and have since eased, although still elevated relative to the prior year.

Manufacturing absorbed some of the price increases in beef and coffee beans to ensure franchise partners and our product on retailer shelves remained competitive, impacting the division's profitability.

FOCUS AREAS

Cost-saving initiatives were a major focus for Manufacturing in 2026. This includes monitoring all input costs and employee expenses. The organisational structure and shift configuration restructuring have been completed in all plants, resulting in improved productivity and lower employee costs.

Supply Chain performance *(continued)*Manufacturing *(continued)*

The division benefited from more efficient manufacturing technology which resulted in improved yields. In the previous financial year we installed a thawing unit at our meat plant and a specialised piece of potato processing equipment. Our focus on strengthening internal procurement capabilities enables us to better manage the cost of key ingredients and develop strategies to mitigate potential product shortages.

Our Competence Acquisition Process (CAP) programme, developed in 2025, has been implemented across Supply Chain sites. The programme enhances employees' understanding of their roles and responsibilities, with each task clearly defined, documented, and translated into work instructions and assessment criteria. This is reinforced by an online training platform that enables continuous learning. As a result, the programme has reduced maintenance call-outs and improved employee morale. To support the programme objectives, monthly targets have been set, and plant management is measured against these targets.

We monitor a range of KPIs across manufacturing and have noted improvements in overall equipment effectiveness, cases per man-hour, plant reliability, waste, electricity and water usage per case and maintenance downtime. All plants have a planned preventative maintenance programme in place, which has resulted in improved unplanned downtime. Manufacturing KPIs are benchmarked and tracked against international standards.

Several plants experienced water disruptions and had to rely on stored water and costly water deliveries. The division plans to increase water storage at all sites to 48 hours and at some water-intensive sites to 72 hours.

Food safety risk remains effectively controlled, with no plant shutdowns recorded during the financial year. All facilities retained full food safety accreditation, and consumer complaints across the Group remained minimal and closely monitored. Seven sites achieved a NOSA five-star grading, three sites achieved 4-star grading and one reached NOSCAR status, which is the highest accolade in occupational health, safety, and environmental risk management awarded by NOSA.

CAPEX

“Advances in manufacturing technology are transforming the industry by enhancing efficiency, quality, safety and scalability, while supporting increased innovation and sustainability.”

We spent R42 million in capex (2025: R41 million) across our plants. Major capex projects for 2026 included:

- Newer manufacturing technologies to improve production yields. This included a food scanner to monitor beef composition, ensuring correct blending and enhancing product quality and safety.
- Investment in critical spares to maintain high levels of equipment availability.
- IT investments, including SAGE X3 implementations and replacing old IT equipment.



FOCUS FOR 2027

- Implementing advanced manufacturing technologies to enhance production capacity, improve yields, and minimise waste.
- Considering product in-sourcing opportunities.
- Relaunching our juice range, which includes new flavours and packaging.

Supply Chain performance *(continued)*

Logistics

PERFORMANCE AND FOCUS AREAS

Logistics revenue increased by 9% to R5.7 billion (2025: R5.2 billion), supported by a 7% increase in case volumes, while operating profit improved by 71% to R126 million (2025: R71 million).

Bringing the distribution of Coca-Cola and frozen products in-house boosted revenue, case volumes and profitability. The division did not need to increase its fleet or headcount to accommodate the additional volumes. However, the operating profit margin, at 2.2%, is under pressure due to changes in the product mix (2025: 1.4%).

Our route planning system supports improved driver behaviour and lower fuel consumption. In 2026, our fuel consumption was 2.9% less than budgeted and 6.2% less than in 2025.

Commissioned in June 2025, the Midrand Cold Storage Facility has materially reduced transport and energy costs through the use of more efficient refrigeration technologies. The Group exited its lease of the Crown Mines Distribution Centre at the end of May 2025. Other efficiencies in the optimisation of the operating structure, increased storage capacity, reducing the need for offsite storage and improved customer service.

FOCUS AREAS

We benchmark our processes, costs and margins to drive efficiencies and reduce operating expenses, including closely managing employee allowances and overtime. We monitor our delivery performance against industry standards for on-time, in-full, with no errors (OTIFNE). In 2026, this KPI improved from approximately 70% to above 80%, bringing performance in line with international benchmarks.

We are leveraging our warehouse management system and revised operating structures (introduced in 2025) to drive productivity and improve our operating markets in the distribution centres. Our labour management forecasting tool has improved efficiency by enabling better labour and shift management. In addition, we improved our stock management accuracy across all sites to improve customer service. The CAP programme was implemented across all distribution centres to improve our employees' competence and capabilities.

At our KwaZulu-Natal Distribution Centre, we introduced rolltainers for our truck fleet. Rolltainers are wheeled, cage-like trolleys used to transport goods efficiently. Instead of handling individual cartons, goods are picked in rolltainers, transported as a single unit, and wheeled directly into restaurants. The pilot was successful in reducing delivery times and will be implemented across the distribution centres in 2027.

We continue to implement fire-protection and smoke-detection systems in line with the Automatic Sprinkler Inspection Bureau (ASIB) and the Fire Systems Inspection Bureau (FSIB). These fire risk engineering projects ensure business resilience to disruptions.

The franchise partner online ordering system was upgraded to a modern, user-friendly interface to support sales activity and upselling.

CAPEX

In 2026, we spent R60 million on capex (2025: R14 million), with most of this allocated to the Midrand Cold Storage Facility relocation and expanding our truck fleet. Additional capex was allocated to ensure compliant fire protection systems. Capex was also allocated to the franchise partner online ordering system upgrade. The Midrand Cold Storage Facility property development is excluded from Logistics capex and is instead recorded as a property investment.

EXPORT CAPABILITIES

The Group continues to expand its export footprint, supplying products to multiple markets. Exports include both ambient and perishable products, subject to regulatory requirements. We export to all our markets with the exception of the UK.

FOCUS AREAS FOR 2027

- Optimising operations through the new warehouse management system to enhance productivity, generate deeper insights and drive efficiencies.
- Implementing rolltainers across all distribution centres.
- Implement multi-temperature distribution in Gauteng Logistics, to improve efficiency, reduce transportation costs, and maintain cold chain integrity from warehouse to final delivery.





Supply Chain performance *(continued)*



Retail

PERFORMANCE AND FOCUS AREAS

The Retail division is strategic in that it utilises excess capacity in our Manufacturing and Logistics divisions, contributing to their profitability. The Retail division's revenue declined by 3% to R333 million (2025: R344 million), and it delivered an operating loss of R15 million (2025: R1 million profit). However, the losses reduced significantly in the second half of the year, and profitability is expected to recover in 2027. This poor performance is attributed to lower-than-anticipated retail sales of frozen potato chips, driven by a strong resurgence among key competitors. In addition, sales for several coffee lines declined due to higher global coffee prices and increased competition.

The frozen meat products category performed well. Retail allocated increased advertising and promotional spend to drive listings and store penetration across the frozen category. We also secured the services of a national third-party field sales provider to improve the in-store execution of our products.

The distribution of the division's frozen products has been brought in-house and is now fully managed by the Logistics division, supporting cost savings. This was made possible by the Midrand Cold Storage Facility's increased capacity.

The division made key appointments, including an experienced Retail Executive to lead the division and a Head of New Product Development to accelerate product development across Franchising, Manufacturing and Retail.

In 2026, the division launched four new products (2025: four) and has a strong product pipeline for 2027. There were no material product write-offs (2025: nil).



FOCUS AREAS FOR 2027

The division is focused on growing its sales through new listings, supported by field services sales and targeted promotional activity. Our new product development capabilities will support product innovation and cost reengineering.



6

Sustainability
report

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The power of dreaming big

Muzi Shinga's dream of opening a franchised restaurant began in 1999, when he was working at Steers Holdings (now Famous Brands). He held various positions, including delivery driver, truck driver and assistant warehouse manager, but always dreamt about opening his own restaurant. In 2004, he opened the first Debonairs Pizza in Umlazi, in KwaZulu-Natal. This was one of the first township Debonairs Pizza restaurants, and it proved to be an instant hit.

Today, Muzi employs 333 staff members across 18 restaurants from across the Famous Brands portfolio, including Debonairs Pizza, Steers, Milky Lane and LUPA Osteria. He has received several accolades over the years, including the prestigious Pizza Pioneer Award from Debonairs Pizza.

Q How has Famous Brands supported the continuity of your business?

The support from Famous Brands has been magnificent. During the COVID-19 pandemic, Famous Brands developed solutions to help us stay afloat. Four of our restaurants were impacted by the July 2021 unrest and looting in parts of KwaZulu-Natal. Once again, the franchisor fully supported us with resources, and we reopened our restaurants a month later. We were also affected by flooding in 2022 and received support from Famous Brands to keep operating. We have to be resilient in this business!

Famous Brands recognises franchise partners through incentives and awards that motivate us to work harder. We are also part of a community of franchise partners through an NFF, which helps us better understand the business, its brand and operations.

As a franchise partner, I focus on keeping customers happy while Famous Brands handles the rest. They care about our gross profit margins, locking down the right pricing and making sure we stay profitable. They are highly strategic with their menu choices and specials. Having access to an incredible Supply Chain is also a major advantage. This reduces our exposure to independent suppliers, who may let us down.

Q What is the key to a successful franchise business?

There is no quick route to success. But if you remain consistent, have the product knowledge and provide the best service, customers will always come back to support you. You also need to be fully part of the community you serve. This builds trust and customer loyalty. My first Debonairs Pizza restaurant had chairs and tables, because it was a place where the community came together.

The strong leadership and management at Famous Brands also contribute to our success and ensure that our brands remain relevant.



"People doubted my dreams. Many words were spoken, and I collected them like rocks, using them to build my castle."



Our ESG Framework

Improving our ESG performance is essential for our overall long-term success. Our holistic approach integrates environmental sustainability, social responsibility and strong governance practices.

Our ESG Framework, operationalised in 2025, guides our annual planning, resource allocation and sustainability activities. We track performance against the framework using a set of defined targets and KPIs that are aligned with our five SDGs.

ESG FRAMEWORK

Our ESG purpose

We seek to build a sustainable and inclusive future by living our core values, empowering our people and nurturing our franchise partners. We are dedicated to fostering a thriving ecosystem where every stakeholder can succeed while actively reducing our environmental footprint and championing responsible business practices that honour our commitment to integrity, collaboration, and long-term stewardship.

The strategic outcomes we seek

Preserving the planet by reducing our environmental impact.

Promoting social equity through our transformation, diversity and development initiatives.

Ensuring sustainable operations through health and safety and food safety practices.

Upholding good governance through enhanced governance practices.

Enabled by our ESG focus areas



Environmental sustainability

Achieving measurable reductions in carbon emissions, energy, water consumption and waste generation, leading to a more sustainable business model.



Social responsibility

Impacting transformation through community engagement and workforce diversity, equity and inclusivity (DEI). This also includes investing in health and safety and responsible practices to drive long-term sustainability.



Corporate governance

Strengthen governance structures, Board independence, transparency, ethics and accountability.

While supporting our selected SDGs





Our ESG Framework *(continued)*

REMUNERATION DRIVING SUSTAINABILITY

The successful implementation of our ESG Framework relies on executive commitment to deliver on its objectives and targets. Performance against the Group's non-financial KPIs influences remuneration for executive and senior management. These KPIs include those related to transformation, health and safety and the overall delivery of the five-year sustainability plan (launched in 2022).

Read more about our Remuneration Policy and its implementation in the Remuneration Report on page 148.

ESG GOVERNANCE

The Social and Ethics Committee oversees performance against our ESG Framework. The committee is supported by our Social and Ethics Working Group, a management-level working group. The Audit and Risk Committee oversees our ESG-related risks.



SDG selection

The SDGs offer a universally recognised set of goals that promote sustainable development, helping the Group align our ESG objectives with global priorities.

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet. The 17 SDGs outline global ambitions to end poverty and inequality, improve overall wellbeing for people and society, while mitigating the impacts of climate change and preserving ecosystems.

Collaboration among businesses, governments and civil society is essential for creating a sustainable future. The private sector plays a crucial role in resolving major global challenges by implementing responsible business practices, reducing environmental impacts, contributing to economic development and gender equality and supporting employees and communities.

REVIEWING OUR SDGs

In 2020, we committed to contributing to the SDGs, selected five, and defined the accompanying SDG targets and sustainability KPIs. In 2023, we began reporting against these targets.

In 2023, we reviewed our five SDGs to confirm whether they were best aligned with our business. Through this review, Famous Brands adopted three new SDGs, removed two and categorised our SDGs as primary and secondary goals. In May 2024, the Social and Ethics Committee approved the revised SDG selection, SDG targets and sustainability KPIs.



Primary goals

WHAT WE MUST ACHIEVE TO SUPPORT OUR VISION

These refer to those SDGs that are strongly aligned with the Group's core business and vision.



Secondary goals

HOW WE OPERATE AS A GOOD CORPORATE CITIZEN

These relate to important activities that meet our societal obligations, but are not related to core business activities.





ESG performance



Environmental sustainability

We aim to continually improve our environmental performance, reduce our use of natural resources and contribute to a more sustainable food system. Our actions will benefit the environment, lower costs, while enhancing brand reputation and consumer loyalty.

Our Environmental and Climate Change Policy outlines our commitment to continually reducing our environmental footprint through sustainable practices. This includes initiatives to limit air pollution, implement environmentally friendly packaging, invest in renewable energy, and reduce water and energy consumption. We track our environmental sustainability performance across the following:



Carbon
footprint



Energy
consumption



Water usage
efficiency



Waste
management



Sustainable
sourcing



Environmentally
-friendly
packaging

OUR ENVIRONMENTAL FOCUS AREAS



Brands

- Maintaining the use of environmentally friendly packaging.
- Offering fully biodegradable and compostable take away coffee cups.
- All brand packaging ranges are 100% recyclable.
- Reducing food waste through portion control and made-to-order practices in our restaurants.
- Responsible reuse or redistribution of food through the donation of excess food products.



Read more on page 95.



Manufacturing

- Investigating alternative cleaner fuel and energy options (with lower GHG emission factors), including planned renewable energy projects.
- Enhancing plant efficiencies to produce more units per hour of plant time.
- Efficient refrigeration processes to reduce electricity usage.
- Responsible water usage and effluent management measured against targets for continuous improvement.
- Cultivating potatoes closer to the Lamberts Bay Foods processing plant, reducing travel emissions.
- New plant design focused on responsible consumption.
- Maximising recycling opportunities for our general waste.
- Responsible sourcing of sustainable food products for processing.
- Responsible re-use or redistribution of food through the donation of excess food products.



Read more on page 85.



Logistics

- Investigating alternative cleaner fuel and energy options (with lower GHG emission factors), including planned renewable energy projects.
- Optimising transport efficiencies in our Logistics fleet.
- Better route planning and reduction in the number of trips.
- Close monitoring and evaluation of new generators, as well as monitoring electricity usage by refrigerators.
- Responsible redistribution of near-expiry date stock to identified non-profit organisations.
- Use of high-quality refrigerants to reduce electricity consumption.



Retail

- Donating unsold products to non-profit organisations before they expire.

ESG performance *(continued)*

Carbon footprint

We acknowledge our role in addressing climate change by minimising our environmental impact, adopting sustainable practices and providing transparent reporting.

We will lower our carbon footprint through energy efficiency initiatives, investing in renewable energy, and improving our production and distribution practices to reduce emissions. We recognise our responsibility in supporting South Africa in achieving its 2050 net zero ambitions.

We aim to achieve the following:

EMISSIONS REDUCTION

- Implementing energy-efficient technologies and processes to lower direct and indirect emissions.
- Enhancing Supply Chain management to reduce emissions across all stages of production and distribution.

SUSTAINABLE PRACTICES

- Transitioning to renewable energy sources and optimising energy use in our facilities.
- Adopting low-carbon technologies and practices in product development and operations.

IMPROVED OPERATIONAL EFFICIENCY

- Engaging in regular carbon footprint assessments to track progress and identify areas for improvement.

Performance and focus areas for 2026

In 2026, we prioritised the following:

- Completing one planned solar installation.
- Ensuring responsible electricity usage at our largest plants.
- Exploring the potential role of a virtual wheeling partnership for renewable electricity.

SDG target	KPIs	Performance in 2026	KPIs for 2027
 12.2 By 2030, achieve the sustainable management and efficient use of natural resources.	Total GHG emissions (Scope 1, 2 and 3) per year in metric tonnes of CO ₂ equivalent: 40 693 tCO ₂ e	Not achieved Our GHG emissions increased by 2% and produced 51 540 tCO ₂ e. Production and Distribution Volumes increased by 5%, which contributed to the increase in GHG emissions (50 509 tCO ₂ e in 2025).	54 487 tCO ₂ e
	Total GHG emissions (Scope 1, 2 and 3) per year in metric tonnes of CO ₂ equivalent, per case manufactured and shipped (tCO ₂ e/case): 0.00185	Not achieved We reduced our GHG emissions per case by 1%. Our GHG emissions per case were 0.00207 tCO ₂ e/case (0.00215 tCO ₂ e/case in 2025).	0.00223 tCO ₂ e

Our carbon footprint report

Our footprint assessment method aligns with the GHG Protocol Corporate Accounting and Reporting Standard, the global standard for measuring and managing GHG emissions. This standard allows us to prepare for potential requirements under a carbon tax regime while building more efficient and resilient operations.

While our operations fall below the threshold for paying a carbon tax, all our sites are carbon tax-registered with the South African Revenue Service. We conduct a detailed annual assessment of the Group's carbon footprint for its Manufacturing and Logistics divisions. Our franchise network is excluded from this assessment as we do not have financial or operational control of franchised restaurants. This assessment focuses on:

Scope 1: Identifying and quantifying direct GHG emissions that will require reporting to the Department of Environment, Forestry and Fisheries and be liable for the carbon tax. Direct emissions include mobile fuel combustion (own fleet) and stationary fuel combustion (on-site equipment).

Scope 2 and 3: Understanding the primary sources of indirect GHG emissions that contribute to the Group's overall carbon footprint. Indirect emissions include purchased electricity, water supply and waste disposal.



ESG performance *(continued)*

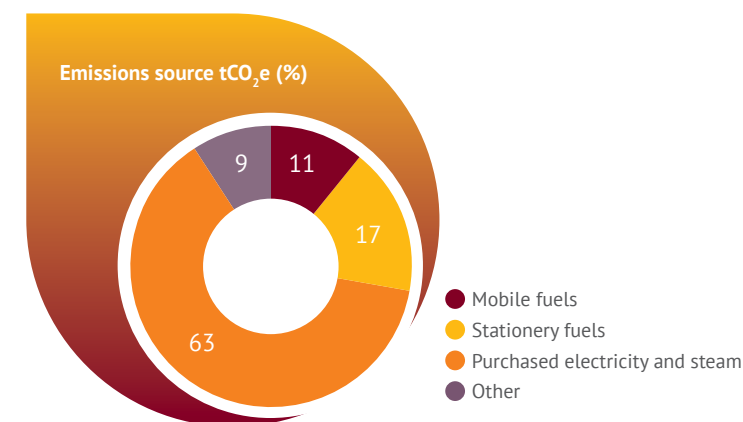
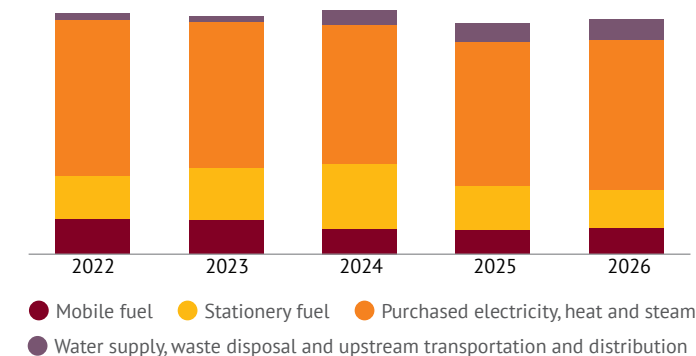
Total GHG emissions for 2026 by scope and division

SCOPE 1 – 28%	SCOPE 2 – 63%	SCOPE 3 – 9%
Mobile fuel combustion Manufacturing: 156.27 tCO ₂ e Logistics: 5 465.36 tCO ₂ e Total: 5 621.63 tCO₂e	Purchased electricity, heat and steam Manufacturing: 23 871.08 tCO ₂ e Logistics: 6 225.63 tCO ₂ e Company-owned restaurants: 2 491.61 tCO ₂ e Total: 32 588.32 tCO₂e	Purchased goods and services (water supply) Manufacturing: 402.16 tCO ₂ e Logistics: 15.61 tCO ₂ e Company-owned restaurants: 19.39 tCO ₂ e Total: 437.16 tCO₂e
Stationary fuel combustion Manufacturing: 8 484.22 tCO ₂ e Logistics: 25.65 tCO ₂ e Company-owned restaurants: 41.43 tCO ₂ e Total: 8 551.30 tCO₂e		Waste generated in operations Manufacturing: 946.48 tCO ₂ e Logistics: 211.26 tCO ₂ e Total: 1 157.74 tCO₂e
		Upstream transportation and distribution Manufacturing: 0 tCO ₂ e Logistics: 3 184.64 tCO ₂ e Total: 3 184.64 tCO₂e
Total Scope 1 emissions Manufacturing: 8 640.49 tCO ₂ e Logistics: 5 491.01 tCO ₂ e Company-owned restaurants: 41.43 tCO ₂ e Total: 14 172.93 tCO₂e	Total Scope 1 and 2 emissions Manufacturing: 32 511.57 tCO ₂ e Logistics: 11 716.64 tCO ₂ e Company-owned restaurants: 2 533.04 tCO ₂ e Total: 46 761.25 tCO₂e	Total Scope 3 emissions Manufacturing: 1 348.64 tCO ₂ e Logistics: 3 411.51 tCO ₂ e Company-owned restaurants: 19.39 tCO ₂ e Total: 4 779.54 tCO₂e
	Total Scope 1, 2 and 3 emissions Manufacturing: 33 860.21 tCO ₂ e Logistics: 15 128.15 tCO ₂ e Company-owned restaurants: 2 552.43 tCO ₂ e Total: 51 540.79 tCO₂e	Division contribution (%) Manufacturing: 66% Logistics: 29% Company-owned restaurants: 5%

Total emissions across Scope 1, Scope 2 and measured Scope 3 increased by 2% to 51 541 tCO₂e. This is due in part to the inclusion of emissions from our Company-owned restaurants for the first time. Despite the inclusion, our total emissions remain 7% below our 2020 base year.

- Mobile fuel usage increased by 8%, while stationary fuel decreased by 12%. This increase is due to an increase in Distribution Volumes, requiring more trips to our outlets.
- Purchased electricity usage increased by 3%, due to higher production levels.
- Water supply emissions increased by 4%, primarily due to increased volumes and expansion in the number of Company-owned restaurants. Emissions related to waste increased by 29%.

Carbon footprint by type for Supply Chain (2022 to 2026) (tCO₂e)



LOOKING FORWARD TO 2027

In 2027, we will prioritise the following:

- Continue to investigate the commercial business case of wheeled electricity models.
- Expand existing solar infrastructure to maximise usage.

ESG performance *(continued)***Water usage efficiency**

We acknowledge that we operate in a water-scarce country and have practices in place to reduce our water use across our operations.

Our approach to water-use efficiency involves adopting advanced technologies, implementing best practices, and fostering a workplace culture of conservation to minimise water consumption. Our water recycling and harvesting plants also provide cost savings while building our water resilience. The water issues South Africa faces include chronic shortages in Gauteng, failing wastewater systems, and high levels of contamination.

We aim to achieve the following:

REDUCED WATER CONSUMPTION

- Implementing water-efficient technologies that offer long-term financial benefits.
- Lowering water utility expenses through efficient use and conservation measures.
- Conducting regular audits to identify and address areas of excessive consumption.

ENHANCED WATER RECYCLING AND REUSE

- Installing systems to capture and reuse wastewater where feasible.
- Developing processes for recycling water within facilities to reduce overall consumption.
- Harvesting rainwater.

IMPROVED OPERATIONAL EFFICIENCY

- Streamlining processes to minimise water waste and maximise efficiency.
- Integrating water-saving measures into everyday operations and maintenance routines.

ENVIRONMENTAL IMPACT REDUCTION

- Minimising the strain on local water resources and contributing to overall water conservation efforts.
- Supporting initiatives that enhance the health and sustainability of local water ecosystems.

Performance and focus areas for 2026

Our water consumption in 2026 increased by 7.7% to 363 551 kilolitres. This increase was driven primarily by production volumes increase and increase in the number of Company-owned restaurants. Our kilolitres per case produced and distributed increased by 2% to 15.00 kilolitres per case produced and distributed.

This year, we focused on the following:

- A water recycling project aimed at delivering 700 kilolitres in water savings per year.
- Water quality monitoring and back-up storage at each plant and distribution centre to mitigate outages.
- Continue to drive behavioural disciplines across all manufacturing plants to meet water-saving KPI targets.

SDG target	KPIs	Performance in 2026	KPIs for 2027
 12.2 By 2030, achieve the sustainable management and efficient use of natural resources.	Total litres of water withdrawn from the ground and used from the municipal sources: 276 278 kilolitres	Not achieved We used 363 551 kilolitres from boreholes and municipal water sources (337 527 kilolitres in 2025).	373 465 kilolitres
	Total volume of water per case: 15.50 litres per case	Achieved We used an average of 15.00 litres per case (14.66 l/case in 2025).	15.30 litres per case
	Total litres of water recycled and reused: 43 000 kilolitres	Not achieved We recycled and reused 18 634 kilolitres of water (26 319 kilolitres of water in 2025)	26 521 kilolitres



ESG performance *(continued)*

Water usage performance (kilolitres)	2026	2025
SA operations: Manufacturing and Logistics divisions	363 551	337 527
SA operations: Brands		
All Company-owned restaurants (Leading Brands and Signature Brands)	15 826	13 546
Botswana		
All Company-owned restaurants	38 743	25 434
Headquarters	13 687	11 433
Kenya		
All Company-owned restaurants	761	1 259
Mauritius		
All Company-owned restaurants	2 788	4 186
Total water usage	435 355	393 385

LOOKING FORWARD TO 2027

In 2027, we will prioritise the following:

- Introducing drainage and rain-water recovery infrastructure.
- Implementing water recovery plans in Manufacturing.



ESG performance *(continued)*

Energy consumption

Famous Brands is enhancing energy efficiency by adopting innovative technologies and optimising operational procedures.

Our approach focuses on integrating sustainable practices into our facilities and processes to reduce energy consumption and minimise our environmental impact.

We are focused on achieving the following:

REDUCED ENERGY CONSUMPTION

- Implementing energy-efficient technologies and equipment.
- Conducting regular energy audits to identify and address inefficiencies.

COST SAVINGS

- Decreasing operational costs by lowering energy bills.
- Investing in energy-saving initiatives that provide long-term financial benefits.

IMPROVED OPERATIONAL EFFICIENCY

- Streamlining processes to optimise energy use.
- Training employees on best practices for energy conservation.

ENVIRONMENTAL IMPACT REDUCTION

- Contributing to environmental sustainability goals.
- Supporting broader industry efforts to combat climate change.

Performance and focus areas for 2026

In 2026, we completed one solar installation at the Midrand Cold Storage Facility.

SDG target	KPIs	Performance in 2026	KPIs for 2027
 12.2 By 2030, achieve the sustainable management and efficient use of natural resources.	Total electricity MWh generated from renewable sources: 2 400 MWh	Achieved We generated 2 415 MWh from our seven solar installations. (1 971 MWh from our six solar installations in 2025).	2 954 MWh

Energy consumption	2026	2025
SA operations: Manufacturing and Logistics divisions		
Energy		
Electricity (MWh)	33 187	31 361
Electricity – solar (MWh)	2 415	1 971
Diesel (kl)	2 285	2 162
Petrol (kl)	760	729
Paraffin (kl)	130	114
Liquefied petroleum gas (tonne)	36	36
Natural gas (GJ)	35 570	31 860
Coal (tonne)	2 665	3 204
Steam (MWh)	1 077	983
SA operations: Brands		
All Company-owned restaurants electricity (MWh)	2 750	1 691
Botswana		
All Company-owned restaurants (MWh)	3 530	4 039
Headquarters	82	84
Kenya		
All Company-owned restaurants (MWh)	55	150
Mauritius		
All Company-owned restaurants (MWh)	451	451

* Supplied from a third-party coal user.

LOOKING FORWARD TO 2027

In 2027, we will prioritise the following:

- Continue with focus on operational activities to reduce energy consumption.
- Additional investment in solar infrastructure.

ESG performance *(continued)***Waste management**

We believe that implementing waste reduction practices can improve overall operational efficiency, leading to better productivity.

Our approach focuses on minimising waste generation, maximising recycling and reuse and ensuring responsible disposal practices. Effective waste management can highlight areas for improvement in production processes, potentially leading to innovative practices that reduce waste generation.

We are focused on achieving the following:

WASTE REDUCTION

- Implementing measures to reduce waste at the source through improved product design and process optimisation.
- Training employees and adopting best practices to minimise waste generation in all areas of operations.

ENHANCED RECYCLING AND REUSE

- Implementing systematic waste segregation practices to ensure proper sorting of recyclables, compostables and non-recyclables.
- Educating employees on effective waste segregation and recycling practices to enhance programme effectiveness.

RESPONSIBLE DISPOSAL

- Collaborating with licenced waste management providers to ensure responsible and compliant disposal of hazardous and non-recyclable waste.
- Adhering to local and international waste management regulations and standards to ensure environmental and legal compliance.

MONITORING AND REPORTING

- Conducting regular waste audits to monitor waste generation, recycling rates and areas for improvement.
- Tracking KPIs related to waste management and reporting progress to stakeholders.

SUSTAINABILITY INTEGRATION

- Integrating waste management goals into broader sustainability objectives to drive ongoing improvements.
- Exploring new technologies and methods to reduce waste, promote recycling and recover resources.

Performance and focus areas for 2026

In 2026, in our Supply Chain operations, we sent 673.13 tonnes of waste to landfill (2025: 791.16 tonnes), a mix of industrial and commercial waste. We recycled 1 018.76 tonnes of waste material (2025: 852.85 tonnes), including paper, plastics, metal and glass. We composted 440.19 tonnes of organic waste material (2025: 933.99 tonnes). In total, we diverted 1 698.38 tonnes of organic waste away from the landfill.

We donated R1.8 million (2025: R7.6 million) in food products to SA Harvest to distribute to feeding schemes across South Africa. We partner with Don't Waste Services in all our manufacturing plants to manage our waste streams. Our waste is sorted at our manufacturing sites and taken for recycling or composting. No organic waste is disposed of in a landfill.

This year, we focused on the following:

- Reducing our operational food waste to meet planned targets through focused interventions in plants that contribute significant volumes of operational food waste.
- Implementing interventions in production processes to support the reduction of waste.
- Diverting near end of shelf-life products to food donation.

SDG target	KPIs	Performance in 2026	KPIs for 2027
 12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.	Reduce food avoidance waste from operations (excluding Lamberts Bay Foods and Famous Brands Cheese Company): Reduce food waste by 42 metric tonnes.	Achieved We reduced food waste by 530 metric tonnes.	40 metric tonnes reduction in food waste
12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	Total volume of food waste not recycled/sent to landfill: 18.89 tonnes sent to landfill.	Not achieved 18.89 tonnes of food waste were directed to landfill. Mitigation plans have been implemented to minimise and prevent recurrence (2025: zero).	Maintain zero food waste to landfill



ESG performance *(continued)*

South Africa Food Loss and Waste Agreement

Famous Brands became a core signatory to the South African Food Loss and Waste Agreement in 2021. This agreement was developed by the CGSA, the Department of Trade, Industry and Competition, and the Department of Forestry, Fisheries and the Environment. As a signatory, our commitments include:

- Contribute to achieving SDG target 12.3: “By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.”
- Adopt the food utilisation hierarchy, which prioritises increased food utilisation and waste reduction by redistributing edible, nutritious surplus food for human consumption and creating secondary markets for surplus food, while considering food safety.
- Confidentially report our annual quantities of food waste and quantities diverted to food surplus redistribution, in accordance with the agreed-upon reporting protocol.

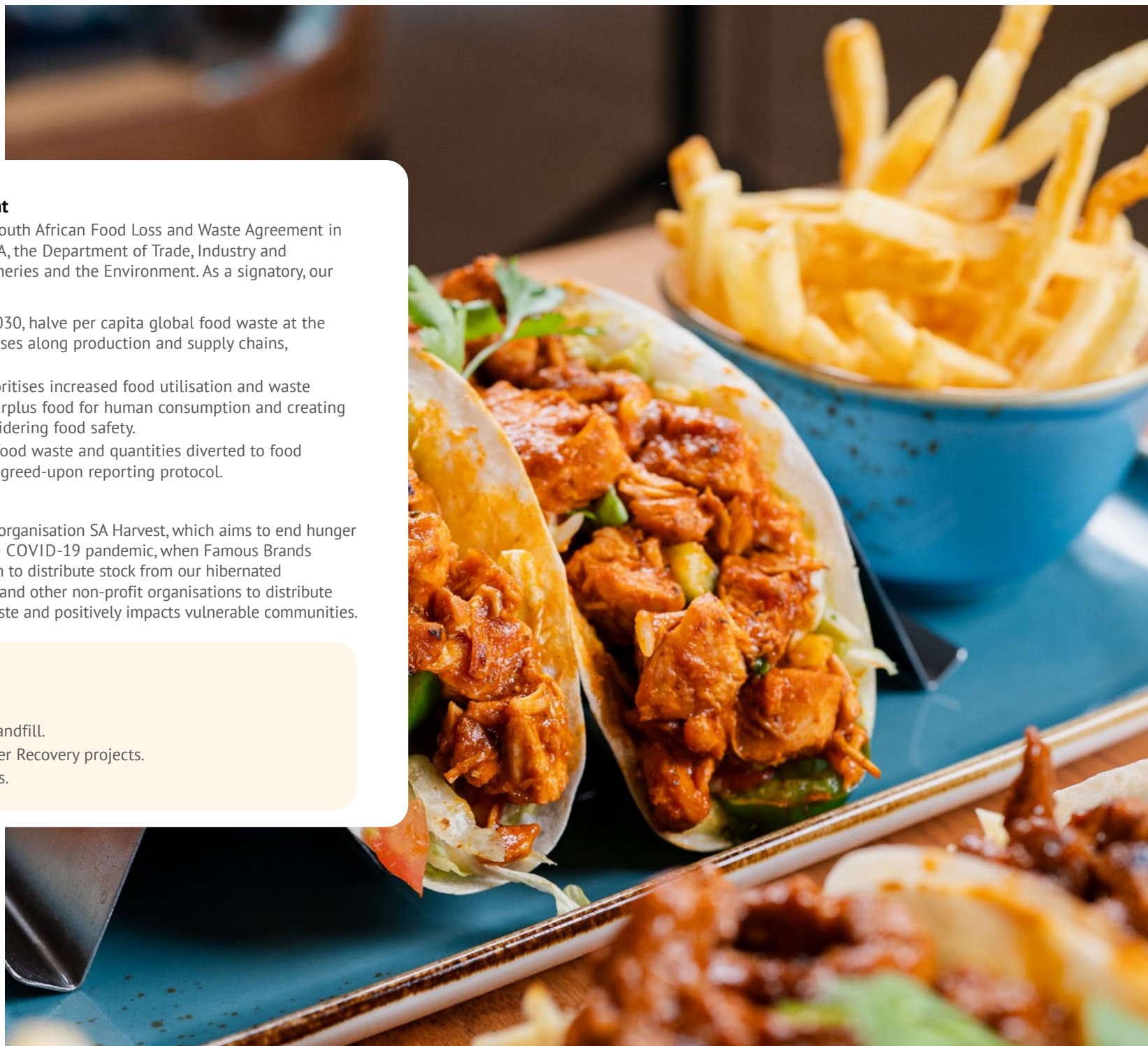
Partnership with SA Harvest

We have a strong partnership with the charitable organisation SA Harvest, which aims to end hunger in South Africa. This relationship began during the COVID-19 pandemic, when Famous Brands management worked closely with the organisation to distribute stock from our hibernated operations. We continue to collaborate with them and other non-profit organisations to distribute food close to its expiry date. This reduces food waste and positively impacts vulnerable communities.

LOOKING FORWARD TO 2027

In 2027, we will prioritise the following:

- Continue to ensure no food waste goes to landfill.
- Continue to investigate and implement Water Recovery projects.
- Investigate Green Energy wheeling solutions.



ESG performance *(continued)***Sustainable sourcing**

By prioritising sustainability in our sourcing practices, we can enhance our environmental performance, meet consumer demands and contribute positively to our communities.

We seek to minimise our environmental impact and promote responsible practices in our operations by incorporating sustainable sourcing principles into our value chain. We support local suppliers, invest in economic development and create jobs.

We are focused on achieving the following:

ETHICAL SOURCING PRACTICES

- Establishing and enforcing rigorous ethical standards for suppliers, including fair labour practices, safe working conditions and non-discrimination.
- Prioritising suppliers who hold recognised certifications.

ENVIRONMENTAL STEWARDSHIP

- Sourcing materials that are renewable, recyclable or sustainably managed to reduce our environmental footprint.
- Collaborating with suppliers to enhance their resource efficiency and reduce waste throughout the production and supply processes.

TRANSPARENCY AND TRACEABILITY

- Enhancing transparency and traceability throughout our supply chain to ensure accountability and responsible sourcing practices.
- Conducting regular audits and assessments of suppliers to verify adherence to sustainable sourcing criteria and address any issues.
- Evaluating the environmental impact of products throughout their entire lifecycle, from production to disposal, to make informed purchasing decisions.

LOCAL AND COMMUNITY SUPPORT

- Where possible, sourcing from local or regional suppliers to support local economies and reduce transportation-related emissions.
- Engaging with communities to promote sustainable agricultural practices and support local development initiatives.

CONTINUOUS IMPROVEMENT

- Regularly reviewing and updating our sustainable sourcing policies and practices to reflect new standards, technologies and best practices.
- Encouraging feedback from suppliers and stakeholders to drive innovation and continuous improvement in sourcing practices.

PARTNERSHIPS AND COLLABORATION

- Collaborating with industry groups, non-profits, and other stakeholders to promote and advance sustainable sourcing practices across the sector.
- Partnering with suppliers to enhance their capacity and capability in sustainable practices through targeted training and ongoing support.
- Developing long-term relationships with suppliers that prioritise sustainability, which can lead to collaborative improvements in processes and innovations.

IMPACT MEASUREMENT

- Establishing KPIs to measure the effectiveness of our sustainable sourcing initiatives and track progress over time.
- Providing transparent reporting on our sustainable sourcing efforts and achievements to stakeholders.





ESG performance *(continued)*

Performance and focus areas for 2026

We allocated significant time and financial resources to support and develop SMMEs and Black-owned businesses. This included developing our pipeline of enterprise and supplier development projects.



Read more about our enterprise and supplier development projects to procure from local farmers on page 111.

SDG target	KPIs	Performance in 2026	KPIs for 2027
 12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities	Spend with SMMEs, revenue between R0 to R50 million (percentage of total spend): 18%	 Not achieved We spent 11% of our total procurement spend with SMMEs. This is for an amount of R855 million.	12%
	Spend with >51% Black-owned companies (percentage of total spend): 40%	 Achieved We spent 41% of our total procurement spend with >51% Black-owned companies. This is for an amount of R3.03 billion.	40%
	Spend with >30% Black women-owned companies (% of total spend): 12%	 Achieved We spent 31% of our total procurement spend with >30% Black women-owned companies. This is for an amount of R2.45 billion.	12%

Our FOOD philosophy

FOOD with Thought is the sustainability and quality philosophy that underpins our brand portfolio. We create food that is good for our consumers, employees, franchise partners, local communities and the environment. Our menu choices are built with consideration for wellness, sustainability and community.

We recognise the need to regularly assess our food philosophy practices to ensure they align with best practices. This means we will:

- Frequently review and update our goals and timeframes.
- Assess and respond to emerging health and wellness trends, sustainability and our communities.
- Consider our stakeholders' evolving interests and expectations.
- Be accountable for our actions.

FOOD with Thought



F **O** **O** **D**

Focus on the future of communities and the environment

Observing and implementing eco-efficient practices

Open, responsible sourcing

Developing and managing sustainability policies

**ESG performance** *(continued)***Promoting healthier lifestyles**

When developing our menus, we consider the Department of Health's objectives of reducing obesity and promoting healthy living. Our brands' menus accommodate dietary needs, food allergies, intolerances and lifestyle preferences.

Our Leading Brands' menus offer "Better for You" options, including vegetarian and vegan options. Our sugar-free sodas are priced lower than regular sodas. Steers allows customers to swap sweetened beverages for bottled water.

All Leading Brands have full kilojoule counts on their menus, while full nutritional guidelines, including allergen information, are available on their websites. Consumers have indicated that kilojoule counts are helpful and guide their decision-making.

Fishways promotes a variety of "Healthier for you" meals under 500 calories. Our bun and sauce recipes exclude eggs, making them allergen- and vegan-friendly. Our TruFruit juice range was reformulated to reduce sugar below the sugar tax threshold.

In 2023, draft amendments to Regulation 146 on the Labelling and Advertising of Foodstuffs were proposed. The regulations seek to increase transparency in the labelling of foodstuffs, with potential impacts for our retail products. The outcome of this will impact Famous Brands' retail products.

Supplier quality management

Famous Brands only procures from reputable suppliers that have undergone our stringent vetting process. Most suppliers have SLAs that outline expected quality and service standards. We schedule site visits to ensure that suppliers continue to meet our standards.

**LOCAL SOURCING**

We have placed significant emphasis on purchasing from local suppliers. Approximately 88% of food products purchased are from local suppliers.

**SEAFOOD**

All our seafood is sustainably sourced. We procure seafood from well-managed populations, where these species can handle current fishing pressure or are farmed in a manner that does not harm the environment.

**CAGE-FREE EGGS**

All our brands and our Supply Chain only use cage-free eggs in their recipes.

LOOKING FORWARD TO 2027

In 2027, we will prioritise the following:

- We aim to build on our strong local sourcing foundation by procurement from local suppliers, improving supply chain resilience, and maintaining or exceeding our current 88% local sourcing of food products.
- We aim to enhance healthier lifestyle choices by expanding nutritious options and maintaining clear, accessible nutritional information.

ESG performance *(continued)***Environmentally-friendly packaging**

Single-use plastics contribute significantly to global plastic pollution, harming ecosystems. In addition, producing plastic requires fossil fuels, contributing to GHG emissions. Reducing plastic usage helps mitigate these environmental crises.

We monitor plastic use across our operations and continue to introduce eco-friendly solutions. This includes adapting brand packaging materials to align with best practices and continuously reducing our reliance on plastic. Consumers are increasingly aware of environmental issues and prefer brands that act against plastic pollution.

Our packaging initiative, introduced in 2019, aims to provide better, more environmentally friendly packaging across the brands. Over the last few years, these improvements have seen Famous Brands reduce plastic consumption by 479 tonnes. In 2025, we achieved our commitment to ensure that all our brand packaging materials and cutlery are 100% recyclable or biodegradable or compostable. We also eliminated single use plastic across our network.

We are focused on achieving the following:**MORE SUSTAINABLE MATERIALS**

- Sourcing materials that are renewable, recyclable or sustainably managed to reduce our environmental footprint.
- Where possible, reducing the amount of plastic and other materials required in packaging.
- Remaining abreast of the latest technologies, practices and materials.

IMPACT MEASUREMENT

- Establishing KPIs to measure the effectiveness of our packaging initiatives and track progress over time.
- Providing transparent reporting on our environmentally friendly packaging efforts and achievements to stakeholders.

COMPLY WITH LEGISLATION

- Complying with Extended Producer Responsibility legislation in South Africa and similar environmental legislation in other markets.

Performance and focus areas for 2026

We introduced additional measures to make our packaging more environmentally friendly. The following improvements will reduce our total plastic consumption::

- Introducing more biodegradable packaging options.
- Trialling bagasse solutions. Replacing current polystyrene hot lids with a moulded fibre bagasse sip lid for all brands.
- Rolling out the bagasse¹ domed lid to replace the current polystyrene domed lid and a paper cold cup in place of a plastic cup.

- Introducing a Mugg & Bean travel cup (for hot and cold drinks), encouraging consumers to reuse their travel cup instead of using disposable coffee cups. Consumers receive R5 off their drink when they bring their own cup.

SDG target	KPIs	Performance in 2026	KPIs for 2027
 12.6	Total plastic usage reduction percentage: 94.0%	Achieved We achieved a total reduction in plastic use of 94%.	94%

Extended Producer Responsibility

The Section 18 Extended Producer Responsibility regulations were introduced in 2021 by the Department of Forestry, Fisheries and the Environment as part of the Waste Act. These regulations shift the responsibility for the end-of-life management of products from consumers and local governments to the producers. This also means that producers are accountable for the entire lifecycle of their products, including design, production, use, and disposal.

Famous Brands has registered with several producer responsibility organisations that manage the Extended Producer Responsibility schemes for various packaging schemes. We are 100% compliant with the Extended Producer Responsibility regulations as legislated by the department.

LOOKING FORWARD TO 2027

In 2027, we will prioritise the following:

- To maintain our brand packaging material at 100% recyclable and or biodegradable and or compostable.
- Ensure we maintain 100% compliance with EPR regulations.

1. Bagasse is a packaging material made from the dry, pulpy, fibrous material that remains after crushing sugarcane or sorghum stalks.



ESG performance (continued)



Social responsibility

Our social responsibility theme includes enhancing our transformation strategy, backing community initiatives, fostering DEI in the workplace and maintaining rigorous health and safety standards.



Human capital
strength



Diversity and
inclusion



Health and
safety



Community
investment



Corporate
governance



Performance and focus areas for 2026



Read more about our people initiatives and achievements in our Human Capital Report on page 104.



Human capital strength

Investing in people is a strategic imperative for thriving in a competitive landscape. By prioritising the development of our human capital, we enhance performance, foster innovation, and create a positive work environment that drives success.

We are focused on achieving the following:

UNDERSTANDING OVERALL EMPLOYEE SATISFACTION

- Measuring the general satisfaction levels among employees across different departments and locations.
- Gaining a comprehensive understanding of overall employee morale and engagement.

IDENTIFYING KEY DRIVERS OF EMPLOYEE SATISFACTION

- Determining the factors that significantly influence employee satisfaction, such as work environment, leadership, compensation and career development.
- Identifying areas that contribute to high satisfaction and those that need improvement.

EVALUATE COMMUNICATION AND MANAGEMENT EFFECTIVENESS

- Evaluating how effectively management communicates with employees and how well leadership is perceived in terms of support and guidance.
- Identifying strengths and weaknesses in communication and leadership practices.

UNDERSTANDING EMPLOYEE NEEDS AND EXPECTATIONS

- Gathering insights into employee needs and expectations regarding benefits, work-life balance, professional growth, and other aspects of their work experience.
- Aligning organisational practices with employee needs to enhance satisfaction and retention.

MONITORING CHANGES OVER TIME

- Tracking changes in employee satisfaction over time to gauge the effectiveness of previous initiatives and adjustments.
- Measuring progress and identifying trends in employee satisfaction.

PROMOTE A CULTURE OF CONTINUOUS IMPROVEMENT

- Fostering a culture where feedback is actively sought and acted upon, encouraging continuous improvement in the workplace.
- Creating an environment where employees feel their opinions are valued and used to drive positive changes.



ESG performance *(continued)*



Diversity and inclusion

Creating an inclusive working environment fosters a sense of belonging, boosting employee morale and motivation. Motivated employees are likely to stay with a company that values diversity and inclusion.

We aim to enhance diversity across all levels of the organisation and implement inclusive practices that support a culture of equity and belonging. By proactively monitoring and addressing our diversity and inclusion ratios, we aim to build a workforce that reflects diverse perspectives and experiences.

We are focused on achieving the following:

INCREASED DIVERSITY REPRESENTATION

Achieve a higher representation of diverse groups within our workforce, including gender, race, ethnicity and other key demographic factors, to better reflect the communities we serve.

ENHANCED INCLUSION PRACTICES

Implement and continually improve inclusive practices that ensure all employees feel welcome and supported, fostering a more equitable and respectful work environment.

IMPROVED DIVERSITY, INCLUSION AND EQUITY METRICS

Track and analyse diversity and inclusion metrics, such as the ratio of diverse employees to total employees, to measure progress and identify areas for further improvement.

EXPANDED RECRUITMENT STRATEGIES

Develop and execute recruitment strategies that attract a diverse pool of candidates, including partnerships with diverse professional organisations and targeted outreach efforts.

EFFECTIVE TRAINING AND EDUCATION

Provide comprehensive training on DEI to all employees, including leadership, to raise awareness and promote inclusive behaviours and practices.

SUPPORTIVE WORKPLACE CULTURE

Cultivate a workplace culture that embraces and celebrates diversity, encourages open dialogue, and provides support for all employees to thrive.

FAIR AND EQUITABLE OPPORTUNITIES

Ensure that all employees have equal access to career development opportunities, promotions, and rewards to promote fairness and reduce disparities.

LEADERSHIP COMMITMENT

Demonstrate visible commitment from leadership to diversity and inclusion goals, including setting measurable targets, regularly communicating progress, and holding leaders accountable for results.



ESG performance *(continued)*

PERFORMANCE AND FOCUS AREAS FOR 2026

In 2026, we prioritised the following:

- Promoting an inclusive culture for growth where all employees feel seen, heard and valued.
- Implementing initiatives to develop women and gender equity at all management levels.
- Supporting Youth empowerment through the various programmes we offer, such as YES and Learnerships.

LOOKING FORWARD TO 2027

In 2027, we will prioritise the following:

- Continue to improve across the SDG measures.
- Maintain Level 1 B-BBEE status at a minimum.
- Launch and drive high-performance 2.0.

SDG target	KPIs	Performance in 2026	KPIs for 2027
 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	Increase the amount of female representation at: • Junior management (50%) • Middle management (50%) • Senior management (40%)	Not achieved We achieved a female representation rate of 48.50% in junior management.	49% female junior management representation
		Not achieved We achieved a 49.7% female representation rate at the middle management level.	48.50% female middle management representation
		Not achieved We achieved a 37.50% female representation rate in senior management.	37.50% female senior management representation
	Ensure 50% of female employees participate in development programmes that assist them to grow, perform, and be recognised and promoted.	Achieved 50.20% of our female employees participated in development programmes.	50%
	Promote the hiring and promotion of disabled people within our Group at large: 3% of the workforce.	Achieved 3.41% of our workforce are disabled people.	3%
 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	Increase the absorption of unemployed people trained into our workforce, where possible, and linked to business requirements: 50% absorption rate.	Achieved Our YES Programme achieved an 88.70% absorption rate.	88.70%
	Equal work for equal pay exercise to ensure all women are being remunerated equally: Target of less than 3% of employees impacted.	Achieved We completed our annual equal pay exercise and found that women were being remunerated equally. We made upward salary adjustments for 13 female employees. Read more on page 149.	Target of less than 3% of employees impacted
	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.	Achieved 89% of our talent and development spend was allocated to youth.	85% of talent and development spend allocated to youth

ESG performance *(continued)***Health and safety**

Famous Brands adheres to rigorous health and safety standards across our operations to protect employees, consumers and other stakeholders. We have adopted a culture of continuous improvement to avoid safety incidents.

We have a comprehensive health and safety approach that includes implementing robust protocols, fostering a culture of safety awareness and complying with regulatory requirements. A commitment to safety can help mitigate the damage during crises. By emphasising health and safety, we strive to create a safe work environment that supports the wellbeing and productivity of our employees.

We are focused on achieving the following:

REDUCED WORKPLACE INCIDENTS

Achieve a measurable reduction in workplace accidents and injuries through proactive safety measures, risk assessments and incident prevention strategies.

COMPLIANCE WITH REGULATIONS

Ensure compliance with health and safety regulations and standards.

Provide comprehensive and ongoing health and safety training for all employees, including managers, to promote awareness, develop essential skills, and ensure compliance with safety practices.

ENHANCED SAFETY TRAINING

Implement robust risk management processes, including regular safety audits and hazard assessments, to identify and mitigate potential safety risks.

EFFECTIVE RISK MANAGEMENT

Develop and maintain effective emergency response plans, conduct regular drills, and ensure employees are well-prepared to handle emergency situations.

IMPROVED EMERGENCY PREPAREDNESS

Foster an environment where health and safety concerns are openly reported and addressed, ensuring transparent communication and prompt issue resolution.

TRANSPARENT REPORTING AND COMMUNICATION

Engage employees in health and safety initiatives and encourage their active participation in maintaining a safe work environment.

ENGAGED AND INFORMED WORKFORCE

Regularly review and update health and safety policies and practices based on feedback, incident analysis, and best practices to drive continuous improvement.

CONTINUOUS IMPROVEMENT

Regularly review and update health and safety policies and practices based on feedback, incident analysis and best practices to drive continuous improvement.



Lesego Nene and team, Wimpy Wonderpark

Performance and focus areas for 2026

We prioritised the following activities and actions to improve our health and safety performance:

- We monitored our leading and lagging indicators for health and safety.
- We introduced an enhanced safety monitoring programme across all ammonia plants.
- We implemented stringent measures to curb minor cuts and injuries.
- We entrenched safety awareness campaigns and defensive motorbike rider training.
- Improved our health and safety performance at our company-owned restaurants.

ESG performance *(continued)*

HEALTH AND SAFETY PERFORMANCE

Zero major incidents or fatalities

Zero workplace reportable illnesses and diseases

One site achieved NOSCAR grading

Seven sites achieved a NOSA 5-Star grading

Three sites achieved 4-Star grading

3% reduction in reportable injuries (2025: 1%)

59 lost time injuries (2025: 67)

Six contractor lost time injuries

1.33 total recordable incident rate (2025: 1.12)

330 lost workdays (2025: 254)

17 medical treatment incidents (2025: 27)

1.0 lost time incident rate (LTIR) (2025: 0.76)

0.12 contract LTIR



Occupational health and safety

Famous Brands complies with the Occupational Health and Safety Act, 1993 (OHSA), a legally enforceable act managed by the Department of Employment and Labour. The act aims to ensure the health and safety of individuals at work, including those who work with machinery and equipment. Famous Brands designates senior managers to manage health and safety responsibilities in each facility in accordance with section 16(2) of the OHSA. The management representatives assume statutory health and safety responsibilities and accept them in writing.

We use an independent consultancy to audit our OHSA management system to ensure its effectiveness and to verify our group disabling injury rate and ensure openness and transparency on work-related injuries.

We provide health and safety induction programmes for new employees and contractors. The training we provide for employees includes safety, health and environment responsibilities, firefighting and first aid. All incidents are recorded on our OHS tool and reviewed by the OHS Risk Specialist. The OHSA Committees across all business units meet regularly.

Significant changes to health and safety legislation in South Africa are underway, with major amendments expected. Key updates include the Physical Agents Regulations (covering noise, heat/cold stress, radiation and vibration), the Noise Exposure Regulations, and the General Safety Regulation amendments, which focus on stricter risk assessments, mandatory mental health support, and harsher penalties.

LOOKING FORWARD TO 2027

In 2027, we will prioritise the following:

- Implementation and monitoring of health and safety legislation amendments.
- Strengthening our driver road safety management programme.
- Strengthening our emergency preparedness.
- Improving our management of workplace incidents, investigations and corrective measures.

ESG performance *(continued)***Community investment – CSI**

Famous Brands emphasises a holistic approach to CSI, aiming to make a meaningful impact in areas such as education, sports, health and social development while fostering community engagement and employee involvement.

Our approach integrates our values into our community engagement strategies, focusing on initiatives that align with our mission and strengthen our connection with local communities. We aim to make a positive impact while reinforcing our positioning as a responsible corporate citizen.

We are focused on achieving the following:

BRAND ALIGNMENT AND IMPACT

Ensure that community investment initiatives align with and amplify our brands' values and mission, creating a cohesive narrative that strengthens our presence and influence within the community.

STRATEGIC PARTNERSHIPS WITH COMMUNITY ORGANISATIONS

Forge partnerships with local organisations and non-profits that align with our brands' focus areas, maximising the impact of our investments and enhancing community engagement.

ENHANCED BRAND LOYALTY AND REPUTATION

Build stronger brand loyalty and a positive reputation by demonstrating our commitment to community welfare and aligning our actions with our brand's values.

SUSTAINABLE AND LONG-TERM IMPACT

Ensure that our community investments yield sustainable and long-term benefits, thereby contributing to the ongoing development and resilience of the communities we serve.

Performance and focus areas for 2026

We spent R18.9 million (2025: R19.3 million) on our CSI initiatives across our focus areas of health, education, environment, sport and social development.



Read more in our CSI report on page 114.

SDG target	KPIs	Performance in 2026	KPIs for 2027
 2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.	Percentage of total CSI spend to promote social development in communities: 10%	 Achieved We spent 22.01% of our CSI spend on promoting social development in communities.	14%
2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under five years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.	Percentage of total CSI spend to promote a better environment, better education and sport to support communities: 55%	 Achieved We spent 58.95% of our CSI spend on promoting a better environment, better education, and sports achievements.	62%
 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.	Percentage of total CSI spend to promote access to quality healthcare services, medicines and vaccines: 31%	 Not achieved We spent 19.04% of our CSI spend on promoting access to quality healthcare services, medicines and vaccines.	24%

LOOKING FORWARD TO 2027

In 2027, we will prioritise the following:

- Maximise the reach and impact of our CSI initiatives through strategic partnerships and sustainable community upliftment programmes.

Human rights and labour practices

Famous Brands is bound by the South African Constitution, which contains the Bill of Rights. This guarantees fundamental human rights, including dignity, equality, and freedom from discrimination.

In addition, the Group adheres to the Labour Relations Act, which promotes fair labour practices and ensures employees have the right to organise, bargain collectively and engage in peaceful protest. Famous Brands does not discriminate against employees based on race, gender, sexual orientation, or any other personal characteristics.

No incidents of discrimination and/or human rights incidents relating to employees were reported in 2026 (2025: nil).

ESG performance *(continued)***Corporate governance**

Our commitment to Board diversity is a cornerstone of our governance strategy. By setting clear targets, monitoring progress, and continually striving to enhance diversity, we aim to build a more effective and representative leadership team.

1

BOARD STRUCTURE
AND DIVERSITY

2

ETHICS AND
ANTI-CORRUPTION

3

COMPLIANCE

1

BOARD STRUCTURE AND DIVERSITY**Performance and focus areas for 2026**

Our commitment to ethnic and racial diversity involves actively seeking diverse candidates and ensuring that our Board represents a diverse range of backgrounds. This diversity enhances our ability to understand and effectively respond to the needs of our customer base.

SDG target	KPIs	Performance in 2026	KPIs for 2027
 5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.	Have a female representation of 40% or more at the Board Level.	Not achieved Our female Board representation at year-end was 33.3%.	33.3%

LOOKING FORWARD TO 2027

In 2027, we will prioritise the following:

- Continue to evaluate Board succession opportunities for new appointments.
- Maintain oversight of executive succession planning and development, with a view to developing women into leadership roles.

2

ETHICS AND ANTI-CORRUPTION

The Group adheres to good governance principles and practices, while encouraging a culture of transparency, integrity and ethical decision-making.

We protect our social licence to operate and reputation across the markets we serve. This involves considering the impacts of our decisions and actions and avoiding negative impacts on the economy, society and the environment.

We are focused on achieving the following:

AN UNDERSTANDING OF OUR CORE BELIEFS

Ensuring that our seven core beliefs are entrenched in every market and community where we operate.

Read more on page 6.

ETHICS COMMITMENT AND ACCOUNTABILITY

- Ensuring that employees understand and internalise the ethics message and vision of Famous Brands and recognise the importance of ethics in the Group's operations.
- Ensuring that management buys into the ethics vision, is visibly committed to ethics, supports employees in making better ethical decisions, enforces policies, rules, and procedures and visibly models ethical behaviour.
- Ensuring that management holds employees fairly and consistently accountable for their behaviour and decision-making in an open and transparent manner.

ETHICS AWARENESS

- Ensuring that employees are exposed to the Group's values, convictions, and Code of Ethics and conduct through formal and informal training interventions, and that they are sensitised to ethics and ethical conduct.
- Ensuring that employees can openly discuss ethics without fear of reprisal, feel safe to raise ethical concerns, and are encouraged to speak openly about right and wrong within the Group by leadership at every level.

ETHICAL TREATMENT OF EMPLOYEES

- Ensuring that management treats employees with respect, fairness and dignity.
- Ensuring that decisions or actions that may affect employees are tested for their ethical impact with the purpose of creating beneficence.



ESG performance *(continued)*

Performance and focus areas for 2026

Famous Brands has a Code of Ethics that is reviewed each year. Employees are required to comply with the Code of Ethics. The following policies and practices are in place to foster an ethical culture:

- A Gift and Hospitality Policy.
- A Whistle-blowing Policy.
- Conflict of Interest Declaration Policy.
- Anti-occupational Fraud policy.
- Supplier Code of Ethics.
- Training and awareness.
- Due diligence processes.
- Effective reporting.

Famous Brands has an Ethics Management Programme, facilitated by The Ethics Institute, to foster ethical conduct, due care and compliance with our Code of Ethics. In 2026, 85 employees participated in this programme (2025: 82). In addition, through our e-learning capability, 59 employees received training on our whistle blower programme, 93 on workplace ethics and 84 on our seven core beliefs. Our ongoing ethics focus areas include:

- Measures to entrench the Famous Brands' core beliefs.
- Measures to improve ethics commitment and accountability.
- Increased focus on the topic of ethics, including channels for employees to ask questions.
- Ethics awareness training for new and existing employees.
- Improving the fairness and perceived fairness of certain people practices.

In 2026, our ethics priorities aligned with our ethics programme. These included:

- Further entrench the Famous Brands' core beliefs conversations.
- Implementing ethics management campaigns.
- Reviewing and socialising the Code of Ethics.
- Embedding the Supplier Code of Ethics.
- Ongoing ethics awareness and training for all levels, including management.
- Reinforcing conflict of interest disclosures.

Famous Brands provides all employees with training on ethical behaviour and major workplace issues. Training modules include:

- Meeting etiquette.
- Workplace ethics.
- Workplace professionalism.
- Dealing with bullying.
- Sexual harassment.
- Risk management.
- POPIA.
- The Labour Relations Act.
- The Basic Conditions of Employment Act.
- Occupational health and safety.

Famous Brands has an anonymous ethics hotline in South Africa and selected African markets (Botswana, Kenya and Mauritius). In 2026, we received 13 anonymous disclosures. All disclosures were objectively investigated and closed appropriately.

LOOKING FORWARD TO 2027

In 2027, we will prioritise the following:

- Ongoing ethics awareness and training for all levels, including management.
- Reinforcing conflict of interest disclosures.
- Implementing ethics management campaigns.

3

COMPLIANCE



Read more about our compliance practices in our corporate governance chapter on page 119.





Human capital report

Our HR function is viewed as a strategic driver of organisational success, ensuring that our people strategies align with overall business objectives, supporting growth, innovation and competitive advantage.

HUMAN CAPITAL ACHIEVEMENTS FOR 2026

- Continued our HR digitalisation journey.
- Explored various remuneration approaches for roles in key functions.
- Relaunched the Employee Wellness Programme.
- Achieved an NPS of 27.1, above our target of 21 (2025: 14.1).
- Achieved a ready-now succession score of 21.88%, below our target of 25%.
- Secure SETA funding of R4.2 million.
- Automated the salary review process.
- Competence Acquisition Process (CAP) programme in Supply Chain entrenched.

HUMAN CAPITAL PRIORITIES FOR 2027

- Continue the automation of HR processes.
- Explore use cases for additional technology tools and artificial intelligence.
- Launch the High-Performance Culture 2.0 framework.
- Encourage internal mobility through career pathing.
- Expand the Employee Wellness Programme.
- Achieve an NPS of no less than 24% (2025: 27%).
- Improve or match ready-now succession score.
- Secure SETA funding.
- Secure wage agreement with bargaining unit employees.

Employee value proposition

We are committed to cultivating an enabling work environment where employees have access to the appropriate tools and development opportunities they need to succeed, and where their contributions are appropriately recognised and rewarded. Our EVP is designed to address the Group's core people-related priorities, including competing for scarce skills, building capabilities to meet changing business needs and maintaining strong succession pipelines. It is continuously assessed and refreshed to ensure it remains fit for purpose and is brought to life through clear, engaging and visually impactful communication.



**Human capital report** *(continued)***1 DRIVING A WINNING CULTURE****Embedding our core beliefs**

We aim to reinforce our position as a leading, innovative, branded franchise and food services business in South Africa and selected markets. This ambition is underpinned by our core beliefs  (page 6), which guide our organisational culture and values-based leadership.

We actively communicate our vision, purpose and core beliefs across the Group, ensuring they are embedded in all aspects of people management. These core beliefs are incorporated into our performance management processes and inform succession planning, reward and recognition practices across the Group.

Our annual employee survey, Voice your View, provides employees with an opportunity to share feedback on how effectively these core beliefs are being lived.

Defining a high-performance culture

In 2026, we spent time defining what our high-performance culture means, and we consider it an environment where employees consistently deliver exceptional results. This is a culture where results align with the Group's goals through a high level of employee engagement, accountability, and continuous improvement. In FY27, we will introduce our High-Performance Culture 2.0 framework and operationalise this across the Group. This will be supported by communications, leadership alignment, training and reinforcing and rewarding desired behaviours.

Sharing our strategy

Exco hosts monthly online Lekgotla sessions, open to all administration employees¹. These sessions provide a platform for Exco to communicate strategic initiatives and business performance, while enabling employees to ask questions and share suggestions. They promote two-way communication, strengthen employee engagement, and enhance understanding of the Group's strategy and how individuals can contribute to its execution.

Grow and Lead Awards

The Grow and Lead Awards is an annual recognition platform that celebrates the exceptional contributions of our administration employees. Individuals who demonstrate outstanding performance and embody the Group's core beliefs are nominated by their respective business units or departments.

1. Administration employees refer to our non-unionised employees in South Africa and our other markets.

Voice your View Employee survey

Launched in 2015, the Voice Your View Employee Survey is an annual survey that gives our administration employees a platform to share their personal feedback on the Group's culture, leadership, values and communication. Employees respond to 67 statements covering culture, leadership, engagement, and communication, rating each on a five-point scale. The survey results inform action plans that HR implements together with management.

For reporting purposes, the survey scale is converted into a percentage, and the scores for each statement are averaged to produce an overall score. The Group achieved an overall score of 76% (2025: 77%), placing it in the top company category (between 65% and 85%). The NPS is based on the question: How likely are you to recommend Famous Brands to your friends and family as a place to work? It is calculated by subtracting the percentage of detractors from the percentage of promoters.

The overall response
rate was

95%
(2025: 93%)

The NPS increased to

27.1
(2025: 14.1)

The overall score declined slightly to

76%
(2025: 77%)

2 FOCUSING ON THE WORLD OF WORK

Our world of work translates the Group's business strategy into divisional and business unit plans, extending down to individual scorecards to drive optimal business performance and outcomes. It also encompasses comprehensive onboarding and induction programmes, flexible working hours, and the option for certain employees to work remotely for up to four days per month.

HR digitalisation

We are continuously automating and digitalising our HR processes to reduce repetitive manual tasks and enhance our analytics capabilities. In 2024, we launched SAGE 300 People, providing HR and payroll functions along with an Employee Self-Service (ESS) portal. This portal is accessible to all employees. To facilitate access, bargaining unit employees can use free Wi-Fi at work to access the portal on their mobile devices. This year, we introduced a digital remuneration solution to automate salary increases and bonus calculations.

In 2026, we implemented HR solutions to further digitalise our HR processes. This includes progress in developing a cloud-based, scalable solution to digitally manage our recruitment, employee onboarding and exit processes. This solution will be implemented in phases, with digitising the recruitment process being the first module.



Human capital report *(continued)*

3

CAREER DEVELOPMENT

Investing in employee upskilling and support is essential for building a strong talent pipeline and improving retention. We help employees define their personal development objectives through a Personal Development Plan, which they and their line managers review annually. We emphasise on-the-job training and providing exposure and opportunities to learn new skills. Our career development offerings include:

- Leadership development and sponsored courses.
- Technical and job-specific training and a comprehensive eLearning offering.
- Financial assistance for approved studies.
- The opportunity to work on innovative projects.
- Executive coaching.

We have built a strong partnership with FoodBev SETA and implemented SETA-funded learning and development programmes. These programmes provide technical skills training for our Supply Chain team, including supervisory-level training.

In 2027, we will introduce a more structured approach to career pathing to encourage internal mobility, supported by standardised job specs and potential career paths at Famous Brands. This includes a talent and development playbook accompanied by a comprehensive training catalogue. This will give employees a detailed understanding of the job and training requirements for each role.

Mentorship

Launched in 2023, our Growth Network Mentorship Programme is a nine-month initiative that pairs employees (mentees) with internal mentors, allowing the Group to harness its extensive institutional knowledge. The programme requires a minimum of six mentorship sessions over the nine months. Mentees receive guidance to enhance their business understanding, develop soft skills, and expand their professional networks. Mentors are trained to provide effective support, and both mentors and mentees can use an online system to document recommendations and monitor progress.

Recruitment and retention

We implement targeted recruitment and retention strategies to attract and retain top talent, including initiatives focused on critical and specialised skills within our franchising division. We are comfortable with our 2026 retention statistics.

Our internal recruitment team consists of a dedicated specialist for Leading Brands and a Group recruiter. We run an employee referral programme to encourage employees to recommend candidates and use major online recruitment platforms to advertise vacancies. Strengthening our internal recruitment capabilities enables us to better align skills and cultural fit with business requirements and achieve substantial savings on recruitment fees.

KEY CAREER DEVELOPMENT INDICATORS

865

total employees trained
in South Africa
(2025: 732)

34

internships completed
(2025: 27)

5

employees assigned
mentors
(2025: 15)

785

African, Coloured and
Indian (ACI)
employees trained
(2025: 628)

R9.0 million

total training spend in
South Africa
(2025: R10.1 million)

223

total employees
trained outside
South Africa
(2025: 180)

33

people with disabilities learnerships
(2025: 30)

RECRUITMENT AND RETENTION STATISTICS

89.9%

retention rate
(2025: 85.4%)

72

internal promotions
(2025: 84)

7.7

years' average tenure
(2025: 7.7 years)

6–8

weeks average time
to hire
(2025: 6–8 weeks)

89%

of internal promotions
were Black
(2025: 88%)



Human capital report *(continued)*

SUCCESSION AND LEADERSHIP DEVELOPMENT

We continue to expand our leadership and succession programmes to include more high-potential employees, aligning with our strategy to develop talent internally.

This year, our ready-now succession score is 21.88% (2025: 28.07%). Although slightly below our 25% target, we are focused on accelerating development to strengthen our near-term leadership readiness. This decrease is not due to shortcomings in succession planning, but rather reflects our succession pool moving from 73 to 62 successors in 2026. We have increased the number of employees with leadership potential and introduced management panels to assess them. These panels, consisting of Exco members and their direct reports, meet throughout the year to review the development and progress of identified successors.

Leadership development programmes

International Executive Development Programme (IEDP)	This programme targets Exco members and executives seeking international exposure, sponsoring them to complete four- to 17-week leadership courses at top global universities.
Executive Development Programme (EDP)	The EDP helps senior managers develop executive leadership skills through a short course at a leading university.
Managers Challenge (MC)	The MC exposes middle management to leadership best practices. This includes a mix of classroom training and action learning. Approximately 18 managers are selected to participate in the challenge each year.
Junior Management Programme (JMP)	The MC programme familiarises middle managers with leadership best practices through classroom and action learning, with around 18 managers participating annually.
Supervisory Development Programme (SDP)	The SDP is a 12-month programme for Supply Chain supervisors, with around 15 participants each year.

Our eLearning offering – iPerform

Launched in 2021, the iPerform online training and performance system provides all employees with access to over 3 000 eBooks, online courses, audio learning, and structured learning journeys covering business management and Famous Brands-specific training. A broad range of courses enables employees to explore interests beyond their current roles, supporting internal mobility. We collaborate with business units to develop and curate course content. Employees can download podcasts, and managers can easily share learning resources with their teams. The system is integrated with Bookboon, providing access to thousands of eBooks, audiobooks, and learning materials covering business, management, technical, and soft skills topics.

Bargaining unit employees can also access iPerform training through nine cyber centres at Manufacturing and Logistics sites.

4 005
courses
completed

2 261
courses
completed by
women

3 331
courses completed
by ACI employees

100%
average course
completion rates





Human capital report *(continued)*

4 BENEFITS AND WELLBEING

We support employee wellbeing by providing the following:

- Medical aid, medical insurance and provident fund.
- On-site clinic at Head Office.
- Access to an employee wellness provider offering counselling.
- Group risk cover, including disability benefit (three times annual salary tax-free) and dread disease protection.
- Death benefit and education death benefit to pay school fees and tertiary education.
- Special rates across FNB and Nedbank's banking products.
- A flexible approach to work, including some remote working.

Employee wellness

Employee wellness, particularly mental health, is becoming an increasingly important focus. Feedback from employees highlights anxiety, depression, and stress as the primary wellness challenges, sometimes worsened by financial pressures and indebtedness. To address this, we partner with Nedbank to provide employees with budgeting and financial wellness training.

We partner with Lyra (formerly ICAS) to offer comprehensive employee health and wellness services. Through the Lyra-facilitated Employee Wellness Programme, employees have access to mental health support and counselling. The programme achieved an overall engagement rate of 59.9%, while usage of the core counselling and advisory services reached 6.8% (2025: 8.9%).

This year, we relaunched the Employee Wellness Programme to enhance awareness and participation. This was supported by additional communications, including promoting the benefits of our medical aid and affordable medical insurance options to improve overall employee health coverage. In partnership with Lyra, we provided mental health training for line managers to equip them to recognise and support employees facing mental health challenges.

KEY EMPLOYEE WELLBEING INDICATORS

59
lost time injuries (LTIs)
(2025: 67)

1.0% LTIR
(2025: 0.76%)

1.31%
absenteeism rate
(2025: 1.14%)

1 027
employee visits to
the on-site clinic
(2025: 1 427)

59.9%
of employees use
the employee
wellness provider

0
fatalities
(2025: 0)

5 REWARDS AND RECOGNITION

Redesigning remuneration for critical skills

We are creating a tailored remuneration philosophy to attract and retain critical talent. Key roles and skills have been identified and exit interviews have been analysed to better address the needs of these employees. These include specialised skills in operations, franchising, marketing and data analytics. We consulted Deloitte to determine the appropriate pay mix for these roles. The Remuneration Committee approved the revised pay mix, which will be implemented in FY2027 and FY2028.

We also allocated resources towards job grading, developing a new organisational structure and reconsidering portfolios for Leading Brands.

Employment Tax Incentive (ETI) programme

Famous Brands is a member of the South African Employment Tax Incentive (ETI), a government programme that encourages businesses to hire and retain young employees (aged 18 to 29).



Read more about our Remuneration Policy on page 148.

Trade union engagement

Famous Brands fosters constructive relationships with trade unions, and employees have the right to join the relevant unions. These unions primarily represent employees in our Logistics and Manufacturing divisions. We recognise three unions: the Food and Allied Workers Union (FAWU), the Security, Cleaning, Manufacturing and Allied Workers Union (SCMAWU), and the National Union of Public Service and Allied Workers (NUPSAW). Our two-year agreement with the three unions was successfully negotiated in April 2025.



Transformation

We are proud of our achievements in building a more economically inclusive society and view transformation, diversity and inclusion as business imperatives.

Famous Brands is committed to building an organisation that meaningfully reflects the diversity of South Africa's population. The Group has implemented policies and practices to promote DEI and ensure the fair treatment of all employees. Our B-BBEE transformation strategy is guided by the objectives outlined in the Department of Trade, Industry and Competition's B-BBEE Codes of Good Practice.

Since 2021, Famous Brands has partnered with FoodBev SETA to support skills development in the food and beverage sector. This collaboration has improved access to funding for training initiatives, enabling the Group to broaden its development programmes and create a meaningful positive impact within our communities.

Our Group Transformation and ESG Executive, with the support of Exco, is responsible for implementing and monitoring the B-BBEE transformation strategy across our South African operations. Oversight of transformation initiatives is provided by the Board's Social and Ethics Committee, supported by the Social and Ethics Working Group. The Group adheres to recognised best practices and aligns its activities with the 10 Principles of the United Nations Global Compact, reinforcing high standards of responsibility, ethics and accountability.

This report outlines our progress, targets and forward-looking priorities on our transformation journey. Over time, we have achieved meaningful advancement in building a more representative South African workforce and Board, while also strengthening support for Black-owned suppliers across our value chain. In 2018, we were classified as a non-compliant organisation. Through significant efforts, we transformed our operations and achieved a Level 1 B-BBEE rating in 2025.

This year, we maintained our Level 1 B-BBEE rating. In addition, we increased our B-BBEE points from 93.69 to 98.55, out of a maximum of 110 points. This was achieved by:

- Implementing the YES Programme to enhance our B-BBEE Level by 2 Levels.
- Focusing on employment equity and ensuring compliance with our new five-year employment equity targets.
- Enhancing existing enterprise and supplier development programmes and identifying new programmes.
- Prioritising absorption of skills under the skills development pillar, to achieve the 50% target.
- Building relationships with the Department of Trade and Industry to unlock B-BBEE opportunities in our sector.

We will strive to maintain a high rating, despite adjustments to the B-BBEE legislation.





Transformation *(continued)*

B-BBEE scorecard performance

We track our performance against the five elements of the B-BBEE scorecard and have implemented strategies to sustain and improve our ratings across these areas. Ownership remains the only element beyond our direct control, given our status as a listed entity. Our B-BBEE verification period runs from September to August, with the Group receiving its certificate at the end of August 2025.

Composition of our B-BBEE scorecard	Target points	2026	2025
Ownership	27.00	11.82	9.48
Management control	19.00	18.12	17.69
– Board representation	6.00	6.00	6.00
– Employment equity	13.00	12.12	11.69
Skills development	20.00	23.80	22.54
Enterprise and supplier development	40.00	39.80	38.98
– Procurement	25.00	22.80	21.98
– Supplier development	10.00	12.00	10.00
– Enterprise development	5.00	5.00	5.00
Socio-economic development	5.00	5.00	5.00
Total	110	98.55	93.69
Level contributor status		Level 1	Level 1

Ownership

The ownership element assesses the extent to which enterprises are effectively owned by Black people, including their participation in voting rights and entitlement to the economic benefits linked to equity holdings. Voting rights enable influence over an organisation's strategic and operational direction, while economic interests support wealth creation for Black shareholders.

Based on an analysis of mandated investments, Black ownership increased slightly to 18.56% (2025: 12.08%). Famous Brands' shares are publicly traded on the JSE, and many of our shareholders are ordinary South Africans who own shares through their pension funds and other investments.

Management control

Management control is exercised through the Group's governance structures, including the Board and executive leadership. At the time of verification in August 2025, Black non-executive directors represented 66.67% of the Board, of which 33.33% were Black women.

Read more about our Board and Exco composition on page 123.

Employment equity

The employment equity element measures the Group's progress in improving the representation of Black employees across the workforce and in management roles. Within our South African operations, 93.3% of employees are Black (2025: 91.2%). Changes to B-BBEE legislation on employment equity took effect on 1 January 2025. As per these changes, we prepared revised five-year employment equity plans by August 2025 and implemented them from September 2025.

Occupational levels	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Executive management	–	–	–	1	1	–	–	–	2
Other executive management/Senior management	4	2	7	20	4	2	2	10	51
Middle management	36	4	9	34	45	4	11	41	184
Junior management	157	30	13	24	127	21	19	22	413
Semi-skilled	782	78	8	1	430	39	10	13	1 361
Unskilled	262	20	0	0	96	26	0	0	404
Total	1 244	134	37	83	705	93	42	86	2 415
People with disabilities	19	9	2	1	26	7	4	1	69

Skills development

The skills development element reflects the Group's investment in developing its Black employees to enhance their skills and support career advancement opportunities. In 2026, our skills development score improved to 23.80 (2025: 22.54).

In 2026, we directed 92.8% of our total skills development budget to developing Black employees across all organisational levels, with 1.7% of this investment focused on senior and executive management. Our HR teams play a pivotal role in driving employee development and supporting the Group's strategic objectives. Employee development initiatives include our training and development programmes, as well as learnerships and internship initiatives.

Read more about our training and development programmes on page 106.

**Transformation** *(continued)***Supporting people with disabilities**

The learnership programme for people with disabilities is run in-house with support from specialist recruitment agencies to hire interns with disabilities. We also have relationships with higher education institutions, serving as a potential referral channel for interns. We have a continual focus on reducing the dropout rate and improving the absorption of learners into the workplace. The new employment equity regulatory framework, effective January 2025, raised the employment target for persons with disabilities from 2% to 3%.

In 2026, we recruited 37 interns with disabilities (2025: 40). Securing suitable candidates helps increase our overall representation of employees with disabilities and reduces the number of disability learnerships required annually. This year, people with disabilities accounted for 3.23% of our South African workforce (2025: 4.41%).

The YES Programme – A key pillar of our skills development strategy

We became a participant in the YES Programme in 2022 and established the Famous Brands Academy. The programme is a skills development initiative aimed at creating employment pathways for unemployed youth. Through the programme, young South Africans gain valuable workplace experience while enabling the Group to build a pipeline of trained baristas to support its restaurant network.

The fifth intake of the programme took place in October 2025, with 330 learners enrolled (2025: 300), of whom 202 were placed across 186 franchised restaurants nationwide. In 2026, participation in the programme contributed to the Group achieving two levels of enhanced B-BBEE recognition. This was supported by strong job creation performance against prescribed targets and a high youth absorption rate into permanent employment of 88.7% (2025: 87.86%).

YES PROGRAMME FIFTH YEAR: OUR IMPACT IN NUMBERS

71% of female youths were placed. This is above the YES average of 45%.

64% of youths come from grant recipient households.

51% of youths have dependents.
R24 million was invested in communities through youth wallets, a meaningful contribution from a single organisation.

Enterprise and supplier development

The enterprise and supplier development element comprises:

- **Preferential procurement:** The extent to which Famous Brands procures goods and services from suppliers with strong B-BBEE credentials.
- **Enterprise and supplier development:** Providing financial and non-financial support to develop new or existing small and micro Black-owned enterprises.

This element aims to improve market access for Black-owned businesses by incentivising companies to support and purchase from these businesses.

Our preferential procurement score increased to 22.8 out of a possible 25 (2025: 21.98). This change can be attributed to intentional spend with Black-owned and Black female-owned businesses.

We are committed to inclusive growth and the purposeful diversification of our supplier base. We prioritise collaboration with suppliers that support our transformation objectives, enhance the visibility of contributor status across our network, and invest in initiatives to broaden and empower the supplier ecosystem.

OUR PROCUREMENT IMPACT IN NUMBERS

+2 200
suppliers supported

R8.37 billion
spent with qualifying
B-BBEE suppliers
(2025: R7.54 billion)

R855 million
spent with small and
medium enterprises
(2025: R791 million)

843
small and medium
enterprises supported
(2025: 872)

R3.0 billion
spent with >51%
Black-owned suppliers
(2025: R2.6 billion)

R2.4 billion
spent with Black
women-owned
suppliers
(2025: R2.1 billion)



Transformation *(continued)*

ENTERPRISE AND SUPPLIER DEVELOPMENT PROJECTS

Our enterprise and supplier development projects are designed to diversify our supply chain while delivering competitive, high-quality goods and services.

Owner-Driver Programme

Launched in 2010, the Group's Owner-Driver Programme empowers Black drivers to operate their own delivery enterprises. The programme supports transport entrepreneurs through business development allowances, grant funding and independent cartage agreements. Drivers undergo business and financial management training, receive mentorship and operational support and are guided through a phased transition into ownership. They ultimately become independent operators responsible for their own transport businesses.

The initiative contributes to our B-BBEE scorecard while improving operational efficiencies and strengthening service levels across our distribution network. The programme currently includes 25 owner-drivers and has created 60 direct employment opportunities. Famous Brands invested over R45 million (2025: R36.1 million) in enterprise and supplier development spend to support this initiative.

Nala Beef

Famous Brands partners with Nala Beef to support emerging Black farmers and strengthen sustainable local beef supply chains. The initiative specifically addresses challenges facing communal and smallholder cattle farmers, including poor livestock genetics, inconsistent production quality and limited commercial market access. To address these challenges, the programme supports farmers through:

- Introducing improved breeding bulls and heifers.
- Farmer mentorship and agricultural training.
- Livestock quality improvement initiatives.
- Access to formal beef markets through procurement partnerships.

Our partnership has included long-term procurement support and grant funding linked to the development of the Wesselsbron Abattoir and processing facility, expected to be completed in 2026. Nala Beef has supplied the Group for 18 years, initially under Berlin Beef and more recently under the Nala Beef brand, demonstrating the sustainability and longevity of the partnership.

Themzak Group

Themzak Group is a 100% Black-owned Level 1 B-BBEE chemical manufacturer focused on quality, safety and environmental responsibility. Famous Brands has supported the business with formulation development and assistance with SABS approvals and certification processes. The partnership is expected to unlock significant procurement opportunities across facilities and Supply Chain operations, including products such as dishwashing liquid, hand sanitiser, hand soap and industrial cleaning solutions.

Bonang Labels

Bonang Labels was established in 2010 by a father-and-daughter team operating out of their home garage before expanding to an industrial facility in Soweto. Through sustained procurement support and preferential payment terms, the business has experienced strong year-on-year growth. The business now supplies plain labels and general and Halaal delivery stickers. Bonang Labels has consistently demonstrated strong technical capability and reliable service delivery, ensuring uninterrupted stock availability across the business.

BV Jeena Potatoes

Famous Brands partnered with small-scale potato farming operation BV Jeena in the Koue Bokkeveld region in the Western Cape to and secure local supply. Support provided includes contracted procurement volumes, agronomy assistance and preferential payment arrangements, including partial upfront payments before harvest season. This financial year, the farm had 15 hectares planted compared to five in 2025. This has seen production increasing substantially to approximately 50 tonnes per hectare.

P&S Group

P&S Group is a family-owned business supported through food safety accreditation assistance and B-BBEE development initiatives. The partnership enabled the successful launch of the Steers breakfast pita product, with opportunities to expand into additional restaurants.

Eyami Uniforms

Eyami is a 100% Black female-owned South African clothing business supplying uniforms and branded apparel to Famous Brands programmes and events. The supplier has produced uniforms for the YES Programme and conference apparel for Debonairs Pizza. The partnership supports women-owned enterprises while promoting local manufacturing and job creation.

Sefudi Honey

Sefudi Honey is a Black female-owned business selected as a local honey supplier for Mugg & Bean. The partnership is expected to generate significant procurement opportunities, with product rollout commencing in April 2026. The initiative supports local sourcing while creating opportunities for market access for emerging female entrepreneurs.





Transformation *(continued)*

Rising through Resilience: The McMore Muffins story

McMore Muffins is a Soweto-based family-owned business established by a brother-and-sister team. Morero Nhlanhla Moloi, widely known as “The Muffin Man”, is a resilient and charismatic entrepreneur from Soweto. Despite facing personal challenges associated with dyslexia and ADHD, his determination and entrepreneurial spirit led him to establish his business in 2020. Starting from modest beginnings in a backroom at his great-grandmother’s home in Soweto, Morero invested his personal savings to build the foundation of the business.

Among the challenges Morero encountered were navigating the stringent requirements of the food industry and competing against established market players. Despite these obstacles, he has remained committed to growing the business. His journey is a testament to the value of perseverance, innovation and the importance of having the right support network in place. Today, the brand offers eight main flavours, including strawberry rose, chocochino, bran, blueberry, chocolate, lemon poppy seed, and red Swiss velvet.

Famous Brands support includes food safety audit preparation, technical assistance, preferential trading terms, production planning support and introductions to preferential financing opportunities through a financial institution.



SOCIO-ECONOMIC DEVELOPMENT

Socio-economic development encompasses both financial and non-financial contributions directed towards individuals or communities where at least 75% of beneficiaries are Black. Through these initiatives, the Group aims to address poverty and hunger while promoting investment and upliftment within the communities in which it operates. Famous Brands invested R17.1 million in its South African CSI initiatives (2025: R19.3 million).

Read more in our CSI report on page 114.

FOCUS FOR 2027

We are committed to maintaining a high B-BBEE contributor status (at least a Level 1 B-BBEE status) through continually monitoring and enhancing our transformation strategy. Our focus areas for 2027 are as follows:

- Tracking our performance against our five-year employment equity plan, including targets for junior, middle and senior management.
- Enhancing the absorption rate of our learnership programme for people with disabilities.
- Claiming the franchise fee breaks given to Black-owned franchise partners as supplier development.
- Continuing our investment in the YES Programme, including maintaining a high absorption level.
- Focusing on internal and external learnerships across the Group.
- Expanding our supplier base to avoid procuring from non-compliant suppliers.
- Developing a healthy pipeline of new enterprise and supplier development projects.



Corporate social investment

Our CSI initiatives uplift communities while strengthening engagement between our consumers and our brands. They also empower our employees to represent our brands and contribute meaningfully to improving the lives of others.

Our CSI programme, as guided by our CSI policy, forms an important brand-building initiative for our SA Leading Brands portfolio. Certain CSI initiatives also qualify for recognition under the socio-economic development pillar of the B-BBEE scorecard.

The Transformation Office coordinates CSI activities, guided by the Social and Ethics Working Committee, under the oversight of the Board's Social and Ethics Committee. The Leading Brands management team, supported by franchise partners, is responsible for developing and implementing the brands' CSI initiatives.

Franchise partners are encouraged to implement their own community-focused CSI initiatives, with support and guidance from Famous Brands. These efforts are recognised at the annual brand conferences.

Our CSI objectives

Our CSI Policy and activities focus on:

- Long-term partnerships with reputable and effective CSI partner organisations.
- Supporting initiatives that enjoy broad-based stakeholder appeal to improve relationships with existing stakeholders and engage new stakeholders.
- Avoiding unsustainable relationships and handout tendencies.
- Programmes that actively consult the beneficiaries in the programme design, implementation and evaluation.
- Quantifying the costs and benefits of programmes in terms of how they contribute to capacity building, improving quality of life and sustainable development.
- Defining the roles and responsibilities of stakeholders and beneficiaries, with an emphasis on financial controls and corporate governance compliance.
- Gaining buy-in and commitment from franchise partners.
- Contributing to the socio-economic upliftment of historically disadvantaged communities.

CSI overview

Each brand in the Leading Brands portfolio has a flagship CSI initiative that reflects its distinctive brand story. We typically maintain long-term partnerships with CSI partners, providing financial support and opportunities to enhance their profile and visibility.

In 2026, we spent R18.9 million (2025: R19.3 million) on our CSI initiatives across the following focus areas. Overall, the Group dedicated 2 435 man hours across all CSI initiatives.

Our CSI focus areas



HEALTH
R3.60 million



EDUCATION
R1.07 million



ENVIRONMENT
R5 000



SPORT
R10.8 million



**SOCIAL
DEVELOPMENT**
R4.16 million

Our CSI approach has shifted from focusing on 'what we do' to reflecting 'who we are'. We prioritise franchise partner participation in CSI initiatives, including training restaurant staff to engage with these campaigns. Supporting CSI at the restaurant level enhances employee morale and fosters stronger teamwork.

We display CSI promotional materials in our restaurants, such as posters and branded T-shirts. Many of our delivery trucks feature CSI messaging as part of their branding. CSI campaigns are also promoted digitally through the brands' social media channels and websites.



Corporate social investment (continued)

Group initiatives

IFA LETHU



- Initiative established in **2022**
- **2 700** delivery drivers covered
- **R350 000** contributed (2025: R70 000)

Famous Brands established IFA Lethu, meaning “our legacy,” as corporate responsibility initiative that provides insurance coverage for franchise partners’ registered home delivery drivers in the event of accidental death or disability while on duty. Famous Brands fully funds the premiums for both the death and disability insurance policies.

TEMBISA CHILD AND WELFARE SOCIETY



- Initiative established in **2020**
- **140** beneficiaries
- **R1 million** contribution (2025: R1 million)
- **850** hours of time donated

Tembisa Child and Family Welfare Society was established in 1986. The organisation was started to find a safe place for lost, abused and abandoned children.

Through dedicated fundraising over years, the non-profit, which is run by are residents of Tembisa, established two centres, including two children’s homes, two pre-schools and accommodation for university and college children who grew up in the children’s homes.

While the organisation, which is located within 18 kms from Famous Brands’ Midrand Campus, works to secure foster or adoptive families for children, those who cannot be placed in such homes are cared for the two children’s homes. In addition, the organisation fosters local employment and skills development through initiatives such as a sewing school, bakery, food gardening, soap-making, recycling projects, and a beauty salon, creating both opportunities and impact within the community.

Key projects for 2026

DAILY NUTRITIOUS MEALS

The Famous Brands canteen in Midrand prepares meals for a daily feeding scheme for 103 children and 42 staff members. The meals are protein-rich and varied to ensure the children have adequate nutrition to support their growth, development, health and ability to learn.

EASTER CELEBRATION

Famous Brands celebrated Easter with the children’s homes by providing Easter eggs, sweets, cool drinks, colouring-in books and toys. Employees spent the day playing, reading and engaging with the children. A donation of a meal and extra Easter eggs was delivered for the children to enjoy on Easter weekend.

SCHOOL DRIVE FOR UNIFORMS AND SUPPLIES

The Leading Brands management team contributed school uniforms and stationery supplies in January 2026. In addition, our supplier, Freedom Print, donated towards the children’s school supply drive. The back-to-school donation was valued at R38 500.

MANDELA DAY PLAY DATE

Famous Brands and DHQ commemorated Mandela Day with a playdate at the children’s homes featuring toys, face painting, nail painting and dancing.

“Your team always leaves our children beaming with hope. Thank you for always taking time out to gather at our centre with your team. A thousand thanks to the Famous Brands team for contributing to this life-changing cause.”

Lindi Molefe

Deputy Director of Tembisa Child and Family Welfare

Steers

SPORTS SPONSORSHIPS



- Partnership established in **2016**
- **910** beneficiaries
- **R11.5 million** contribution (2025: R11.3 million)
- **625** man hours donated

Steers sponsors the Varsity Cup, Young Guns and Varsity Shield, university rugby competitions that showcase promising young talent. This platform connects players with various scholarship programmes and ensures players continue with their education while also perfecting and developing their sporting abilities.

STEERS ROUNDA



- Initiative established in **2018**
- **82 million** meals served
- **160** man hours donated
- **20 500** tonnes of food
- **862 820** beneficiaries

Steers supports the ROUNDA initiative established by the Nikela Charity Funding and Development Trust. “Nikela,” which means “to give” in Zulu, reflects the trust’s focus on alleviating poverty and hunger in South Africa.

The initiative, which runs both in-store and online, allows customers to donate an additional R2 with the purchase of any Steers product. ROUNDA has fed thousands of hungry people and helped build five Shout libraries across South Africa.

Proceeds from the 2026 ‘Feed the Flame’ campaign support the trust’s feeding schemes. Through its partnership with FoodForward South Africa, a national non-profit organisation, the funds are distributed to feeding programmes nationwide. Steers contribution to the Nikela Trust through the ROUNDA initiative support feeding programmes that delivered approximately 3 000 nutritious meals daily, reaching more than 24 500 children, including over 2 000 through community outreach initiatives.



Corporate social investment *(continued)*

Debonairs Pizza and Doughnation

- Initiative established in **2012**
- **R276 680** contribution (2025: R106 000)
- **75** man hours donated



Debonairs Pizza's Doughnation initiative transforms surplus pizza dough into flatbreads, which are delivered to community organisations supporting children, the elderly, and families in need.

Franchise partners and their employees play an active role, selecting the organisations they support and managing the preparation and weekly delivery of the flatbreads, fostering both community impact and employee engagement.

Doughnation operates across South Africa and Botswana, with more than 91% of franchise partners taking part. The brand supports the initiative through a dedicated newsletter, showcasing CSI stories from franchise partners and highlighting the impact of their contributions in the communities they serve.



Wimpy and Reach for a Dream Foundation

- Partnership established in **2013**
- **>800** dreams made a reality to date
- **R921 000** contribution (2025: R1.7 million)
- **170** man hours donated



Wimpy is a proud, long-time supporter of the Reach for a Dream Foundation, which has been creating magical moments for children battling serious illnesses for over 35 years.

Wimpy, alongside other corporate partners, supports the foundation's annual Slipper Day in May. Consumers can purchase a Slipper Day sticker for R20 or donate, and for every sticker or donation over R20, Wimpy rewards them with a free coffee to enjoy on Slipper Day.



Wimpy and Ethnikids

- Partnership established in **2022**
- **>7 000** books distributed
- **R1 million** contribution (2025: R540 000)
- **85** man hours donated

Wimpy partners with Ethnikids, an online children's bookstore founded by five South African mothers, to support literacy and celebrate cultural diversity by making multilingual, multicultural storybooks available to children.

Through this collaboration, Wimpy and Ethnikids have produced a series of South African folktale books in all 11 official languages, as well as additional languages such as Khoekhoe/Nama, and distribute them via Wimpy restaurants with certain kids' meals and online. These books aim to foster a love of reading, support early grade literacy and provide children with relatable stories that reflect the country's rich cultural heritage and linguistic diversity.

This year, Wimpy partnered with Ladles of Love for Mandela Day to sponsor a Create Zone at the Kyalami Grand Prix Circuit in Johannesburg, providing educational posters, colouring books and reading materials. To mark Mandela Day, Wimpy also donated 7 000 multilingual, multicultural storybooks to more than 70 early childhood development centres across the country. For Literacy Day, the brand again collaborated with Ladles of Love to distribute the donated books and support educator workshops in three provinces, where principals, teachers, and assistants were trained on the importance of literacy from an early age.



Corporate social investment *(continued)*

Mugg & Bean and Cupcakes of Hope



- Partnership established in **2013**
- **R794 000** contribution (2025: R2.7 million)
- **>1 270** families financially assisted
- **>1 800** educational care packs delivered to 21 paediatric oncology wards across South Africa
- **41** birthdays celebrated with families affected by cancer
- **300** man hours donated

Mugg & Bean partners with Cupcakes of Hope, a non-profit organisation that supports 100 to 130 families each month by covering medical expenses or assisting with everyday costs. The brand's ethos of generosity aligns closely with the support Cupcakes of Hope provides to families in need.

Customers can make donations to Cupcakes of Hope through a secure portal on the Mugg & Bean website, with the option to receive a tax receipt. The brand also raises awareness of the organisation in-store and online, and during Childhood Cancer Awareness Month in September through outdoor and television campaigns. Between 14 April 2025 and the end of February 2026, R2 from every cupcake sold was donated directly to Cupcakes of Hope.



Milky Lane and The Smile Foundation



- Partnership established in **2018**
- **R388 000** contribution (2025: R403 000)
- **Five** academic hospitals supported
- **120** man hours donated

Milky Lane partners with the Smile Foundation to provide life-changing plastic surgery for disadvantaged children with facial abnormalities, including cleft lip and palate, facial paralysis and burn injuries. Each procedure can cost up to R95 000 at a public hospital. Over the past 25 years, the foundation has transformed the lives of more than 5 000 children and their families.

Milky Lane franchise partners organise fundraising events, such as cycling challenges, to support the foundation. They actively participate in these events and contribute Milky Lane vouchers as prizes. Children who have recently undergone surgery receive gift bags containing a teddy bear and blankets, and the brand matches its franchise partners' contributions.



Fishaways and Clean Up Mzansi



- Partnership established in **2023**
- **R5 000** contribution (2025: R25 000)
- **Two** clean-up events hosted
- **50** man hours donated

Fishaways launched the Clean Up Mzansi to help tackle pollution and its impact on South Africa's waterways, rivers and coastal environments. The programme was established to raise awareness of plastic and other waste entering the oceans and harming marine life, a major environmental challenge in South Africa. According to the UN Environmental Programme, between 95 000 and 250 000 tonnes of litter enters the oceans that surround South Africa. This has a dire impact on marine life and the fishing industry.

In 2026, Fishaways hosted two clean-up events, with franchise partners their employees and communities picking up litter on the beach, in the bushveld, streets and rivers.



7

Corporate governance

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From waitron to franchise partner

Joretha da Silva's Mugg & Bean journey began in 2003 at a restaurant in Constantia. She arrived in Cape Town from a small town, not speaking much English. She took pride in her daily duties as a waitron working for business owners who quickly recognised her potential. By the end of 2003, she was promoted to front-of-house manager. She held several managerial positions at different Mugg & Bean restaurants until 2015, when she bought a minority stake in Mugg & Bean Cavendish Square. In November 2025, she became a franchise partner of the new Mugg & Bean Groot Phesantekraal View, alongside her business partner, Alison Dixon.

Q What does the Mugg & Bean brand represent for you?

Mugg & Bean balances being both a trendsetter, known for its diverse menu and innovation and a trusted brand recognised for its consistency, generosity and service. Our giant muffins, bottomless coffee, and handsome portions have been there since the start, keeping customers coming back. While the brand has evolved over the years, it has also stayed true to its values and integrity, and that's what customers believe in.

Q How has Famous Brands supported you over the years?

Famous Brands took the Mugg & Bean brand to the next level when they acquired the brand in 2009. This included stronger advertising, growing the brand network and developing the menus. Today, we are leaders in our category and benefit from access to incredible experts in marketing and menu development. A continual investment in marketing and innovation means that we are always one step ahead of most competitors. The Mugg & Bean app and

loyalty partnerships continue to deliver strong results in customer retention and loyalty. Our fabulous coffee subscription is a big hit, offering a great cappuccino for R20.

The Famous Brands procurement department is fantastic at sourcing incredible deals and securing the best pricing. We have seen significant improvements from procurement over the years, both in the pricing we receive and the consistency of the products. This helps us navigate the inevitable challenges. We have been through a lot together, including COVID-19, load shedding and the highly disruptive 2023 taxi strikes in Cape Town.

Q What has becoming a franchise partner meant for you?

My journey as a franchise partner is still very new, and I'm learning each day. For example, learning the financial side of the business from Alison, who is great with the numbers. I surround myself with people I can learn from and who value my input. I've also recently taken on the role of a Regional Franchise Forum Member, representing Mugg & Bean in the Northern Suburbs.

Being a business owner opens up a whole new dimension and demands a different type of thinking. It's been exciting to invest in my own little place. Yes, I expect to work hard, but also have a bit more financial freedom over time. I'm proud to have taken this next step.

Q What advice would you give someone considering a franchise opportunity?

My first piece of advice would be to buy comfortable shoes! You need to be prepared to put in the work; it's not just about buying a business and putting in a manager. It's a seven-day-a-week commitment. It's important to believe 100% in the brand and then understand the value of building partnerships. This includes partnerships with your business partner, the franchisor, suppliers and employees.



"Turning customers into regulars and regulars into friends is a slogan to live by. I believe in being involved in my business daily while also trusting my team to build it. All these years later, I am extremely loyal to the brand and can't wait to see what the future holds."



Corporate governance at a glance

Effective corporate governance underpins the Group's ability to operate responsibly, create sustainable value and safeguard stakeholder interests.



ESG performance

99%

Board and committee
meeting attendance

66%

Board
independence

183 years

Board members' aggregate
years of experience

33%

female gender diversity

Major Board decisions

- Approved the February 2026 Group Budget and Business Plan.
- Approved a final dividend of 220 cents, resulting in a full dividend of 382 cents for 2026.
- Approved interim dividend of 162 cents for 2026, an increase of 8% on the previous year.
- Approved a general share repurchase programme of up to 5% of its issued ordinary share capital.
- Approved the Group's new refinancing arrangements.
- Reviewed and approved the 2026 to 2028 corporate strategy.
- Approved more strategic corporate and shareholder communications relating to the Group's performance.

Compliance statement

The Board confirms that for the year ended 28 February 2026, the Group complied with the provisions of the Companies Act and operated in conformity with its Memorandum of Incorporation.

The Board further confirms the application of the King IV Code of Corporate Governance.

 The Group's King IV application register is available at:
<https://famousbrands.co.za/investor-centre/>

The Board and its Committees have Charters that are reviewed each year. The latest reviews took place in 2026, and where necessary, the Charters were amended or updated in line with the Companies Amendment Act, King V recommendations and the JSE Listings Requirements.

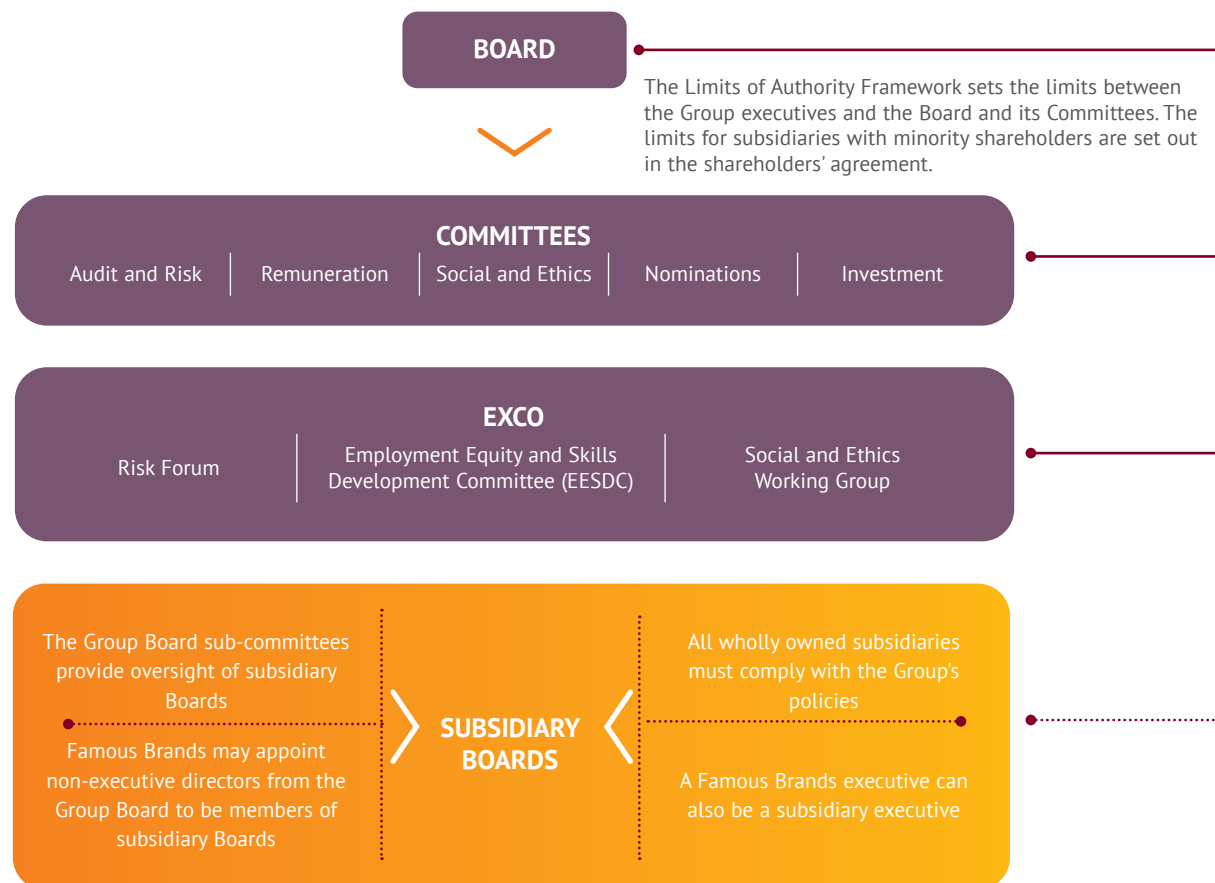
The Board is satisfied that it has discharged its responsibilities in line with its Board Charter for 2026, and that the Limits of Authority Framework promotes role clarity, accountability and the effective exercise of authority and responsibilities.



Corporate governance at a glance *(continued)*Governance structure and
framework

The Board is satisfied that it has fulfilled its responsibilities in accordance with its Board Charter for 2025.

- Dotted lines represent Group governance framework arrangements.
- Solid lines represent Group governance structures at various levels in the Group.



The Board is satisfied that the Limits of Authority Framework contributes to role clarity, accountability and the effective exercise of authority and responsibilities.



Our corporate governance philosophy

At Famous Brands, sound corporate governance underpins considered decision-making and stakeholder trust. In line with the Board Charter, members uphold integrity, competence, accountability and transparency in all their actions.

Our seven core beliefs  page 6 shape our governance philosophy and, together with King IV, guide the Board and management in their leadership decisions and behaviour. The Board aims to demonstrate real, measurable governance impact in the Group's culture, performance, control environment and stakeholder legitimacy. This results in the four key governance outcomes, as outlined by King IV.

KING IV KEY GOVERNANCE OUTCOMES

1

Ethical culture

Fostering shared values, beliefs and practices that encourage ethical behaviour and decision-making across the Group.

 Read more on page 126.

2

Performance and value creation

Ensuring that the Group creates sustainable value within its economic, social and environmental context.

 Read more on page 82.

3

Conformance and prudent control

Maintaining effective adherence to laws, regulations and standards, along with robust internal controls.

 Read more on page 129.

4

Legitimacy

Building and maintaining trust through responsible corporate citizenship and strong stakeholder relationships.

 Read more on page 134.





Our corporate governance philosophy *(continued)*

Board composition

The Board is confident that its membership reflects an appropriate blend of expertise, experience, diversity, and independence.

The Board comprises a majority of independent non-executive directors (6), one non-executive director and two executive directors, the CEO and the Group Financial Director. The Board is satisfied that it is appropriately sized to meet the Group's needs.

The Board acknowledges the importance of diversity, including gender, race, age, experience and expertise. The Board's Diversity Policy is incorporated in the Nominations Committee Charter. As per our ESG Framework, we aspire to achieve 40% female representation on the Board as part of our commitment to SDG 5 (gender equality). Board diversity, including gender equality, is a key focus for any new Board appointments. This is reflected in the Nomination and Appointment of Directors Policy, which was adopted in October 2025.

Succession plans are in place for the CEO and other key executive positions.

BOARD SKILLS

The Board has 183 years of combined business experience at both the executive and non-executive levels. This includes exposure to and skills in strategy, finance and auditing, marketing, procurement and HR. In addition, some Board members have highly specialised skills in franchising, legal, property management and digital transformation. The Board has:

- **Three** members who are Chartered Accountants.
- **One** member who is a CD (SA) Charter Holder.
- **One** member with an MBA.
- **Two** members with an LLB degree qualification.
- **Two** members with an LLM degree qualification.
- **One** member who is a Chartered Director.

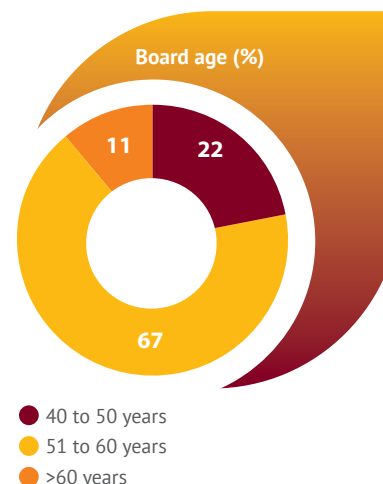
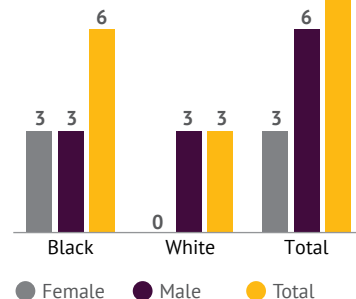
CHANGES TO THE BOARD AND INDEPENDENCE ASSESSMENT

There were no changes to the Board or its committees in 2026.

Chris Boulle is the only independent non-executive director who has served on the Board for more than nine years. The Board has, in accordance with the recommendation of King IV (now Principle 5 of King V), assessed his independence and is satisfied that having evaluated all pertinent factors and circumstances holistically and within the substantive meaning of independence, concluded that he remains independent.

Board composition

Board demographics and gender





Our corporate governance philosophy *(continued)*

Board of directors as at 28 February 2026

Committees:

AR Audit and Risk IC Investment NC Nomination REM Remuneration SEC Social and Ethics

NON-EXECUTIVE DIRECTORS



IC NC REM

Christopher (Chris) Boulle (54)

Independent non-executive Chairman
BCom, LLB, LLM

Chris is a commercial, corporate finance, tax and trust attorney. His expertise includes cross-border transactions, mergers and acquisitions, Black economic empowerment transactions and advising on local and international stock exchange listings. He has over two decades of experience as a non-executive director of listed companies.

Areas of expertise
Law, business, governance, strategy, risk and corporate finance.



NC SEC

Alexander (Alex) Komape Mditse (63)

Lead independent director
BProc, LLB, LLM, H.Dip (Company Law)

Alex is an admitted attorney and the CEO of Copper Moon Trading Pty Limited. He serves as a director on the boards and committees of several listed companies. He was previously the Country Manager for Coca-Cola East and Central Africa and the Franchise Operations Director for Coca-Cola SA.

Areas of expertise
Law, business, governance, strategy, franchising, management and operations.

Other directorships

- African Rainbow Minerals Limited
- The Bidvest Group Limited
- Murray & Roberts
- Netcare Limited



SEC

Nicolaos (Nik) Halamandaris (51)

Non-executive director
B.Bus Science (Hons)

Nik has extensive food services experience, having served as a franchise partner for many of the Group's mainstream brands for over 20 years until 2010. He is the executive director of several non-listed property development and construction companies, where he is primarily responsible for strategy and new business development.

Areas of expertise
General management, strategy, franchise management, food services and property management.



AR NC SEC

Busisiwe (Busi) Mathe (46)

Independent non-executive director
BCom (Acc), Higher Diploma in Accounting, CA(SA), Certified Director

Busisiwe was the Africa Cybersecurity and Data Privacy leader and the Chairperson of the South African Governing Board & member of the Africa Governance Board at PwC. She is a qualified chartered accountant, certified director and has expertise as a consultant in risk, audit, digital transformation, cybersecurity and data across different sectors.

Areas of expertise
Governance, risk management, financial management, operations and technology, strategy, cybersecurity, data privacy and stakeholder management.

Other directorship

- MTN Côte d'Ivoire
- Netcare Limited



IC AR

Thabo Mosololi (56)

Independent non-executive director
BCom (Hons), MAP, EDP CA(SA)

Thabo has held several leadership positions, including at Tsogo Sun and Sun International, and has served on the Audit Committee and Board of Edcon Holdings, Telkom and MC Mining Ltd.

Areas of expertise
Governance, risk management, financial management, audit and stakeholder engagement.

Other directorships

- Truworths Limited
- Pan-African Resources Limited



IC REM SEC

William Mzimba (57)

Independent non-executive director
MBA, BA (Hons) Business, Diploma in Datametrics (Computer Science)

William was the CEO of Vodacom Business, a member of the Vodacom Group Executive Committee, and a Board Member of Vodacom South Africa and IoT.NXT as well as the Chairman of Nexio. Prior to that, he was the CEO and Chairman of Accenture in Africa for 12 years.

Areas of expertise
Governance, strategy, financial management, stakeholder engagement, management, operations and technology.



AR IC REM

Fagmeedah Petersen-Cook (50)

Independent non-executive director
BBusSc (Actuarial Science), CD(SA)

Fagmeedah currently serves as a non-executive director for a diverse range of companies, where she applies her strategic thinking and well-developed risk understanding. She is a CD(SA) Charterholder, a certified director, and an experienced investment professional. She has held C-suite roles in the public and private sectors. Fagmeedah's professional career as an actuary spans 27 years.

Areas of expertise
General management, actuarial science, risk management, strategy, investments and governance.

Other directorships

- ABSA Financial Services Group
- Pepkor
- Escap
- Africa Re
- 3SixtyLife – Curator



Our corporate governance philosophy *(continued)*

Board of directors

as at 28 February 2026

EXECUTIVE DIRECTORS



Darren Hele (55)
Chief Executive Officer
BCom

Darren began his career at Pleasure Foods Limited while completing a BCom. After participating in the management buy-out of Pleasure Foods in 1996, he held executive roles at Whistle Stop and Wimpy before joining Famous Brands in 2003. He was the Managing Director of both Wimpy in SA and Wimpy UK. Darren was appointed Chief Operating Officer of the franchising division in 2011 and subsequently became the Group's Chief Operating Officer in 2013. In 2014, Darren assumed the role of CEO of Food Services and was appointed the Group's CEO in 2016.

Areas of expertise

General management, franchise management, marketing, strategy and stakeholder relationships.



Nelisiwe Shiluvana (46)
Group Financial Director
BCom (Honours), CA(SA), ACMA, CGMA

Nelisiwe has extensive experience in commerce and consulting. She joined Famous Brands in 2021 as Group Finance Executive. She was a partner in consulting at a Big four audit firm for six years. Prior to her consulting role, she was a Senior Manager at Telkom SA in statutory reporting and operations finance.

Areas of expertise

Financial management and accounting, financial controls, audit and stakeholder management.

Executive management

as at 28 February 2026



Celeste Appollis (54)
Company Secretary and
Head of Legal
BA LLB H.Dip. (Company Law)



Jabulani Mahange (65)
Group HR Executive
BA, BED (Wits), PDM (Wits), MBL (SA)



Andrew Mundell (57)
Group Executive – Supply Chain
BSc Agric (Hons), MBA (UCT)



Derrian Nadauld (52)
Chief Operating Officer –
Leading Brands
*NDip Catering Management
and Certificate Marketing
Management*



Ntando Ndaba (40)
Group Risk Executive
*NDip Internal Audit
BTech Degree Internal Audit
IEDP (WBS)*



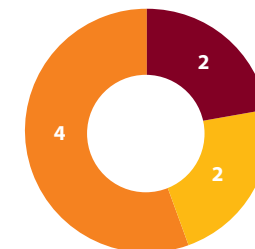
JP Claassen (35)
Group IT Executive
*National Certificate: IT Systems
Support (SAQA)
Certificate in IT Engineering
Microsoft certifications (MCITP,
MCSA, MCTS, MCP)*

Committees:

AR Audit and Risk **IC** Investment **NC** Nomination **REM** Remuneration **SEC** Social and Ethics

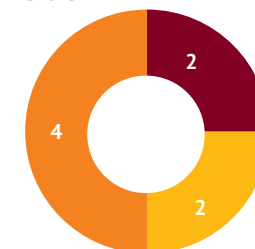
EXCO COMPOSITION

Demographics



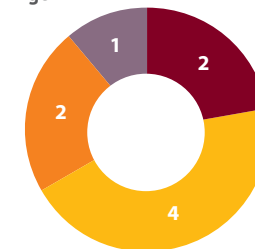
● ACI female
● ACI male
● White male

Tenure



● 1 to 5 years
● 5 to 10 years
● More than 10 years

Age



● >60 years
● 51 to 60 years
● 41 to 50 years
● 30 to 40 years



Our corporate governance philosophy *(continued)*

KEY GOVERNANCE MATTERS ADDRESSED IN 2026

Operational	Considered and approved the February 2026 Group budget and Group business plan.
Strategy and financing	- Reviewed and approved the 2026 to 2028 corporate strategy, focusing on improving business unit margins and remedy of underperforming businesses. - Considered the 2027 to 2029 corporate strategy, 2027 business plan and financial roadmap. - Approved the capital allocation for consumer-technology projects and efficiency improving projects in Supply Chain. - Monitored the progress of the development of the Midrand Cold Storage facility. - Approved the Group's refinancing agreements. - Approved the Group's share buyback programme, interim and year-end dividend.
Risk management, internal control and compliance	- Reviewed compliance of AFS with the JSE's proactive monitoring recommendations. - The Internal Financial Controls Programme was reviewed to support the attestation statement of the CEO and Group Financial Director. - Monitored the Group's compliance with legislation. - Monitored the implementation of new legislation, including the Companies Amendment Act 2024, which is now partially effective. - Considered the implications on corporate governance from the King V Code, published on 31 October 2025. - Considered changes to the JSE Listing Requirements.
Succession and talent management	- Approved CEO, Group Financial Director and Exco performance scorecards for 2026. - Approved the performance conditions and targets for the 2026 LTI allocation. - Approved executive director remuneration, including salary increases and STI allocations, and approved executive LTI allocations. - Approved a 5% increase in non-executive director fees, subject to shareholder approval. - Reviewed Executive Management succession plans. - Reviewed Board succession and composition in line with the Diversity Policy as set out in the Nomination Committee Charter as well as the ongoing training of Board members.
Corporate and performance reporting	- Reviewed and approved the annual Board work plan and evaluated the performance of the Board and its committees. - Approved the 28 February 2025 AFS and IAR, as well as market communications relating to the February 2025 annual results and the 31 August 2025 interim results.
Corporate citizenship	- Monitored progress against the ESG Framework. - Reviewed progress made with transformation and the B-BBEE scorecard. - Monitored the Group's safety performance. - Reviewed the Group's CSI initiatives.





Our corporate governance philosophy *(continued)*

Performance evaluations

The Board believes that its evaluation process contributes meaningfully to improving its performance and effectiveness. In October 2025, Famous Brands conducted a formal internal evaluation of the Board's overall effectiveness across several areas. The outcomes indicated that the Board is operating effectively, supporting thorough discussions on key issues and encouraging a diversity of perspectives. Improvements were noted in:

- Board composition and succession.
- Improved focus on marketing skills.
- Greater visibility of the IT strategy and evaluation of implementation against the plan.

KEY FOCUS AREAS FOR 2027 INCLUDE:

- Enhanced shareholder engagement process.
- Review corporate brand and investor relations communications strategy implementation.

MEETING ATTENDANCE

Board	Board	Audit and risk Committee	Social and Ethics Committee	Nominations Committee	Investment Committee	Remuneration Committee
Board/Committee members	9	3	5	3	4	3
Number of meetings	7	4	4	4	3	3
Meeting attendance						
CH Boulle (Chairman)	7	4*	1*	4	3	3
N Halamandaris	7	4*	4	–	3*	–
DP Hele	7	4*	4	4*	3*	3*
AK Maditse	7	–	4	4	–	–
B Mathe	7	4	4	4	–	–
TF Mosololi	7	4	–	–	3	–
WP Mzimba	7	–	3	–	3	2
F Petersen-Cook	7	4	–	–	3	3
N Shiluvana	7	4*	4*	–	3*	3*

* By invitation.

Ethical and effective leadership

The Board provides ethical and effective leadership in line with the King IV Code and the Board Charter, supported by annual performance evaluations. Potential conflicts of interest are declared at each Board meeting, and directors' declarations are reviewed and updated regularly. The Nominations Committee assesses potential conflicts and, where concerns are identified, raises them with the Board Chairman or the chair of the relevant Committee, who engages with the director concerned. In line with the amended JSE Listings Requirements which came into effect from 16 February 2026, fit and proper assessments, with their qualifications independently verified, were conducted for the following directors that are nominated for re-election at the AGM:

- CH Boulle
- TF Mosololi
- WP Mzimba

Read more about our ethics and anti-corruption initiatives in our sustainability report on page 82.

COMPANY SECRETARY

Celeste Appollis, the Company Secretary, ensures that the Board remains fully aware of its fiduciary duties and that both the Board and management operate within the parameters of the Limits of Authority Framework. All directors have unrestricted access to the Company Secretary, who also manages the appointment, induction and ongoing training of Board members.

The Board has assessed the Company Secretary function in line with the JSE Listing Requirements and the Companies Act. It confirms that Celeste Appollis possesses the requisite experience and expertise to perform her duties effectively. The Board is satisfied that an arm's-length relationship exists, enabling her to carry out her responsibilities independently. There is confidence in the mechanisms for accessing professional governance support. As Company Secretary, she may raise any concerns directly with the Chairman.

Famous Brands conducts its business with integrity and provides strong leadership rooted in an ethical foundation.



Technology governance

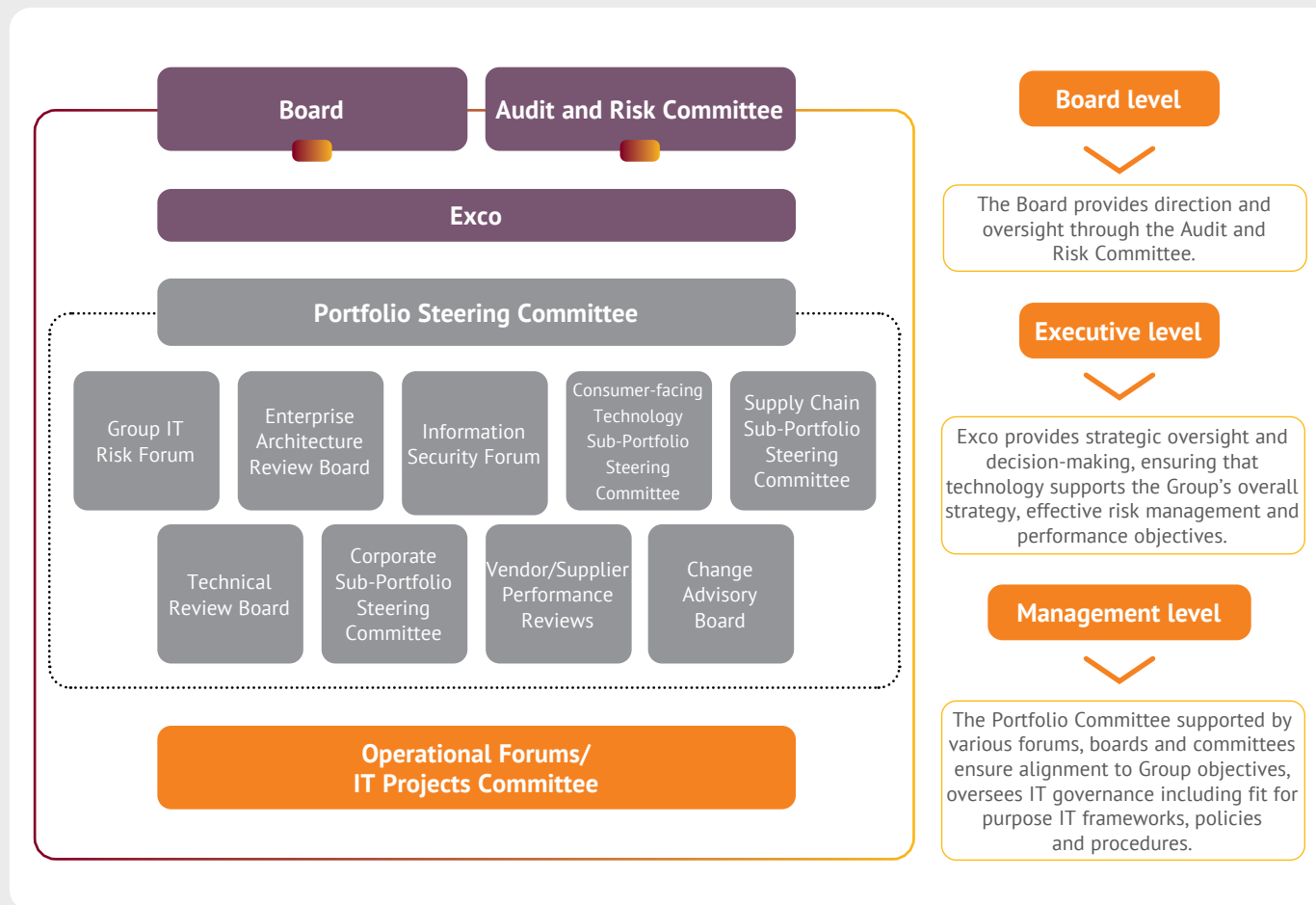
Famous Brands is committed to consolidating and simplifying its IT landscape to enable innovation and sustainable growth. Aspiring to Gartner Level 4 maturity, the Group is building a project-capable technology function designed to deliver transformative business impact.

Famous Brands relies on technology to support various aspects of its business, with a focus on consumer-facing technology to improve the consumer experience and deliver a tangible competitive advantage page 53. In addition, the Group is developing its data management and analytics capabilities to provide improved decision-making insights.

The Group's Technology Governance Framework provides a structured approach to ensure that technology supports and enables the Group's overall strategy, objectives, and risk management. It defines how technology decisions are made, who is responsible, and how performance is monitored across the Group.

Guided by the Board and the Audit and Risk Committee, and supported by executive leadership from the Exco, the framework incorporates key governance forums including the Enterprise Architecture Board, Information Security Forum, and Group IT Risk Forum. To ensure alignment to strategy, oversight of security posture and emerging threats, proactive management of IT risks within the broader Group risk framework.

These are further supported by Committees/Boards that oversee strategic portfolio's to ensure robust planning, project management and drive successful delivery.



External oversight

Corporate governance structure

IT governance structure

Operational IT management



Technology governance *(continued)*

Processes and procedures

The Portfolio Steering Committee meets weekly to consider matters outlined in its Charter, including the alignment of technology initiatives with the Group's overall business strategy, the prioritisation and review of projects, risks, and general technology-related matters. The Committee ensures that disaster recovery plans and business continuity arrangements are tested on a biannual basis to ensure ongoing resilience and operational readiness. The Committee has regular engagement with Exco to feedback on IT matters.

The Group IT Risk Forum meets regularly to consolidate and evaluates Group-wide IT risks, drives coordinated mitigation and ensure alignment with the broader Group risk management framework.

The Enterprise Architecture Board approves solution architectures, drives standardisation and ensures that proposed solutions support the Group's strategic goals.

The Information Security Forum oversees and strengthens the Group's information security posture, including the review and execution of the annual IT security plan, and monitors emerging threats and security initiatives.

The IT teams are responsible for the following core functions, amongst others:

- Application development and support.
- Data and information.
- Technology infrastructure and support.
- IT security and governance.
- Enterprise architecture and integration.
- Project management office.

Several policies govern what constitutes the appropriate use of IT resources and infrastructure. They include rules for using the internet, email, company systems, buying and disposing of IT equipment and creating passwords.

Technology projects for 2026

In 2026, the Group undertook a review of its Technology Governance Framework to ensure alignment with King V principles and the evolving maturity of our IT operating model. This resulted in updates and enhancements to the framework that modernises our structure, clarifies accountability and better aligns governance with how Group IT operates.

As part of this update, the Information Security Forum will be collapsed and replaced with the Information Security and Compliance Board, which provides oversight of information security governance, risk, compliance, vulnerabilities, and related policies. In addition, the Data and Information Governance Forum was introduced to govern data ownership, data quality, architectural standards, and regulatory compliance.

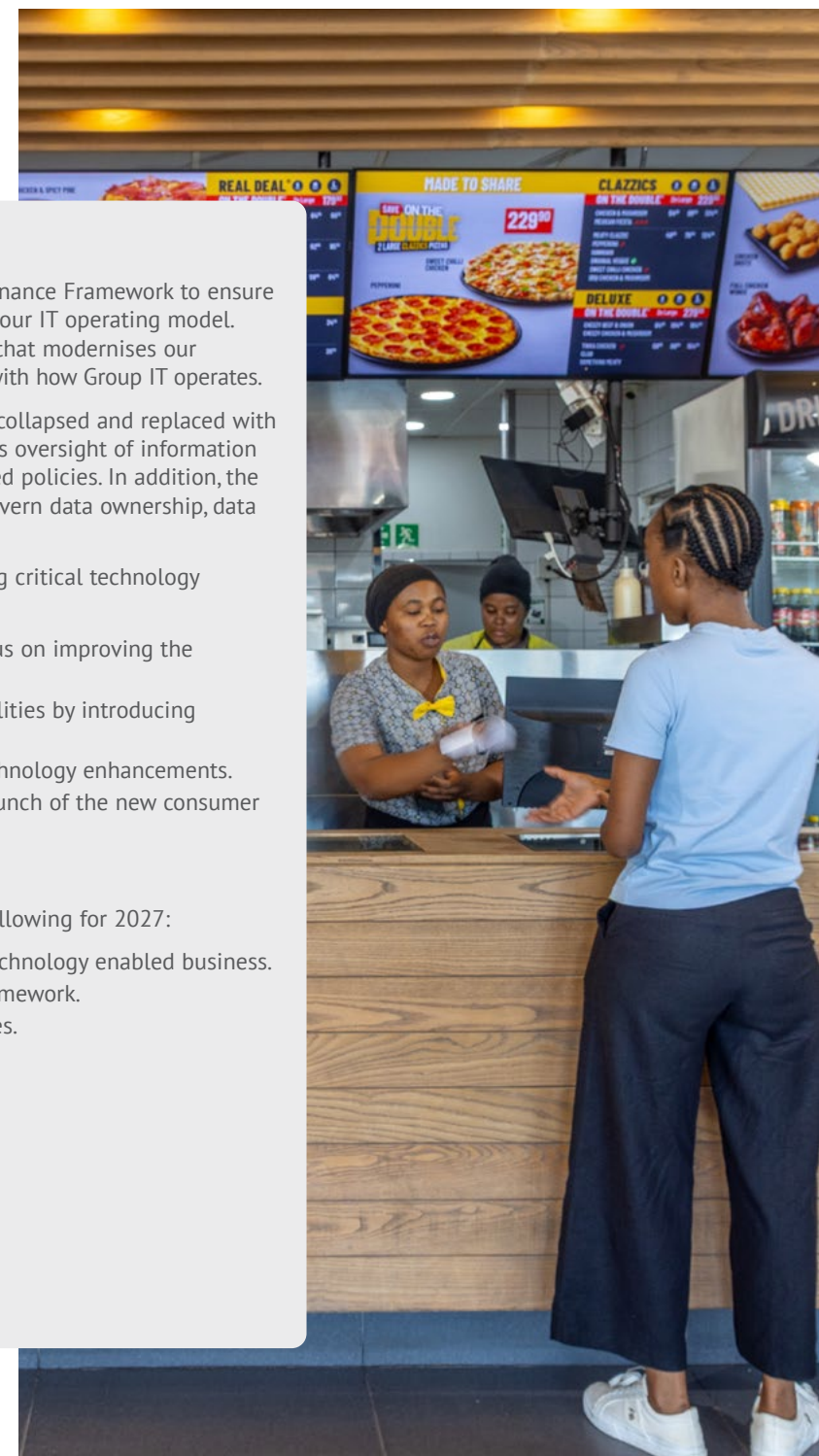
In 2026, the Audit and Risk Committee monitored the following critical technology projects:

- The implementation of the 2026 IT security plan, with a focus on improving the cybersecurity profile in key African markets.
- Building our data analytics and business intelligence capabilities by introducing best-practice data warehousing.
- Improvement of data resiliency by implementing backup technology enhancements.
- Roll out of consumer-technology initiatives, including the launch of the new consumer engagement platform and payment gateway.

Read more on page 53

The Audit and Risk Committee will monitor and oversee the following for 2027:

- Ensure compliance with King V Principle 10 as we build a technology enabled business.
- Adoption and implementation of the new IT Governance Framework.
- Building of our data warehouse and management capabilities.
- Maintenance and maturing of the 2027 IT security plan.





Compliance and assurance

Our Legal Department ensures the Group complies with applicable legislation and regulations and anticipates upcoming regulatory changes.

Famous Brands has a comprehensive Legal and Regulatory Compliance Framework that maps relevant legislation across all its geographies and sets out the parameters for assessing and monitoring compliance. The Group is registered with the Compliance Institute of Southern Africa and receives regular updates on legislative developments. Compliance assessments and monitoring are supported by a dedicated compliance software tool, enhancing oversight and control.

The Legal Department provides regular reporting (monthly, quarterly, biannual and annual) to advise management on:

- New, or changes to, regulatory obligations.
- Potential problems and recommend remedial measures.

The Social and Ethics Committee oversees the Group's legal and regulatory compliance matters. In 2026, the committee considered, amongst others, the revised King V Code published in October 2025, the simplified JSE Listing Requirements and the implications of these changes on the Group

Read more on page 134

JSE LISTINGS REQUIREMENTS

The Board considered the following changes to the JSE Listings Requirements:

- Introduction of a **standalone corporate governance section within the JSE Listing Requirements** to clarify expectations for issuers.
- The introduction of **formal and independent fit and proper assessments** for all directors being considered for election and re-election to the Board.
- Reduced **shareholder approval thresholds** for share issues and buybacks (from 75% to 50%) to align with international practice and support more flexible capital raising.

DATA PROTECTION COMPLIANCE

We have established processes and procedures to maintain ongoing compliance with POPIA in SA and data protection legislation in other territories, monitoring adherence through Data Protection Agreements (DPAs), employee training, and regular reviews. Data protection measures have been implemented across all SADC and AME operations, including comprehensive training programmes. These initiatives are supported by a Retention of Records Policy. Each South African subsidiary has appointed POPIA Information Officers, all of whom are registered with the Information Regulator.

PROMOTION OF THE ACCESS TO INFORMATION ACT (PAIA)

We reviewed and updated our PAIA manual. There were no PAIA information requests recorded for 2026.

EXTENDED PRODUCER RESPONSIBILITY

South Africa's Extended Producer Responsibility regulations came into effect in 2021. Famous Brands has registered with various producer responsibility organisations and is paying over levies as per the schedules.

Read more on page 95

NOSA COMPLIANCE

Famous Brands achieved 100% NOSA compliance across the Supply Chain, with seven sites achieving five-star grading, three sites achieving 4-star grading and one reaching NOSCAR status.

FOCUS AREAS FOR 2027

Our planned future focus areas include:

- Continuous improvement on NOSA audits, including franchising training centres.
- Regulatory compliance assessments across the Group.
- Implementation of compliance methodology and plan.
- Implementation of Companies Amendment Act provisions, which came into effect 22 May 2026.
- Implementation of King V™.





Compliance and assurance *(continued)*

Combined assurance

The Audit and Risk Committee supports the Board in implementing the combined assurance model across the Group. The Committee monitors Famous Brands' internal control system, which is designed to assess, manage, and offer reasonable assurance against significant misstatement and loss. The Audit and Risk Committee works with the Group Risk Executive to ensure that risks and opportunities are accurately recognised, evaluated and quantified. Divisional management supports the Board through the Group Risk Forum.

The Group's combined assurance model enhances assurance from management and internal and external assurance providers, while fostering a strong ethical environment and mechanisms to ensure compliance.

The Internal Audit and Risk departments ensure adequate controls are in place. The external auditor, KPMG, evaluates key controls and accounting matters during the annual audit process.



INTERNAL AUDIT

In 2026, Famous Brands conducted 15 internal assurance audits across the Group (2025: 14). Internal resources were responsible for 60% of these audits (2025: 71%). These audits were conducted in accordance with the revised Global Internal Audit Standards that came into effect in January 2025.

The audit approach for the year focused on Supply Chain, subsidiaries, central finance, cybersecurity, fleet management and human resources.





Audit and Risk Committee report



Busisiwe Mathe
Chairman

Attendance and composition

Members

B Mathe (Chairman) (4/4)

TF Mosololi (4/4)

F Petersen-Cook (4/4)

Invitees

CEO

Group Financial Director

Chairman of the Board

N Halamandaris

Group Risk Executive

Group IT Executive

Internal Audit Manager

Company Secretary

Representatives from KPMG Inc (external auditor)

Relevant skills profile of members

Committee members are highly skilled in finance, accounting, audit and risk, and IT.

The Committee oversees the integrity of financial reporting, the effectiveness of internal controls and risk management across the Group. This is to ensure long-term sustainability, regulatory compliance and investor confidence, thereby preserving and creating value for all stakeholders.

Mandate

The Audit and Risk Committee assists the Board in discharging its oversight responsibilities, including safeguarding the Group's assets, ensuring robust risk management and control processes, and preparing financial statements in compliance with all applicable legislation and regulations. This includes overseeing technology governance, including artificial intelligence, other emerging technologies and the Group's data management and analytics capabilities.

Focus areas for 2026

GENERAL

- Considered the strategic rationale for the share buyback programme, ensuring financial soundness, compliance with regulatory requirements and disclosures.
- Reviewed the Group's refinancing arrangements.
- Reviewed and approved the Committee Charter.
- Reviewed and recommended the consolidated financial statements and IAR to the Board for approval.
- Reviewed and approved an updated Limits of Authority Framework.
- Reviewed the outcomes of the committee evaluation and undertook to implement all recommendations.
- Reviewed the annual work plan.
- Reviewed and recommended the Group's 2027 budget to the Board for approval.

ANNUAL ASSESSMENTS

The committee received feedback on an internal assessment conducted on the skills, expertise and resourcing of the finance function, was satisfied with the overall adequacy and appropriateness of the function and identified areas for improvement. The committee further reviewed the expertise and experience of the Group Finance Director, Nelisiwe Shiluvana, and was satisfied with the appropriateness thereof. In evaluating the finance function,

including considering the input of the senior finance team during a closed session with the auditors, the committee concluded that:

- the finance function's management philosophy and control environment were consistent;
- management of the finance function has provided the required guidance to operations during the year;
- the organisational structure of the finance function has the required authority and responsibility that promotes accountability and control; and
- the finance function had properly applied accounting principles in the preparation of the financial statements and the accounting of complex and non-routine transactions.

In a closed session with the auditors, the Committee reviewed and considered the following assessments:

- The Group Financial Director.
- The Finance function.
- The Head of Internal Audit.

Overall, the Committee confirms that it is satisfied with the expertise and competency of the Group Financial Director and the Finance function and has identified areas for improvement. The Committee found that the Head of Internal Audit was knowledgeable and provided strong leadership to the department. The Chairman of the Committee provided feedback directly to the parties concerned.



Audit and Risk Committee report *(continued)*

FINANCIAL STATEMENTS, ACCOUNTING PRACTICES AND OTHER FINANCIAL MATTERS

- Reviewed the assessment prepared by management of the Group's going concern status and made recommendations to the Board. The Committee concurred that the adoption of the going concern is appropriate for the preparation of the AFS and interim financial statements.
- Reviewed the financial covenants applicable to the Group based on the lending and capital structure, which were found to have been appropriate and complied with.
- Considered matters raised relating to financial reporting and accounting practices, internal audit, contents of the Group's and the Company's financial statements, internal financial controls, and any related matters.
- Reviewed and recommended the consolidated and company financial statements and IAR to the Board for approval.
- Reviewed the processes for reporting matters relating to financial reporting and accounting practices, internal audit, contents of the Group's and the Company's AFS, the IAR, internal financial controls and any related matters and agreed-on matters that required improvement. The Committee can confirm that there were no matters of concern noted.
- Reviewed and recommended the press release, short-form announcement, interim results and AFS to the Board for approval.
- Considered accounting treatments, significant unusual transactions and key accounting judgements.
- Considered the reports of the internal auditors on the Group's systems of internal control, including financial controls, business risk management and maintenance of an effective internal control system.
- Received assurance from management that proper and adequate accounting records were maintained, and the systems safeguard the assets against unauthorised use or disposal.
- Reviewed the Group tax report.
- Considered the JSE Proactive Monitoring Report dated 4 November 2025 and assessed how the issues raised impact the Group's financial statements.
- Reviewed and recommended to the Board management's submission for the dividend declaration.

- Reviewed and recommended the assessment performed by management for the share buyback programme to the Board.
- Noted that two IFRS sustainability disclosures standards on sustainability-related financial information (IFRS S1) and climate-related disclosures (IFRS S2) were not mandated in South Africa.
- Noted that IFRS 18 *Presentation and Disclosure in Financial Statements* would replace IAS 1 *Presentation of Financial Statements* and would be effective from 1 January 2027, with earlier application permitted and retrospectively applied.
- Reviewed and approved the Group's 2026 accounting policies.

The Committee is of the opinion that there were no material breakdowns in internal controls, including financial controls, business risk management and the maintenance of effective material control systems.

EXTERNAL AUDIT

- Considered the quality controls and processes of the external auditor, specifically, audit quality reviews conducted over the designated auditor, including those performed by the Independent Regulatory Board for Auditors (IRBA) as part of its routine review process in terms of the Auditing Profession Act.
- Considered the appropriateness of the other auditors engaged to perform audits within the Group, being D.R.E & Co. Chartered Accountants in the UK and PKF Botswana and deemed them appropriate.
- Reviewed the external auditor's report on the consolidated and Company AFS and key audit matters.
- Approved the proposed audit fees for the year under review.

Our external auditor was appointed in 2020, and the Committee is of the opinion that the firm remains independent. Our lead external audit partner was appointed in July 2024. A policy and controls are in place to address the provision of non-audit services from the external auditor. The Committee has executed its responsibilities, conducting the required assessments in terms of paragraph 5.7(h) of the JSE Listings Requirements.

INTERNAL AUDIT AND INTERNAL FINANCIAL REPORTING CONTROLS

- Reviewed and approved the internal audit business plan and budget.
- Performed the annual review and approval of the Internal Audit Charter.
- Reviewed the internal audit reports and processes.
- Reviewed the ongoing commitments to ensure that the CEO and Group Financial Director can make a positive statement on the adequacy and effectiveness of internal financial reporting controls.
- Oversaw the ongoing drive to improve internal financial reporting controls, focusing on revenue and tax.
- Reviewed progress by management in adopting the new Global Internal Audit Standards.

RISK MANAGEMENT

- Evaluated and reported on the effectiveness of risk management controls and governance processes to the Board.
- Reviewed and approved the risk management business plan and budget.
- Performed the annual review and approval of the Risk Management Charter.
- Reviewed the Group risk register, IT governance and the progress made to close insurance gaps.
- Monitored the implementation of the 2026 IT security plan.
- Reviewed and considered changes to legislation and regulations that could have an impact on the Group.

OVERSEEING RISK MANAGEMENT IN 2026

The Committee supports the Board in overseeing the Group's principal risks, monitoring the effectiveness of mitigation actions, and identifying emerging risks. Based on our 2026 review and ongoing oversight, we are satisfied that the Group's risk management and internal control systems are operating effectively. This year, the Committee focused on:

- Providing ongoing oversight of the annual budget, with a focus on cost containment in light of anticipated economic pressures and the impact of foot-and-mouth disease on input costs, particularly beef prices. This required monthly monitoring and understanding the cost levers we could leverage.



Audit and Risk Committee report *(continued)*

- Reviewing initiatives to strengthen the internal control environment as the Group continues to advance its technology capabilities.
- Monitoring the evolving risk landscape, including heightened geopolitical and macro-economic risks.
- Overseeing technology governance in South Africa and other key markets, including initiatives to enhance cybersecurity maturity.
- Monitoring the accounting and auditing implications of the sustainability disclosure standards: IFRS S1 and IFRS S2. We continued to evaluate our ESG and climate-related risks and response, including encouraging coordination between the Finance, Risk and Sustainability Functions.
- Monitoring developments in regulatory and reporting requirements, including those relating to King V and the JSE Listings Requirements. This includes JSE Listing Requirements related to auditing and the role of the Audit and Risk Committee.

Our regulatory compliance function is supported by our regulatory and compliance framework, our GRC tool and a specialised compliance software tool. This year, we expanded the scope of the GRC tool beyond the risk function to foster a Group-wide risk culture.

Cybercrime is a significant global risk, driven by increasingly sophisticated threats and the widespread adoption of digital solutions. The Committee is satisfied with management's delivery of the 2026 IT security plan, which enhanced cyber resilience as the business becomes more technology-enabled, ensuring that new risks are not unmanaged. The plan also focused on improving cybersecurity in key markets outside of South Africa.

The Group's Enterprise Risk Management Framework was updated to ensure alignment with evolving requirements, including King V. The review ensured that risks were appropriately identified and prioritised, assurance activities aligned with risk exposure, and adequate mitigation measures exist across all key risk categories. Specific attention was allocated to reviewing our risk appetite and enhancing our combined assurance model.

Our Internal Audit function has matured through the adoption of smart auditing techniques, including greater reliance on continuous auditing, including data-based approaches rather

than sampling. The Committee has encouraged our Internal Audit and external auditors to adapt to a more technology-enabled environment and evolve their audit methodologies accordingly.



Read more about our combined assurance model on page 130 and our risk management process on page 34.

SHARE BUYBACK AND CAPITAL STRUCTURE OVERSIGHT

The Committee deliberated on the programme's implications for the Group's solvency and liquidity. The Committee also evaluated the Group's debt refinancing arrangements and their impacts on our finances and covenants..

COMBINED ASSURANCE

The committee is satisfied that the Group optimised the assurance coverage obtained from management, internal and external assurance providers. The committee is satisfied that the various internal and external assurances obtained, together with related systems and procedures, are effective in achieving an effective internal control environment and supporting the integrity of internal and external reports.

GOING CONCERN

The Committee conducted monthly budget reviews, assessing actual performance against forecasts and overseeing expense management. It further considered management's going concern assessment and the Group's outlook, considering elevated geopolitical volatility, constrained market conditions, debt obligations and working capital requirements. Based on the information available at the time of approving the annual financial statements, the Committee is satisfied that the Group remains a going concern.

PRIORITIES FOR 2027

The most significant change to the committees mandate in 2027 is the implementation of King V requirements, particularly in respect of data, information and technology governance. While the Committee previously oversaw technology governance, this oversight was limited to the King IV requirements.

King V requires oversight over the acquisition, development, use and distribution of emerging innovative and disruptive technologies including artificial intelligence. The committee needs to satisfy itself and the Board that ethical, legal and

operational risks associated with the use of emerging, innovative and disruptive technologies are effectively managed and addressed. Under King V technology governance is elevated from a technical matter to a core strategic responsibility of the Board. This is important as the Group continues its consumer facing technology journey and exploring innovative technologies to drive efficiency in the business.

Our focus areas are:

- Monitoring the assessment performed by management on the impact of the IFRS 18 standard on the Group, including disclosure requirements.
- Continued close monitoring of performance against the budget and cost containment measures.
- Monitoring management's response to geopolitical risks, which could play out in higher inflation, Rand volatility, supply chain disruptions and higher costs for imported equipment.
- Monitoring the application of the approved revised Enterprise Risk Management Framework, including the risk appetite and combined assurance model.
- Expanding the scope of our technology governance oversight to include artificial intelligence, other emerging technologies and data management in line with King V.
- Reviewing measures implemented to enhance the internal control environment given the increased digitisation, automation and system changes.

CONCLUSION

After reviewing all material factors and key audit matters, the Committee recommended the AFS for the year ended 28 February 2026 to the Board for approval. The Board subsequently approved the AFS and IAR, which will be presented for discussion with shareholders at the upcoming AGM. The Committee is satisfied that it has met its responsibilities under its terms of reference for the year.

I will be available at the AGM to answer any questions regarding the Committee's activities.

Busisiwe Mathe
Chairman

19 June 2026



Social and Ethics Committee report



Alex Maditse
Chairman

Attendance and composition

Members

AK Maditse (Chairman) (4/4)
DP Hele (4/4)
N Halamandaris (4/4)
B Mathe (4/4)
WP Mzimba (4/4)

Invitees

Group HR Executive
Group Supply Chain Executive
Group Risk Executive
Group Transformation and ESG Executive
Company Secretary
Group Financial Director

Relevant skills profile of members

Committee members are highly skilled in governance, risk, law and sustainability reporting.

Our focus on ESG performance strengthens our competitive position by promoting sustainable practices, encouraging diverse thinking and affirming our role as a responsible and ethical leader. The Committee plays an active role in ensuring that the principle of partnership and stakeholder interests are considered in decision-making to support transparent and balanced outcomes.

Mandate

The Social and Ethics Committee supports the Board in discharging its oversight responsibilities regarding how the Group does business according to its values, ethical standards and social responsibility. As per the Companies Act, the Committee's duties include overseeing social and economic development, good corporate citizenship, the environment, health and public safety, consumer relationships, and labour and employment.

The Committee, assisted by the Social and Ethics Working Group (comprising Group executives), considers best practices recommended by the Institute of Directors South Africa. We also follow King IV, the Companies Act, the 10 Principles of the United Nations Global Compact and relevant legislation related to fraud and corruption, workplace matters and the environment.

Oversight areas

At Famous Brands, we consider social and ethics matters in five major categories, namely:

- Social, health and the environment.
- Governance and compliance.
- Human capital and employment equity.
- Preferential procurement.
- Community development and CSI.

Focus areas for 2026

The Committee and the Social and Ethics Working Group worked on the following matters:

GENERAL

- Reviewed and approved the Committee Charter and annual Committee workplan, including King V considerations.
- Reviewed and accepted management's feedback (based on relevant legislation and best practice) regarding the Group's activities relating to:
 - Social and economic development.
 - Good corporate governance.
 - ESG matters.
 - Consumer relationships.
 - Labour and employment.
- Reviewed and recommended non-financial disclosures contained in the IAR to the Board for approval.

SOCIAL, HEALTH AND THE ENVIRONMENT

- Reviewing performance against the health and safety framework, which focuses on leading indicators.
 - Reviewing safety reports related to injuries and near-miss incidents.
 - Monitored enhanced food safety measures across the business against the food safety effectiveness system.
 - Monitored our health and safety procedures against globally accepted best practices.
- Monitored performance against our ESG framework and selected SDG targets. Key ESG projects include:
 - Measures to monitor and improve our water and electricity consumption and report this data.
 - Potential water recycling projects at our water-intensive plants.
 - More environmentally friendly packaging options.
 - Initiatives and partnerships to reduce food waste.



Social and Ethics Committee report *(continued)*

GOVERNANCE AND COMPLIANCE

Read more on page 129.

Noted the implementation of the GRC tool to improve compliance across the Group.

- Monitored POPIA compliance and increased POPIA awareness among employees and the actions taken to improve consumer data protection compliance in other markets.
- Approved the revised Supplier Code of Ethics.
- Monitored the Group's compliance with the Extended Producer Responsibility legislation.

HUMAN CAPITAL AND EMPLOYMENT EQUITY

Read more on page 104.

- Reviewed and reported to the Board on the Group's employment equity performance relative to the Group Employment Equity Plan, which was set out in the annual Employee Equity Report submitted to the Department of Labour.
- Monitored the progress of ethics training across the Group.
- Whistle-blowing cases monitored and investigated.
- Noted results of the annual employee survey (Voice your View).

PREFERENTIAL PROCUREMENT

Read more on page 109.

- Oversaw implementation of the Group's transformation strategy, including enterprise and supplier development projects and preferential procurement.
- Reviewed and reported to the Board on the Group's detailed B-BBEE strategy, targets and budget, and progress made aligned to the scorecard.

COMMUNITY DEVELOPMENT AND CSI

Read more on page 114.

Approved the Group's CSI activities and updated the Board on existing CSI projects.

Monitoring performance against the ESG Framework

We monitored the Group's implementation of the ESG Framework, introduced in 2024, and its performance against the selected SDG targets. The framework, which measures our contribution to three primary and three secondary SDGs, is well-suited to the business and directs focus toward key ESG priorities, namely environmental sustainability, social responsibility and corporate governance. As a Committee, we take a forward-looking approach, challenging management to thoughtfully engage with sustainability issues.

In October 2025, the Committee reviewed the five-year SDG targets (2027 to 2031) and recommended these for Board approval. We noted that targets were easier to set given the availability of historical data and clearer definitions. The SDG targets align with the Group's Corporate Strategy and are both ambitious and realistic.

ENVIRONMENTAL SUSTAINABILITY

We are satisfied with our environmental performance in 2026 and have effective strategies in place to reduce energy consumption, manage food waste and prioritise more sustainable packaging. Lowering water usage, particularly at water-intensive facilities, remains a key challenge, largely due to the significant capital investment required for recycling initiatives. Here, we challenged management to find alternative solutions, including other technologies and options and funding models. Water recycling and conservation remain critical, especially considering the Group's focus on bolstering its water resilience.

We also guided management on the Group's pathway to net zero and performance against our GHG emissions reduction targets. Our GHG emissions increased during the period, primarily reflecting operational factors relating to plant performance and machinery use.

All our brand packaging materials are 100% recyclable, biodegradable or compostable. Here, we need to set new packaging ambitions to continually improve our environmental performance. There is also a balancing act; sustainable packaging can be significantly more expensive, raising the costs for franchise partners and consumers. We need to protect our margins while doing what is right.

In the future, we may consider linking a broader range of ESG targets to executive remuneration, which could further drive performance.

SOCIAL RESPONSIBILITY

Social responsibility at Famous Brands focuses on our work environment, transformation, CSI and health and safety practices. We are confident that the Group offers an attractive and inclusive work environment, and our employee retention and engagement statistics for 2026 support this.

We are pleased to maintain our Level 1-BBEE status, a testament to considerable efforts across the B-BBEE scorecard pillars. Strong progress has been made with employment equity, the YES Programme, including the absorption of YES graduates, and with our enterprise and supplier development projects. The range of suppliers supported by these projects has expanded over the years, making a meaningful difference to Black-owned small businesses while also enriching our supplier base. Diversity at senior levels remains a challenge, including gender representation on the Exco. While there is progress at lower levels, the pipeline needs strengthening.

Our CSI initiatives are strongly aligned with our brands and create meaningful community impact through long-term partnerships with CSI stakeholders. The Committee is advising management on ways to more effectively measure and understand the outcomes of our initiatives, enabling a comprehensive narrative of Famous Brands' community contributions.



Social and Ethics Committee report *(continued)*

Safety remains a key focus as we strive to maintain and improve our health and safety standards across the Group to protect employees, consumers and other stakeholders. This year, the Committee continued to oversee the Group's adherence to safety protocols and initiatives to entrench a culture of safety awareness. This includes monitoring performance against 11 leading indicators and our near-miss reporting system. We emphasise leading indicators, as they provide a proactive, predictive view of safety performance, supporting the identification of issues before they result in incidents.

While our overall safety performance is strong, improvement is needed in the SADC and AME regions, where our stringent targets are not yet being met. Challenges in these regions include road safety, particularly with motorbike deliveries. While we are introducing tools to monitor driver behaviour, for example, in-vehicle cameras, encouraging driver behaviour changes and defensive driving principles will have the greatest impact. Here, we encourage safe driving practices and ongoing driver awareness communications.



Read more about our ESG performance on page 84.

Monitoring ethics initiatives

Famous Brands has implemented robust mechanisms to ensure effective ethics oversight and to empower employees to identify and address ethical breaches. The Group has the following measures in place:

- Published policies related to ethics are available on the Group's intranet.
- A whistle-blowing hotline is in place, together with channels to report unethical behaviour.
- Regular internal communications campaigns on topics related to our core beliefs and ethics.
- Ethics training for managers and executives.



Read more about our ethics approach on page 134

Priorities for 2027

While King V does not fundamentally change the statutory mandate of the Social and Ethics Committee, it significantly elevates and broadens its role from compliance-focused oversight to a more strategic, outcomes-driven function. The Committee's focus areas for 2027 are:

- Overseeing the Group's transformation strategy to maintain a Level 1 B-BBEE status or higher. This includes observing changes to the BEE landscape, including the potential introduction of a national transformation fund.
- Challenging management to consider expanding the employee wellness programme.
- Monitoring progress against the target set out in the ESG Framework.
- Overseeing the Group's net zero transition and providing guidance on appropriate GHG emission reduction targets.
- Monitoring safety performance, with an emphasis on leading indicators such as training completion rates, communications tools and adherence to safety protocols.
- Remaining abreast of new legislation and regulations, including potential changes to safety legislation in South Africa.

Conclusion

The Committee is satisfied that it has fulfilled its responsibilities under its terms of reference for the year. I will be present at the AGM to answer any questions regarding the Committee's statutory obligations.

Alex Maditse

Chairman: Social and Ethics Committee

19 June 2026





Investment Committee report



Fagmeedah Petersen-Cook
Chairman

Attendance and composition

Members

F Petersen-Cook (Chairman) (3/3)
CH Boule (3/3)
TF Mosololi (3/3)
WP Mzimba (3/3)

Invitees

CEO
Group Financial Director
N Halamandaris
Group Risk Executive
Company Secretary

Relevant skills profile of members

Committee members are highly skilled in investments, business strategy and finance.

As the Group's revenue comes under pressure in South Africa, we must invest in securing new sources of growth and carve out our savings and efficiencies in our operations. We take a risk-aware capital allocation approach and favour capital-light expansion outside of South Africa.

Mandate

The Investment Committee supports the Board in discharging its oversight responsibilities regarding the Group's capital allocation decisions. The Committee assists the Board in considering investment opportunities, approving acquisitions, disposals and capex, and reviewing the performance of previous investments.

Driving sustainable growth through strategic investments

OVERSEEING CAPITAL STRUCTURE OPTIMISATION INITIATIVES

The Committee devoted considerable time to developing the strategic rationale and understanding implications of the Famous Brands share buyback programme. The decision to implement a share buyback was ultimately a capital-allocation decision, and we determined it was an efficient use of capital. The Committee was clear that our objective was not to artificially support the share price.

The Committee, together with the Audit and Risk Committee, also oversaw the Group's comprehensive debt restructuring, negotiating improved funding terms, securing lower interest rates, and replacing secured debt with more flexible, unsecured facilities. The restructuring has significantly strengthened our balance sheet, supporting shareholder value creation.

Our focus areas for 2026

In 2026, the Committee evaluated and oversaw the following:

- Major capital optimisation initiatives, including the share buyback programme and debt refinancing.
- Continued investment in consumer-facing technology.
- Supply Chain investments aimed at unlocking further efficiencies and operational resilience.
- Investment opportunities outside of South Africa.
- Implications of King V and the JSE's proactive monitoring recommendations for the Committee Charter.



Investment Committee report *(continued)*

CONSUMER-FACING TECHNOLOGY INVESTMENTS

Consumer-facing technology has become critical in food service businesses as it directly shapes how consumers discover, order, experience and return to a brand. This year, we continued to invest in consumer-facing technologies, including enhancing our e-commerce capabilities, implementing a new, efficient payment gateway for franchise partners and launching a consumer engagement platform to improve how brands interact with consumers. At the store level, franchise partners benefit from the continued rollout of digital menu boards and self-service terminals. The strategic shareholding in Munch Software continues to offer advantages by aligning the Group's needs with the software provider's development roadmap.

Read more about our technology investments on page 53.

INVESTING IN A MORE RESILIENT AND COST-EFFICIENT SUPPLY CHAIN

This year, we marked the completion of Project Decade with the unveiling of the Midrand Cold Storage Facility in June 2025. Project Decade aimed to optimise our Logistics infrastructure to create a modern logistics platform capable of efficiently and cost-effectively servicing a significantly larger franchise network. We are pleased that our capital allocation decisions, including investing in a modern warehouse management system, are yielding positive results in both franchise partner satisfaction and operational efficiencies.

Our investment focus has shifted to our Manufacturing division, where we are taking a phased approach to manufacturing investments and favouring technologies that provide immediate cost savings and increased production capacity. Manufacturing technology is a key enabler of operational efficiency, including increased automation, higher production yields, reduced waste, and greater capacity. These enhancements benefit franchise partners and consumers while lifting the profitability of our Manufacturing division. In 2026, we approved capital allocation towards modern manufacturing equipment.

Ensuring operational resilience is a priority through additional solar installations and water storage capacity. This year, we deepened our understanding of our water resilience requirements. These include requirements for additional water storage and filtration requirements for our various manufacturing plants. We placed the planned water recycling project at the Famous Brands Cheese Company on hold due to the high capital requirements. We will pursue alternative technical solutions for water recycling at this plant.

Read more about our Supply Chain investments in the CEO's report on page 45.

INVESTMENT OUTSIDE OF SOUTH AFRICA

We have adopted a cautious, narrow approach to investment opportunities beyond South Africa's borders. This includes a focus on city-level opportunities rather than country-wide rollouts. While Africa has immense potential and several countries are experiencing high economic growth, citizens still tend to have low disposable incomes. This means we have increased the rigour of our evaluation of opportunities outside South Africa, including assessing the total addressable market size versus critical mass requirements for any new venture. The franchising model remains relatively capital-light, with risk shared across master licensees and franchise partners.

The acquisition of the Mauritius restaurants from a franchise partner, finalised in 2024, has delivered positive outcomes, including improved financial and operational stability and adherence to brand standards. As the Group does not intend to pursue a Company-owned model in Mauritius, the business was positioned for disposal, which was completed on 1 April 2026.

The Committee is positive about Malaysia's growth prospects under our master licence agreement with MESRA, rolling out QSR in Petronas forecourts given the country's strong economic performance.

CONSIDERING KING V IMPLICATIONS

King V has reinforced the importance of structured investment oversight and clarified the Investment Committee's role. This

includes a shift toward the Investment Committee being true value-creation guardians. King V has tightened governance expectations regarding the independence of committee members, related-party investment decisions, conflicts of interest and management's influence over capital decisions. We have considered King V's recommendations and believe that our Investment Committee does meet these more stringent requirements. King V requirements are now reflected in the Committee's Terms of Reference.

Priorities for 2027

Geopolitical developments, particularly conflict-related fuel price volatility, are expected to create a more challenging operating environment. While our South African business is now more resilient than it has been in the past decade, these external risks remain elevated. Our focus areas for 2027 include the following:

- Overseeing continued investment in consumer-facing technology.
- Monitoring further optimisation of our Supply Chain through incremental upgrades in manufacturing plants, where these are justified from an ROI perspective.
- Investing to ensure more resilient operations, including in the area of water security.
- Cautious evaluation of international expansion opportunities.
- Exploring growth opportunities in new food categories
- Oversee conclusion of hedging the refinanced debt.

Conclusion

The Committee is satisfied that it has fulfilled its responsibilities as per its terms of reference for 2026. I will attend the AGM to answer questions regarding the Committee's activities.

Fagmeedah Petersen-Cook

Chairman: Investment Committee

19 June 2026



Nomination Committee report



Chris Boulle
Chairman

Attendance and composition

Members

CH Boulle (Chairman) (4/4)

AK Maditse (4/4)

B Mathe (4/4)

Invitees

CEO

Company Secretary

Relevant skills profile of members

Committee members are highly skilled in governance, law and business strategy.

Succession planning at both the Board and executive levels remains a continuous focus. The Group benefits from stable leadership and a well-developed pipeline of potential successors for critical roles.

Mandate

The Nomination Committee ensures that the composition and structure of the Board and its Committees and the executive leadership team perform at their best to support the business and all stakeholders. The Committee also evaluates the overall performance of the Board and its individual members, and selects the best candidates for each Board seat.

Focus for 2026

The Committee reviewed and approved the annual workplan and Committee Charter. Our focus areas for 2026 included the following:

- Evaluated the impact of the Companies Act Amendments and King V on Board committee composition and confirmed that committees comply with these requirements.
- Considered Board skills gaps and broader diversity.
- Considered and approved a Director Nomination and Appointment Policy.
- Reviewed and approved the Securities Trading Policy.
- Assessed and recommended to the Board, the independence of long-standing Board members.
- Succession planning for Exco, including identifying successors and emergency cover.
- Considered the appropriate composition and rotation of Board members, as well as the composition of various Board Committees.
- Considered leadership structures by evaluating a schedule of subsidiary boards and directors, and approving director appointments to subsidiary boards.
- Evaluated the Board's performance and effectiveness.
- Considered the independent fit and proper assessments required by the amended JSE Listings Requirements for new directors and directors nominated for re-election.

Priorities for 2027

The Committee will continue to evaluate Board succession opportunities, the independence of directors particularly for long-serving members, while maintaining oversight of executive succession planning and development. We remain committed to ensuring the Board operates at a consistently high level of effectiveness and performance.

Conclusion

The Committee is satisfied that it has fulfilled its responsibilities in accordance with its terms of reference for 2025. I will be present at the AGM to answer any questions regarding the Committee's activities.

Chris Boulle

Chairman: Nomination Committee

19 June 2026



8

Remuneration
report

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***An appetite for QSR that runs in the family***

Lijane Maselepo was first exposed to the QSR sector when his late father, Isaac, opened a Steers restaurant at his petrol station in Kwa Thema in 2000. Then in 2002, Lijane's brother, Thabang, opened another Steers restaurant. The performance of these two sites convinced Lijane to join the QSR sector. In 2005, he opened his Steers and Debonairs Pizza combo restaurant in Soweto. The combination of the two brands proved highly successful, and he rapidly expanded to additional restaurants across Soweto and the East Rand. Today, his business employs around 300 staff members, contributing to local economic development and job creation.

Q What challenges have you faced, and what keeps you going?

Over the years, our restaurants have endured numerous challenges, including recessions, COVID-19 lockdowns, the July 2021 riots and load shedding. Despite these obstacles, our recovery has always been slow but steady.

The strong customer acceptance of the brands, together with the ongoing support from Famous Brands, has ensured the business's sustainability. Famous Brands has a continual focus on training and brand consistency, and the Group's marketing capabilities are also a huge competitive advantage, not attainable by an individual operator. The introduction of self-service terminals has also made the customer experience that much better. We're moving to a more cashless society, and these terminals are right for the times.

Q What is the best part of being a franchise partner?

Being a franchise partner allows me to own my own business while operating with a proven framework. This significantly reduces risk and allows me to focus on daily operations. Building a business from scratch, by contrast, would take significant time and energy. I also have the opportunity to connect and share ideas with other franchise partners at annual conferences and ongoing communications. It's helpful to swap notes with people who really understand what you're going through.



"Customers know and trust our brands. They recognise the quality of the products we sell and the consistent customer experience we provide. Famous Brands has extensive marketing capabilities and a proven ability to adapt the product and messaging to customer preferences."



Remuneration at a glance

We seek to provide transparency on how executive pay aligns with the Group's strategy, performance and long-term value creation. Our remuneration approach in 2026 ensured fair, responsible and competitive pay and demonstrated accountability for performance-based remuneration decisions.

Landscape and eligibility

Fixed pay structure	Number of positions	Employment category	Variable pay structure
TCC = Base salary + medical insurance + retirement fund benefits	2	Executive directors	STI and LTI
	6	Exco	
	44	Senior management	
	184	Middle management	Discretionary bonus
		Other employees	
TCC per union agreement	1 139	Bargaining unit employees	13th cheque as per wage agreement

2 415 South African positions

(Includes permanent and temporary SA employees and excludes UK, SADC, AME and Associates)

Remuneration summary for 2026

- 100% 13th cheques for bargaining unit employees.
- 100% discretionary bonus pool allocation for administration employees' bonuses.
- 7% annual increase for bargaining unit employees and 5% for administration employees.
- Non-executive directors' fee increase of 5%.
- No malus or clawback provisions were triggered.

Important abbreviations and definitions

TCC: Total cost to company = Base salary + medical insurance + retirement fund + benefits

Base salary: TCC – medical insurance – retirement fund – benefits

STI: Short-term incentive

LTI: Long-term incentive

13th cheque: One month's TCC

SARs: Share appreciation rights

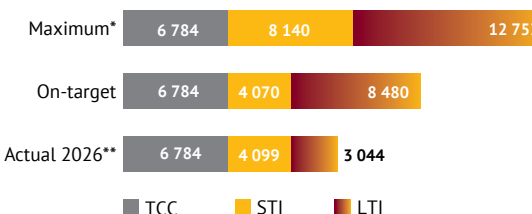
Executive directors: The CEO and the Group Financial Director

Executive Committee (Exco): For the purposes of the Remuneration Report, this excludes executive directors

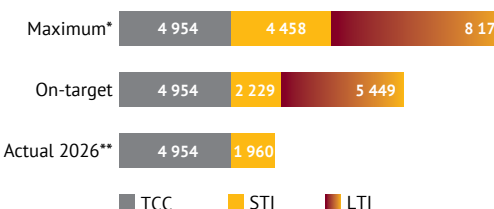
Executive management team: Includes the executive directors and Exco

Pay for performance: executive directors

CEO



GFD



* Maximum LTI is depicted as the Famous Brands annual award quanta. LTI on target is depicted as 50% of the maximum.

** Actual 2026 values represent earnings for the reporting period.

Compensation details are in the implementation report on page 160.

Financial indicators

EBIT Operating profit

HEPS: Headline earnings per share

ROCE: Return on capital employed

TSR: Total shareholder return

VWAP: Volume-weighted average price

WACC: Weighted average cost of capital



Background statement from the Remuneration Committee Chairman

The Committee has articulated the Group's remuneration philosophy to enable, recruit, motivate and retain staff who are committed to the Group's performance drivers of excellence and efficiency. As part of the process, roles were redefined, and job grading was reviewed, followed by benchmarking. Remuneration decisions are guided by principles of fairness and transparency, reinforcing the Group's commitment to creating sustainable value for its stakeholders.



**Fagmeedah
Petersen-Cook**
Chairman

Attendance and composition

Members

F Petersen-Cook (Chairman) (3/3)

CH Boulle (3/3)

WP Mzimba (2/3)

Invitees

CEO

Company Secretary

Group Financial Director

Group HR Executive

Relevant skills profile of members

Committee members are highly skilled in business and strategy, legal, risk and governance and finance.

Mandate

The Remuneration Committee supports the Board in ensuring that the Group remunerates fairly, responsibly and transparently, and promotes sustainable value creation within its economic, social and environmental context. This includes assisting the Board in discharging its oversight responsibilities for all compensation matters, including reviewing all components of remuneration, proposing measures for the STI and LTI schemes, implementing relevant employee compensation policies, and ensuring alignment with market best practices and compliance with King IV™ and the Companies Act.

Focus areas for 2026

GENERAL

- Reviewed and approved the Committee Charter and annual committee work plan.
- Reviewed and approved remuneration-related disclosures in the IAR and AFS and the Remuneration Report for presentation at the AGM for purposes of passing non-binding advisory votes.
- Noted the movements in Famous Brands' B-BBEE scorecard related to employment equity.
- Considered feedback from shareholders on the 2025 Remuneration Policy and implementation report.
- Reviewed and approved the STI and Long-Term Share plan scorecards and targets for 2026.
- Appointed Deloitte to review our pay mix for key Leading Brands positions and provide recommendations to improve it.
- Reviewed reports based on Deloitte's benchmarking studies to review and adjust executive remuneration pay mix relative to the market page 143.
- Approved the Executive LTI allocations in line with the Long-Term Share Plan rules, and agreed not to allocate any restricted share grants.
- Considered the implications of King V™ on the committee's mandate and terms of reference.
- Noted a positive shareholder response to the share buyback programme.

NON-EXECUTIVE DIRECTORS' FEES

- Recommended a 5% increase in non-executive directors' fees for shareholder approval at the AGM.

EXECUTIVE PERFORMANCE AND PAY

- Reviewed the performance of the CEO and Exco for 2025 and set their scorecards for 2026.
- In consultation with Exco members, the 2026 scorecard was approved. The Exco members' scorecard applies similar principles to the CEO scorecard, with a focus on fiscal discipline and alignment with the three-year strategic objectives.

SUCCESSION AND EXECUTIVE DEVELOPMENT

- Reviewed the CEO, Group Financial Director, Group IT Executive and Group HR Executive succession plans.
- Noted management's proposed succession plan for executive and senior management roles.
- Oversaw the Leadership Development Programme to develop internal candidates for the CEO role.

The committee has adopted a continued focus on leadership development and succession planning. Key initiatives include mapping succession plans for key roles, identifying gaps and development needs and ensuring plans are in place for emergency cover. While strong progress has been made, some areas require further development.



Background statement from the Remuneration Committee Chairman *(continued)*

Our operating context

Our operating environment in 2026 was constrained, with consumers remaining under pressure despite moderating inflation. Within this context, our remuneration targets must be challenging yet achievable to motivate our people.

External considerations	Internal considerations
• Shareholder views and recommendations. • A constrained operating environment with low levels of disposable income. • The labour market and pay gap between executive management and other employees. • South Africa's skills shortages. • CPI and the rising cost of living. • Requests from bargaining unit representatives. • Market benchmarks for employees are premised on comparable job grades and selecting the appropriate peer group. • Benchmarks with similar attributes, including complexity, industry, size and geographic spread. • The potential maximum total remuneration that each executive could earn, benchmarked against the market at the 50th percentile.	• Cash flow management and cost leadership. • Alignment between roles, including between the CEO and Group Financial Director roles and between executive roles. • Skill shortages in the specialised areas of franchising, operations, marketing, POS and data and business analysis. • Implementing the legal requirements regarding equal pay for equal work. • Executive recruitment and succession planning considerations.

Remuneration focus areas for 2026

PAY MIX REVIEW

In May 2025, the committee engaged Deloitte's remuneration specialists to review the overall pay mix.

The revised pay mix, which was approved by the committee in February 2026, aligns more closely with market best practice and will be implemented in our 2027 financial year. The previous pay mix and incentive policy favoured LTI awards compared to STI awards. On average, the more prevalent market best practice weights STI and LTI equally. The revised pay mix provides a more evenly split pay mix between LTI and STI awards. This should help Famous Brands attract and retain top talent.

Gaps in remuneration below the Exco level were also identified and addressed to improve competitiveness and retention. Overall, the review found that Famous Brands does provide employees with market-related and competitive total packages.

Use of remuneration consultants

Where appropriate, the committee obtains advice from independent remuneration consultants, whom it appoints directly to ensure independence. The committee is satisfied that Deloitte acted with independence and objectivity and brings extensive experience in remuneration advisory.

SUCCESSION PLANNING

Succession planning is an ongoing priority, with the process having matured significantly over the past three years. The Board and the Nomination and Remuneration Committees have enhanced visibility into succession readiness across the Group.

We continue to broaden our leadership and succession initiatives to include a larger pool of high-potential employees, in line with our strategic focus on developing talent internally. This year, we expanded the pipeline of employees with leadership potential and introduced management assessment panels to evaluate leadership capability and readiness. These panels, comprising Exco members and their direct reports, meet regularly to monitor the development of identified successors. At a senior leadership level, succession planning is supported through the Leadership Development Programme, which aims to strengthen the succession pipeline for executive leadership roles, including the CEO position.

JOB GRADING

This year, we re-examined our job grading for Exco positions, both in terms of similar positions in the market and theoretical job grades based on the job profile. By using Deloitte's ExecEval™ benchmarking tool and job profiling against organisations of comparable size and roles, certain roles were regraded, for example, the Group Risk Executive.



Background statement from the Remuneration Committee Chairman *(continued)*

KEY DECISIONS

Focus area	Consequent decisions by the committee
2026 STI and LTI scorecards	KPIs and metrics for both STI and LTI were simplified.
Administration employees' annual increases	Approved a 5% increase for administration employees, effective 1 March 2025.
Administration employees' bonus pool	After considering the Group's financial performance, we decided to allocate a 100% bonus pool to administrative employees, which is higher than the 80% bonus pool allocated in 2025.
CEO's and Group Financial Director's increases	Approved a 4.5% annual increase for the CEO and an increase of 23% for the Group Financial Director.
Exco salary increases	Average of a 5% annual increase.
Malus and Clawback Policy	No malus and clawback conditions were triggered.
2020, 2021* and 2022* LTI vesting	360 330 shares purchased to settle shares due. - Value of vested shares: R22 532 285.

* The June 2021 and June 2022 SARS awards were without value and were therefore not exercisable.

Maintaining shareholder dialogue on remuneration

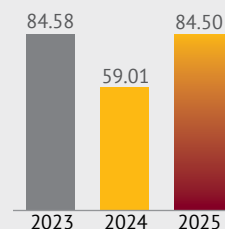
The committee seeks to set STI and LTI targets that are well-considered, appropriately challenging but achievable, and seek to align the interests of shareholders and management. The committee will continue to engage with shareholders to ensure that remuneration decisions are responsive, balanced and reflect the interests of all stakeholders.

The committee values ongoing engagement with shareholders to maintain a shared understanding of the link between the Remuneration Policy, performance and value creation. The Group has an established track record of engaging with shareholders on remuneration matters. For example, extensive engagements in 2022 and 2023 resulted in meaningful changes to the Remuneration Policy, the LTI rules and the STI scheme.

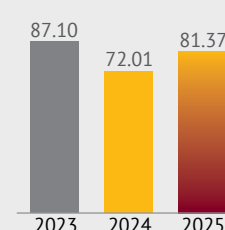
In our previous financial year, we actively engaged with shareholders because two remuneration resolutions did not receive the requisite 75% support at our July 2024 AGM. These engagements were productive and guided by these discussions, the committee has simplified KPI structures, removed performance metrics where supporting data was not sufficiently robust and focused on measures that are meaningful, measurable and aligned with financial outcomes.

At the July 2025 AGM, we received strong shareholder support for both the Remuneration Policy and the Implementation Report, demonstrating the success of our engagement. In April and May 2026, we held several engagements with shareholders to address their concerns and obtain inputs for key matters they wish to see covered in this Remuneration Report, including feedback on KPIs.

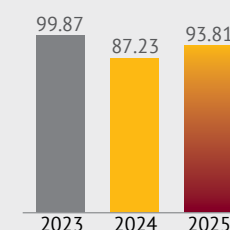
Remuneration Policy (%)



Implementation report (%)



Non-executive directors' fees (%)





Background statement from the Remuneration Committee Chairman *(continued)*

At our upcoming July 2026 AGM, shareholders must vote separately on our Remuneration Policy and Implementation Report. If either receives less than 50% shareholder support in terms of the new Companies Act amendments, the Group must table the revised Remuneration Policy at the 2027 AGM and the Remuneration Committee must stand for re-election. If the Remuneration Policy and Implementation Report are not approved at the following AGM, non-executive directors who are re-elected can remain as directors, but they cannot serve on the Remuneration Committee for a period of two years.

SHAREHOLDER QUESTIONS AND CONCERNS RAISED IN 2026

Shareholder feedback	Committee feedback and actions taken
Consulting services	
A shareholder sought clarity on the consulting services offered by non-executive directors and on how conflicts of interest are managed.	Any consulting services offered by non-executive directors will be considered only in extraordinary circumstances and subject to the prior approval of the Board. It is not usual practice to seek consulting services from non-executive directors. Famous Brands used consulting services from a non-executive director only once over the past five years. This was to assist with the timely finalisation of the AFS in May 2021, following the difficult and extraordinary challenges posed by COVID-19 restrictions. Any potential conflict is managed through strict oversight by the Board, and the non-executive director would not participate in their appointment or in any decisions arising from their work.
2026 LTI	
A shareholder regarded the down-weighting of ROCE's weighting in favour of HEPS as unfavourable. A focus on earnings (HEPS) and less on returns (ROCE) may incentivise management to grow earnings in ways that are not capital-efficient, undermining shareholder returns.	The committee carefully considered the relative metrics and their weightings in the LTI and STI, following shareholder engagement. Based on the feedback received, the committee revised the weightings for TSR (which comprises relative TSR vs a peer group and absolute TSR based on cost of equity and ROCE) upward from 45% overall to 50%, with ROCE increased from 22.5% to 27% for 2026. To balance the STI and the LTI, the HEPS weighting was reduced to 40%.

Shareholder feedback	Committee feedback and actions taken
2026 Group Scorecard	
A shareholder questioned the use of operating profit instead of revenue as a KPI. They also questioned the rationale for not including revenue as a financial performance metric.	The committee considered the metrics in the Group Scorecard relative to the individual executive scorecards and concluded that operating profit was a more appropriate measure in the overall Group Scorecard. Revenue, as a financial metric, discounts the importance of Leading Brands in the Group. Leading Brands' contribution to overall revenue is comparatively smaller than that of Supply Chain (R1bn v R6bn). If that is used as a metric, it dilutes Leading Brands' contribution to the Group's overall performance. Operating profit is more appropriate as Leading Brands contributes more than half of the operating profit. Like-for-like sales growth and system-wide sales growth, however, are included in the individual executive scorecards (which make up 30% of the CEO's score and 70% of other Group executives' scores).
Pay mix	
A shareholder requested more details on the loss of experienced skills in key functions, with the pay mix as a constraint.	Famous Brands' pay mix aims to achieve a balance between fixed pay and variable pay appropriate to the job level and performance, and in line with market practice. In 2026, Deloitte was commissioned to conduct a pay mix review for Exco. Then, in 2026, Deloitte was further commissioned to conduct a pay mix review of targeted positions for Leading Brands (below Exco). These are highly specialised, scarce skills (in operations, franchising, marketing and data analytics), and we have suffered losses of experienced personnel in these areas due to perceived inadequate fixed pay. This pay mix review was commissioned in May 2025 and was completed in June 2025. The review was approved by the committee in February 2026 and will be fully implemented in the 2028 financial year.



Background statement from the Remuneration Committee Chairman *(continued)*

Shareholder feedback	Committee feedback and actions taken
Succession planning	
A shareholder requested further insights into the Famous Brands succession process.	Succession planning is ongoing, but the process has matured considerably over the last three years, and the Board and Nomination and Remuneration Committee have a much better line of sight. Most key positions have internal cover, and there is mitigation in place for those without internal cover. There is also always the option to recruit externally. However, Famous Brands focuses on developing internal talent.  Read more on page 143.
Bonus pool for administration employees	
A shareholder requested information regarding the impact of the decreased bonus pool for 2025 on administration employee morale.	The reduced bonus pool (80% instead of 100%) in 2025 did impact the morale of administration employees. This was reflected in the Voice your View engagement scores for 2025. However, employees are aware of the Group's financial constraints due to regular employee updates. In 2026, the committee approved a 100% bonus pool for administration employees.
Benchmarking for Group Financial Director	
A shareholder requested details on the benchmarking for the Group Financial Director and clarity on whether the benchmarking was completed using the same companies in the comparator group used for TSR.	The benchmarking comparator group used was very close but not exactly the same as the group used for the TSR. As advised by Deloitte, the committee broadened the comparator group to include other listed companies of a similar size.
TSR comparator group	
A shareholder questioned why Tiger Brands Limited was included in the TSR comparator group, but not AVI Limited and the Spar Group Limited, given the similarities in business model.	AVI Limited was not included due to its fashion businesses, and the Spar Group Limited was excluded as it is considered a classic retailer with significant international exposure at the time. The list remains open to review annually.

OTHER STAKEHOLDER CONSIDERATIONS

In South Africa, the Companies Act requires public companies to adopt a remuneration policy to promote transparency and accountability in executive compensation. This supports alignment between executive and shareholder interests and contributes to a more transparent and accountable corporate environment.

King V™ emphasises that the Board must ensure remuneration is fair, responsible and transparent, and supports sustainable value creation within the Group's economic, social and environmental context. This introduces a broader stakeholder lens that extends beyond a purely shareholder-focused approach.

The Group recognises that sustainable value creation depends on meeting the needs of a broad range of stakeholders. Accordingly, the 2026 Group Scorecard incorporates measures that reflect value delivered to our stakeholders:

- Our B-BBEE status, management target for employment equity and enterprise and supplier development performance demonstrates our contribution to transformation and upliftment in the communities we serve.
- Our focus on reducing our incidents on duty highlights our commitment to excellent health and safety standards and protecting our workforce.

Our ESG measures, including initiatives to reduce GHG emissions, enhance water management and minimise food waste, reflect our commitment to preserving South Africa's natural environment.

Remuneration and the Companies Act Amendments

The Companies Act Amendment provisions related to remuneration are now effective, and therefore we have disclosed the following in our implementation report:

- Total remuneration of the employee with the lowest remuneration.
- The average remuneration of all employees.
- The median remuneration of all employees.
- The remuneration gap, or pay ratio (the difference between the top 5% and the lowest 5% of employees).

 Read more on page 162.



Background statement from the Remuneration Committee Chairman *(continued)*

Priorities for 2027

The committee aims to ensure alignment between remuneration, performance and shareholder value. Our priorities for 2027 include:

- Maintaining continuous dialogue with shareholders to understand and address their concerns regarding remuneration.
- Reviewing and refining KPIs, considering shareholder feedback and employee motivation. This includes how we position stretch versus the threshold targets.
- Overseeing the implementation of the revised pay mix and incentive structures.
- Ensuring management is appropriately incentivised in a difficult operating environment.
- Overseeing our succession planning initiatives, including the Leadership Development Programme, to develop a succession pipeline for senior executives, including the CEO.
- Overseeing wage negotiations with our bargaining unit employees.
- Where required, conducting peer benchmarking of our remuneration levels and practices to ensure that our decisions regarding remuneration and related matters are well-informed.

Conclusion

I confirm that the committee is satisfied that it has fulfilled its responsibilities in accordance with its terms of reference for 2026. I will be present at the AGM to answer any questions regarding the committee's activities.

Fagmeedah Petersen-Cook

Chairman: Remuneration Committee

19 June 2026





Remuneration Policy

The Remuneration Policy aims to align the interests of executives and employees with those of shareholders in delivering the Group's strategy. Through this alignment, the Group aims to create value for all stakeholders. The Policy is subject to ongoing review and refinement.

Our remuneration philosophy

Our Remuneration Policy, setting out the Group's remuneration principles and practices, applies to all employees. It provides a high-level guideline for implementing the Group's remuneration strategies and designing and managing remuneration processes.

The policy was designed around the following themes:

- Support for the business strategy, objectives and long-term interests of Famous Brands and its stakeholders, aligned with the Group's core beliefs.
- Maintain a competitive reward system to attract, motivate and retain high-performing individuals, including through industry-competitive packages.
- Apply consistent and responsible business and remuneration practices, sound and effective risk management and governance.
- Develop performance metrics that are both demanding and sustainable, covering all relevant aspects of the business.

The policy also considers King IV™ (principle 14), the Companies Act 2008, the Basic Conditions of Employment Act 1997, the Employment Equity Act 1998, and other applicable legislation.

The Remuneration Committee's mandate  page 142 is to assist the Board in discharging its oversight responsibilities relating to all compensation matters.

THE USE OF REMUNERATION CONSULTANTS

Where appropriate, the committee can obtain advice from independent remuneration consultants. The committee employs and engages with them directly to ensure independence. The committee reviews the consultants' independence annually.

The committee typically engages consultants to perform the following services:

- Job evaluation and organisational design.
- Executive salary surveys.
- Review of the LTI and STI scheme, and benchmarking as needed.
- Advising on the Remuneration report for the IAR.

Key principles of the Remuneration Policy

Our people are our greatest source of sustainable competitive advantage. We aim to attract, motivate and retain a skilled workforce through fair, responsible, transparent and competitive remuneration.

The Remuneration Policy is in place to support our remuneration approach and is based on the following key principles:

- Reward, retain, and, where necessary, attract talent through fair, transparent and competitive remuneration.
- Reward short-term and long-term performance by linking STIs to operational, financial and other targets and LTIs to the achievement of Famous Brands' longer-term strategic objectives.
- Key focus areas are reflected in the scorecards of executive management and the annual performance evaluations for employees. Scorecards reflect key performance areas (KPA's) and the associated KPIs.
- We reward for value created, contribution and performance to ensure alignment with shareholder interests, balancing this across economic, social and environmental aspects.
- Employee rewards are influenced by individual and Company performance, and employees' contributions are recognised through a discretionary performance bonus.
- Bargaining unit employees are subject to the terms of wage agreements and are part of a "basic plus benefits" remuneration scheme.

FAIR AND RESPONSIBLE REMUNERATION

The remuneration principles are underpinned by a fair and responsible remuneration approach where:

- Remuneration must be free from any form of discrimination.
- Market benchmarking refers to the correct remuneration bands and levels with progression reflected for experience and accountability.
- Remuneration design and application must drive internal and external parity.
- All remuneration components are designed and implemented in accordance with applicable tax and regulatory requirements.
- Performance and value are defined and measured over the short-, medium- and long-term and protect our shareholders' interests.
- An overarching commitment to ethical and legally defensible remuneration practices.



Remuneration Policy *(continued)*

BENCHMARK METHODOLOGY

Famous Brands undertakes a total remuneration benchmark at least every two years, using reputable remuneration consultants. The one benchmark uses a database covering over 700 South African companies, extracting data from companies with a relevant job match. The second benchmark is from a specified comparator group of companies approved by the committee, which is available on  page 146.

PROPOSED CHANGES TO THE REMUNERATION PHILOSOPHY.

Certain job categories in the business have been experiencing high staff turnover and challenges retaining talent. These challenges resulted in having to review certain aspects of our remuneration philosophy to address the challenges that have persisted in the business for some time.

The proposed change is tweaking the bonus structure of the few identified frontline positions in line with the market. Currently all Admin employees except the executives receive their bonuses in December. The current maximum bonus for Admin staff is 120% of monthly salary, with 100% of monthly salary equating to a 13th cheque.

The proposed bonus changes, only for a few affected frontline positions (less than 10), are as follows:

- An introduction of a 2-tier scheme, while retaining the current bonus scheme.
- Increase the bonus structure of the C band and D band to a maximum of 15% and 20% of total cost to company, respectively.

The payment of the 2nd tier (additional) performance bonus will have the following parameters:

- The business achieving overall audited operating profit at the end of the financial year.
- Individual meeting their set performance criteria. Anyone with a "not met" annual performance outcome will not qualify for the performance bonus.
- Bonus pool will be funded by exceeding operating profit. Fifty percent of excess operating profit will be available to fund the pool. The value of the additional bonus will be capped at maximum bonus structure for C and D band.

Equal pay and gender equality

DEFINITION: EQUAL PAY

The principle of equal pay applies to work that is the same, substantially the same or of equal value (referred to as work of equal value) when compared to an appropriate actual comparator of the same employer.

This means that where comparable work is of equal value, employees performing such comparable work should be paid equal pay, provided that any differentiation between them is based on a prohibited ground of discrimination or on arbitrary grounds.

We focus on developing an equitable workplace. We commit to equal pay and gender equality in line with the JSE Listings Requirements and King IV™.

Famous Brands conducts an equal pay for equal value of work audit as part of the annual salary increase exercise in March each year. We track our equal pay across both genders as a KPI within our ESG Framework  page 82. As part of this process, we adjust salaries based on the outcomes.

In response to findings from the audit, salaries of the following gender and race groups were adjusted this year:

- | | |
|----------------------|---------------------|
| • 12 African females | • 1 Coloured female |
| • 14 African males | • 1 Indian male |

 Read more about our employees' remuneration for 2026 in our Implementation Report on page 160.

An overview of our remuneration components

The key components of remuneration at Famous Brands:

Total cost to company (guaranteed pay)		Variable pay		
Base salary	Medical insurance, retirement fund and benefits	Discretionary bonus/13th cheque	Short-term incentive	Long-term incentive

The remuneration structure for executives and employees in senior management positions comprises guaranteed (including benefits) and variable remuneration, collectively referred to as the pay mix. A different set of rules and guidelines is applicable to each remuneration component.



Remuneration Policy *(continued)*

PAY MIX

Famous Brands' pay mix aims to achieve a balanced mix appropriate for the job, level and performance and in line with market practice.

There is a balance between fixed and variable pay. For F-level positions (Executive Committee, the CEO and his direct reports), fixed pay accounts for about 51% of total remuneration, which is deemed sufficient to prevent employees from becoming overly dependent on variable pay.

This year, we completed a pay mix review for targeted positions within Leading Brands

page 154.

This pay mix ratio aligns with the market remuneration mix.

REMUNERATION LANDSCAPE AND ELIGIBILITY

	Employment category	Variable pay structure
TCC	Executive directors Executive committee Senior management	STI, LTI and legacy arrangements
	Middle management Other employees	Discretionary bonus
TCC per union agreement	Bargaining unit employees (Grades A1–B2)	13th cheque as per the wage agreement

TCC AND BONUS

Base salary

Salaries are reviewed annually in May and implemented following the release of audited financial results. The increase takes effect on 1 March of each year. Increases are informed by consumer price inflation (CPI) and business performance and adjusted upward or downward to recognise individual performance. Bargaining unit employee increases are based on two-year wage agreements and are processed in March.

The CEO makes recommendations to the committee regarding Exco's increases. The committee reviews the CEO's base salary.

The overall increase pool is expressed as a percentage agreed upon by the committee.

Performance measures for executives

Individual performance is evaluated on a scale of 1 to 5, where 1 indicates that expectations are not met and 5 indicates that expectations are exceeded. The performance rating determines the percentage of the CPI increase pool that an executive will receive. Performance is measured against specific KPIs approved by the committee.

Retirement fund

All Company-related funds are defined-contribution funds. Retirement funds vary depending on jurisdiction and legislation. Famous Brands optimises the tax efficiency of retirement funding and related benefits in each country, and any Company contribution is included in TCC.

Medical insurance

Medical funds vary depending on jurisdiction and legislation (some countries have national insurance). Any Company contribution towards a medical aid fund forms part of the total guaranteed package, in line with Company policy.

Benefits

Benefits are provided based on local market trends, ensuring overall competitiveness in the respective markets. Benefits can include life insurance, dread disease insurance, temporary and permanent disability lump sums and income benefits, accidental death insurance, funeral insurance, assistance with tax filing, cash in lieu of leave not taken (above legislated minimum leave requirements) and provisions under the executive travel guidelines.

Allowances

Allowances are linked to specific tasks, for example, a subsistence allowance for specific types of travel. Separate policies cover these types of allowances, or it is covered in the bargaining unit's recognition agreements. No discretion is applied.

13th cheque

The 13th cheque is part of guaranteed pay for bargaining unit employees and forms part of the wage agreement with the trade unions.

Long-service awards

All employees, except executives, are eligible for long-service awards.

10 years	R10 000
15 years	R15 000
20 years	R20 000
25 years	R25 000
30 years	R30 000
35 years	R35 000
40 years	R40 000



Remuneration Policy *(continued)*

Discretionary bonus

A bonus is provided based on individual performance, subject to the Company's performance criteria. It can only be up to 120% of one month's TCC, and a sliding scale adjustment is made to recognise individual performance. Performance ratings of less than 3 do not qualify for the discretionary bonus. This applies to all employees outside the bargaining unit parameters, but below the executive level.

SHORT-TERM INCENTIVES

The STI scheme, which applies to eligible executive-level employees, is designed to drive Famous Brands' short-term strategies, align with annual business plans and budgets, and ensure participants deliver on the year's key priorities. These have been designed to align with and deliver on the Company's and shareholders' interests. The STI incentivises and drives participants' motivation, helps attract and retain scarce human resources, and rewards superior performance.

The STI, where applicable, is paid in total in June each year.

How it is calculated

In 2023, the STI scheme rules were simplified and redesigned to remove the correlation between the weighted performance score and the amount of target STI earned. The scheme was redesigned so that the weighted performance score, ranging from 100% to 116%, determines the target payout, which falls between 100% and 200%. There is a payout of 50% of the STI threshold performance on the scorecard if achieved. The scheme incorporates leverage, with a maximum payout of 200% of the target.

The target STI is a targeted amount (a percentage of TCC) applicable to a person's Paterson grade. The actual STI earned depends on performance.

Target STI is determined by market-benchmarked targets and is regularly validated.

The performance score is determined by individual and Group/operational performance relevant to the individual's role, creating a line of sight between business performance and individual reward. These are weighted and collectively provide a weighted score for the individual. Before the start of each year, the Board approves KPAs and associated KPIs.

In this design, the following formula applies:



Group/Operations incentive factor



STI % of guaranteed pay linked to level

Level	Threshold If threshold is achieved, a 50% factor is applied	Target If target is achieved, a 100% factor is applied	Maximum If target is exceeded, a 200% factor is applied
F Upper (CEO)	30%	60%	120%
F Lower (Group FD)	22.5%	45%	90%
F Lower (Other)	17.5%	35%	70%
E	7.5%	15%	30%
D	5%	10%	20%

To drive line-of-sight principles, STI earnings are linked to areas where the executive is accountable and can influence. The percentages reflect the relative weighting of performance on the participant's ultimate combined scorecard.



Remuneration Policy *(continued)*

Relative weighting of performance (%)

Personal scorecards are conducted individually and contribute as set out below:

Position	Group	South African	Individual
CEO and Group FD	70		30
Other Group executives	30		70
SA divisional executives (including SADC and AME)		70	30

Rating	Score (%)	Outcome
1 or 2	0	No STI
3	100	
4	150	
5	200	Capped

Individual performance is reviewed on a scale of 1 to 5. Performance ratings of less than 3 disqualify a participant from the STI scheme.

The combined outcome of individual performance and performance against the KPAs and KPIs results in the actual percentage of target STI earned, which has a maximum cap.

The table below indicates how line of sight is achieved between combined performance and the individual's level of STI earned, supporting the principle of rewarding exceptional performance.

Scorecard outcomes	% of target STI	Scorecard outcomes	% of target STI
<50%	0	110%	110
50%	50	120%	120
60%	60	130%	130
70%	70	140%	140
80%	80	150%	150
90%	90	160%	160
100%	100	170%	170

The criteria for the Group portion of the STI calculation for February 2026 are set out below:

Key performance area	Weighting (%)
Financial performance	85
Transformation and ESG	15

THE GROUP SCORECARD

The Group Scorecard encompasses both financial and non-financial measures to evaluate overall corporate performance. Delivery against each pillar of the scorecard is reviewed by the relevant Board committee, with a formal recommendation submitted to the Remuneration Committee.

The final assessment of Company performance is made by the Remuneration Committee, taking these inputs into account and exercising its discretion regarding the overall quality of the year's performance.

The 2026 Group Scorecard is:

KPAs	Weighting (%)	Sub-KPA
Financial performance	85	
	65	HEPS in cents (c)
	20	Operating profit
Transformation and ESG	15	
	4	B-BBEE rating
	2	Management control (Employment Equity)
	2	Enterprise and Supplier Development
	2	Injury on duty (IOD)
	4	Meet sustainability targets set for year two of new five year plan as approved at Social and Ethics Committee
	1	Fully EPR compliant (SA)
Total	94.7/100	

THE GROUP SCORECARD FOR 2027

The following Group Scorecard for 2027 was approved by the Remuneration Committee and ratified by the Board in May 2026.

The criteria for the Group portion of the calculation are set out below:

Key performance area	Weighting (%)
Financial performance	85
Transformation and ESG	15



Remuneration Policy *(continued)*

The Group Scorecard for 2027 is as follows:

KPAs	Weighting (%)
Financial performance (85%)	HEPS in cents (65%)
	Operating profit (20%)
Transformation and ESG (15%)	B-BBEE rating
	Management control (Employment equity)
	Enterprise and supplier development
	Incidents on duty
	Meet sustainability targets set for year three of the new five-year plan, as approved by the Social and Ethics Committee
	Fully EPR compliant (SA)

LONG-TERM INCENTIVE

The LTI is designed to drive Famous Brands' longer-term strategic and sustainable focus, ensuring alignment between executives' and shareholders' long-term interests. It serves as a wealth creation mechanism for executives, creating shareholder value when strategic performance drivers are met.

The 2023 Long-Term Share Plan

In May 2023, the Long-Term Share Plan replaced the previous 2015 LTI Scheme. The Long-Term Share Plan was approved by shareholders in May 2023. This was developed as a more appropriate LTI scheme to attract, retain and reward key senior management employees by allowing them to receive shares in Famous Brands. As a full-value share-based plan, it allows for varying performance per award cycle, which aligns better with market practice and King IV™. It also offers greater alignment of management with shareholder interests. The awards granted under the 2015 LTI Scheme will continue to vest and unwind, but new awards will not be granted under this Scheme.

The 2023 Long-Term Share Plan provides for the following instruments:

Performance share awards: Annual awards of Famous Brands shares, the vesting of which is subject to the fulfilment of specific key performance vesting criteria over a set performance period and the employee remaining employed by Famous Brands until the vesting date (three years in terms of the Rules of the Scheme unless terminated for retirement, retrenchment or death). The annual award will be made as a percentage of the employee's guaranteed package.

Restricted shares: Annual or *ad hoc* awards of Famous Brands shares, the vesting of which will be subject to the employee remaining employed by Famous Brands until the vesting date. The Company may award the restricted shares for any of the following:

- In specific circumstances where new employees are compensated for a value forfeited by their previous employers.
- For retaining key talent and scarce, critical skills generally below the executive level.

Exco members at F Lower level and above do not qualify for restricted shares and are only awarded performance shares, which are linked to specific key performance vesting criteria.

In 2025 and 2026, the Committee resolved not to award any restricted shares to participants.

Performance and vesting criteria

The Remuneration Committee will establish appropriate performance vesting criteria, performance periods and vesting dates for each award or grant, considering the business environment. These will include performance conditions to measure profitability, shareholder return, and environmental and governance performance. These details will be communicated to the qualifying employees in an individual award or grant letter.

The performance period and the duration between the award or grant date and the vesting date will be at least three years. There is no post-vesting holding requirement for Exco members. However, each Exco member must achieve a minimum shareholding requirement expressed as a percentage of their guaranteed package. The minimum shareholding requirement must be fulfilled within five years. To the extent the MSR has not yet been met, an executive director can sell up to 50% of the vesting shares in any year.

The vesting structure in terms of the new share plan has been simplified. All share awards vest in year three, provided the service and performance conditions set at the award date are met.

The 2023 Long-term Share Plan award methodology

The 2023 LTI methodology has been adjusted as recommended by Deloitte in line with their pay mix adjustment recommendations. No Restricted shares are awarded.

	On target multiple of TCC (as a %)
F Upper (CEO)	85
F Lower (GFD)	70
E Upper (General Management)	45
E Lower (Senior Management)	35
D Upper (Middle Management)	20

The awards issued in 2026 have set performance targets.

Read more on page 152.



Remuneration Policy *(continued)*

Long-term Share Plan performance metrics and conditions for 2026

KPI and weightings	Further details		Threshold	Target	Stretched
50% vesting			50% vesting	100% vesting	150% vesting
Profit (40%)	CAGR in HEPS		CPI + 2%	CPI + 5%	CPI + 10%
Shareholder value (50%)	TSR	11%	50th percentile of the peer group	60th percentile of the peer group	80th percentile of the peer group
	ROCE	12%	Cost of equity	Cost of equity + 2%	Cost of equity + 5%
		27%	150% of the weighted average cost of capital (WACC)	170% of WACC	200% of WACC
Doing business the right way (10%)	ESG	3.33%	Tonnes CO ₂ e emitted (direct and indirect), excluding generator power >90% of target	Tonnes CO ₂ e emitted (direct and indirect), excluding generator power = (2028 target)	Tonnes CO ₂ e emitted (direct and indirect), excluding generator power >110% of target
	Water for South African business	3.33%	Kilolitre of water (direct) >90% of target	Kilolitre of water (direct) = (2028 target)	Kilolitre of water (direct) >110% of target
	Transformation	3.33%	B-BBEE score > 80 (Level 4 upweighted to Level 2)	B-BBEE score > 87 (Level 4 upweighted to Level 2)	B-BBEE score > 90 (Level 3 upweighted to Level 1)

¹ CPI estimates:

Forecast	2026	2027	2028	2029
South African CPI	3.00%	4.90%	3.00%	3.00%

Source: Standard Bank Limited.

² The companies in the TSR comparator group would be weighted according to market capitalisation, and the threshold, target and stretch outcomes would be based on the percentile positioning within the comparator group. Our TSR group includes:

- | | |
|-----------------------------|-----------------------------|
| a. Bid Corporation Limited | b. Oceana Group Limited |
| c. Tiger Brands Limited | d. Astral Foods Limited |
| e. Spur Corporation Limited | f. Libstar Holdings Limited |
| g. Sea Harvest Limited | h. RFG Holdings Limited |



Remuneration Policy *(continued)*

Long-term Share Plan performance metrics and conditions for 2027

The Committee has set the Long-Term Share Plan Scorecard and the targets for FY2027 as follows:

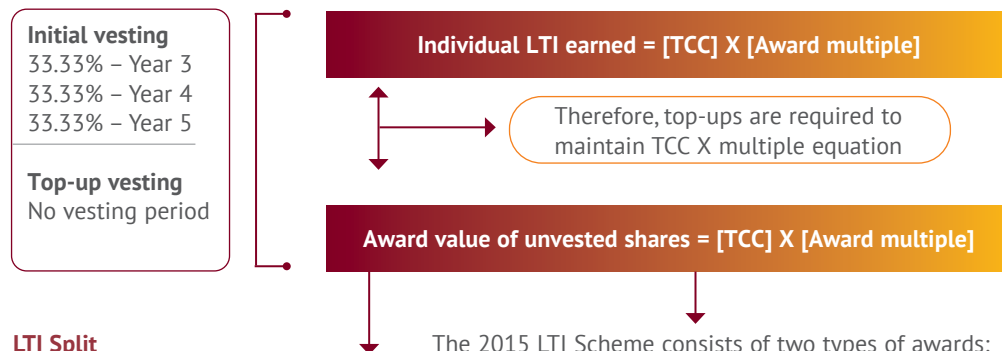
KPI and weightings		Further details	Threshold	Target	Stretched
50% vesting			50% vesting	100% vesting	150% vesting
Profit (40%)	HEPS	Compound annual growth in HEPS	CPI1 + 2%	CPI + 5%	CPI + 10%
	Shareholder value (50%)	TSR (23%)	Performance against peer group (11%)	50th percentile	60th percentile
		Cost of equity (COE) (12%)	COE	COE + 2%	COE + 5%
	ROCE (27%)	% of the weighted average cost of capital (WACC)	150% of WACC	170% of WACC	200% of WACC
Doing business the right way (10%)	ESG	GHG emissions for SA business (3.33%)	Tonnes CO ₂ e emitted (direct and indirect), excluding generator power = 90% of target	Tonnes CO ₂ e emitted (direct and indirect), excluding generator power = (F2029 target)	Tonnes CO ₂ e emitted (direct and indirect), excluding generator power >110% of target
		Water for SA business (3.33%)	Kilolitre of water (direct) = 90% of target	Kilolitre of water (direct) = (F2029 target)	Kilolitre of water (direct) >110% of target
		Transformation (3.33%)	B-BBEE score >80.00* (*Level 4 upweighted to Level 2 by YES Programme)	B-BBEE score >87.00* (*Level 4 upweighted to Level 2 by YES Programme)	B-BBEE score >90.00* (*Level 3 upweighted to Level 1 by YES Programme)



Remuneration Policy *(continued)*

The 2015 Long-Term Incentive Scheme vesting structure and methodology (2015 LTI Scheme)

The grants awarded for the 2015 LTI Scheme will continue to vest in accordance with the scheme's rules and performance conditions.



SARs 75%	RSs 25%
Conditions: Company performance (KPA's per award letter) Share price must increase over vesting period Service condition	Conditions: Service condition Minimum performance rating: 3 (meets expectations)

The 2015 LTI Scheme consists of two types of awards:

Role/Grade	Target multiple to be held at a point in time		Annual Award of 0.33% of target	
	SARs	RSs	SARs	RSs
CEO	6.53	0.55	2.18	0.18
Group Financial Director	5.60	0.47	1.87	0.16
F-Lower	4.67	0.40	1.56	0.13
E-Upper	3.54	0.30	1.18	0.10
E-Lower	2.84	0.24	0.95	0.08
D-Upper	2.13	0.18	0.71	0.06

Growth shares in the form of SARs (share application rights): allocated at 75% of the total share grant for any allocation and issued at a strike price based on the 30-day VWAP as at date of approval by the Board; and

Retention shares (RSs) in the form of full shares issued at R0 (zero) strike price are usually allocated at 25% of the total share grant for any allocation.

The 2015 LTI Scheme Performance conditions applied to determine the vesting of SARs

Company performance	Weighting (%)	2020 Outcome	2021* Outcome	2022* Outcome
HEPS	50	Achieved	Achieved	N/A
ROCE WACC determined at financial year-end	20	Achieved	Achieved	Achieved
Absolute TSR (30-day VWAP share price + cost of equity; determined at financial year-end)	30	Achieved	Achieved	Achieved

* Although performance outcomes were achieved for the 2021 and 2022 SARS awards, the awards were underwater and therefore not exercisable.

The last awards issued in terms of the 2015 LTI Scheme (SARs and Retention Shares) were in June 2022, and these will complete vesting in June 2027.

Malus and clawback

Famous Brands has malus and clawback provisions that enable adjustments to variable pay.

The Board may act on the recommendation of the Committee to reduce/cancel/adjust unvested variable remuneration (malus) or to recover (clawback) vested/paid variable remuneration where there is reasonable evidence that an executive director of Famous Brands materially contributed to, or was materially responsible for, but not limited to:

- Personally acting fraudulently or dishonestly or in a manner that adversely affects the Company's reputation or is characterised as gross misconduct.
- Directing an employee, contractor or adviser to act fraudulently, dishonestly, or to undertake other misconduct.
- Receiving an STI or LTI award because of fraud, dishonesty or a breach of obligation committed by another person.
- Receiving an STI or LTI award because of an intentional error in calculating a performance measure.



Remuneration Policy *(continued)*

RECRUITMENT, CONTRACTS AND TERMINATION

Recruitment

When recruiting new executives, a comparative benchmarking exercise is done to determine the size, nature and complexity of the role and the availability of skills before making a competitive offer.

For new appointments, the Committee may consider compensation for remuneration forfeited by the appointee (STI, LTI, or any other relevant and valid element). The intention is not to grant more than what the appointee would have received from the Company in a 12-month period.

The Committee has the discretion to compensate at higher values if it can be demonstrated through a fair-value valuation that the forfeited amounts exceed the value of the grants. The Committee compensates the forfeitures through a combination of equity and cash. Famous Brands has a formal Recruitment and Selection Policy.

Sign-on

Sign-on bonuses are paid at the discretion of executive management and the Committee.

Service contracts

All executive team members have permanent employment contracts that entitle them to standard Group benefits as defined by their specific region and participation in the Company's STI and LTI.

In exceptional situations, an executive team member can be appointed on a fixed-term contract.

Employee contracts contain defined termination notice periods, and the executive management team has a three-month notice period.





Remuneration Policy *(continued)*

Termination

The executive management team typically does not have fixed-term contracts; their employment contracts are open-ended. Exceptions include where prescribed retirement ages apply or where specific circumstances justify the appointment on a fixed-term basis.

The incentive scheme rules are clear on the termination provisions by termination category. In the event of termination, the Company may allow the employee to either work out their notice period or pay the TCC for the stipulated notice period in lieu of notice.

Employment contracts do not obligate Famous Brands to pay special severance or compensation upon termination of employment contracts arising from failure or incapacity to perform, or underperformance against contracted objectives.

Voluntary resignation	Dismissal/termination for cause	Normal and early retirement, retrenchment and death	Mutual separation
Base salary			
Paid over the notice period or as a lump sum.	Paid up to the date of dismissal (exit date).	Paid up to the date of retirement or death or for a defined period based on policy and legislation governing retrenchment conditions. Death benefits are paid to the spouse (if relevant).	Paid over the notice period or as a lump sum or per agreement to remain on the payroll until the agreed date.
Retirement fund			
Provident fund contributions for the notice period will be paid. The lump sum does not include provident fund contributions unless contractually agreed.	Contributions to the provident fund will be paid until employment ceases.		Provident fund contributions for the notice period will be paid.
Medical provisions			
Where applicable, medical provision for the notice period will be paid.	Medical provision/payment will be provided until employment ceases.	Medical provision/payment will be provided until employment ceases. Subject to the medical aid rules, the employee can become a direct paying medical aid member.	Medical provision for the notice period will be paid; the lump sum can include medical fund employee contributions if contractually agreed.
Benefits			
Applicable benefits may continue to be provided during the notice period but will not be paid on a lump-sum basis.	Benefits will fall away when employment ceases.		Applicable benefits may continue to be provided during the notice period.



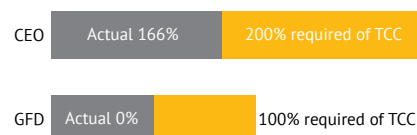
Remuneration Policy *(continued)*

Voluntary resignation	Dismissal/termination for cause	Normal and early retirement, retrenchment and death	Mutual separation
STI			
No STI.		No bonus, but Committee has the discretion to award pro-rata STI.	
Sign-on or retention deferred bonuses			
Lapse all deferred bonuses.		Pro-rata deferred bonuses based on the length of employment from the date of allocation.	The Committee determines whether a pro-rata portion may be granted. A work-back clause may not apply.
Sign-on bonus work-back clause will apply – i.e., if not worked back in full, pro-rata repayment.			
LTI			
Unvested shares will lapse in their entirety.	Lapse of all unexercised and unvested shares; vested shares will be unaffected.	Pro-rata unvested LTIs are based on the length of employment from the date of the offer. Performance conditions are tested over the full performance period and vest on the normal vesting dates. (In case of death, test performance as per the latest results applies immediate vesting).	The Committee determines whether a pro-rata portion may be granted (or the Board in the case of the executive directors). Performance conditions are tested over the full performance period and vest on the normal vesting dates.

Minimum shareholding requirements

Executive directors are required to build and maintain a minimum holding of Famous Brands shares. They may sell only up to 50% of their shares that vest until they have reached their minimum shareholding requirement. The CEO must hold 200% of their TCC, and the Group Financial Director must hold 100% of their TCC.

% of TCC



Non-executive directors' fees

The Group does not currently have a formally documented standalone policy for non-executive director fees. However, in practice:

- Fee increases are aligned with the broader Group remuneration approach.
- Adjustments are typically linked to CPI and approved through the budget process
- Fees are reviewed annually, and increases are implemented in June following approval by the shareholders at the AGM.
- Non-executive directors are remunerated on a fixed-fee basis rather than by attendance.
- The level of fees is set using a comparable benchmark group derived from companies with similar size, complexity, and geographic spread.
- Non-executive directors are not eligible to receive any short or long-term incentives.

Consulting arrangements

The Group allows non-executive directors to receive consulting fees in exceptional circumstances. This policy is only applied in extraordinary situations with prior Board approval.

This policy was introduced in 2021 when a non-executive director was required to assist with the finalisation of the AFS due to unusual circumstances. The Committee recognises shareholder interest in this area and has clarified that: The policy is used sparingly.

- It is subject to strict governance controls.
- It is intended to address exceptional, time-sensitive requirements.

No consulting fees were paid to non-executive directors during 2026.



Implementation report

Our implementation report outlines the remuneration outcomes for 2026 and explains how the Remuneration Policy was applied during the year, including the link between pay and performance in both short-term and long-term incentives. The report is subject to a non-binding advisory vote at the AGM in July 2026.

The implementation report provides a breakdown of the remuneration of the executive and non-executive directors. The Committee applies the prescribed officer definition as “executive management”. The Committee determined that of the Exco, only Darren Hele (CEO) and Nelisiwe Shiluvana (Group Financial Director) meet the definition. The Remuneration Committee confirms that there were no deviations from the Remuneration Policy in 2026.

Executive directors' remuneration and performance

CEO



Darren Hele (55)
BCom

As per the amendments to the Companies Act, we confirm that the CEO is our highest-paid employee.

Individual scorecard

Key performance measure (KPM)	Weighting (%)	Outcome
Execute F26 business plan	20	Not met = 16
Ensure alignment toward the Group's wider goals laid out in the approved three-year (F26 – F 28) plan	20	Exceeded =22
Technology	10	Exceeded = 12
Network development	25	Not met = 20.65
People	10	Met = 9.6
Leadership	5	Met = 5
Special projects	10	Goals eliminated during the year
Total	90	

Total Scoring

- Not met < 80%
- Threshold > 90% = 90%
- Target = 100%
- Stretch = 110%
- Excess to stretch = 120%

Share appreciation rights

The final tranche of the 2020 SARS, which were issued at a strike price of R34.96 vested on 1 June 2025 at a 30-day VWAP of R56.53 and were exercised at R21.57 (VWAP – Strike). The Vesting % for the June 2020 award was 93.63%. The 2021 SARS were issued at a strike price of R56.66 and vested on 1 June 2025 at a 30-day VWAP of R56.53 and were therefore underwater and not exercisable. The 2022 SARS and RS awards were not accepted by the CEO.

Retention shares

The vesting conditions in respect of the retention shares awarded in 2020 and 2021 were met and were therefore exercised.

Share options

The share options issued in terms of the 2012 Share Option Scheme lapsed in November 2024.

Total reward

Awarded (R'000)	2026	2025
Salary	5 827	5 577
Provident fund contributions and payments	538	511
Other benefits	419	319
Total fixed earnings	6 784	6 405
STI	4 099*	4 423**
LTI	3 044***	2 929
Total awarded remuneration	13 927	13 759

* Relates to 2025 performance.

** Relates to 2024 performance.

*** Total RS and SARs that vested in June 2025.

Unvested awards made to the CEO during 2026 and prior years

Year awarded	Number of awards	Unvested number of awards	*Value at 28 February 2026 (R'000)
2021 SAR at R56.66	205 530	68 510	44 531**
2021 RS	16 971	5 657	324 260
2023 PS	112 668	112 668	6 457 003**
2024 PS	151 634	151 634	8 690 144**
2025 PS	95 205	95 205	5 456 198**

* 30-DAY VWAP at 28 February 2026 was R57.31.

** Based on 100% vesting.

Implementation report *(continued)*

GROUP FINANCIAL DIRECTOR



**Nelisiwe
Shiluvana (46)**

CA(SA) with SAICA and
ACMA, CGMA with CIMA

Individual scorecard

Key performance measure (KPM)	Review
Capital management	Exceeded
Enable business	Met
Financial reporting	Met
Internal controls over reporting	Met
Monthly results, forecast and budget	Exceeded
People management	Met
Total	3.67

Total reward

Awarded (R'000)	2026	2025
Salary	4 376	3 482
Provident fund contributions and payments	480	397
Other benefits	98	92
Total fixed earnings	4 954	3 971
STI	1 960*	1 894**
LTI	46***	–
Total awarded remuneration	6 961	5 865

* Relates to 2025 performance.

** Relates to 2024 performance.

*** Total RS and SARs that vested in June 2025.

Unvested awards made to the Group Financial Director during 2026 and prior years

Year awarded***	Number of awards	Unvested number of awards	*Value at 28 February 2026 (R'000)
2021 SAR at R61.16	15 802	7 900	0**
2021 RS	1 331	331	19 970
2022 SAR at R58.37	29 294	19 529	0
2022 RS	2 467	1 645	94 256
2023 RS	4 069	4 069	233 194
2023 PS	12 207	12 207	699 583**
2024 PS	82 397	82 397	4 722 172
2025 PS	48 875	48 875	2 801 026

* 30-DAY VWAP at 28 February 2026 was R57.31.

** Based on 100% vesting.

*** Nelisiwe Shiluvana was appointed as Group Financial Director and executive on 1 August 2023. All awards predating her appointment were made in her previous role as Group Finance Executive.



Implementation report *(continued)*

THE GROUP SCORECARD FY2026 PERFORMANCE OUTCOMES

The Group Scorecard is used to determine STIs and includes financial and non-financial metrics. Our performance outcomes for FY2026 are included below.

KPAs	Weighting (%)	Sub-KPA	Outcome
Financial performance	85		
	65	HEPS in cents (c)	Not Met = 58.5
	20	Operating profit	Met = 19
Transformation and ESG	15		
	4	B-BBEE rating	Exceeded = 4.8
	2	Management control (Employment Equity)	Exceeded = 2.4
	2	Enterprise and Supplier Development	Exceeded = 2.4
	2	Injury on duty (IOD)	Met = 2
	4	Meet sustainability targets set for year two of new five year plan as approved at Social and Ethics Committee	Partially met = 3.6
	1	Fully EPR compliant (SA)	Met = 1
Total	94.7/100		94.7%

Employee remuneration*

In 2026, we paid our employees R1.15 billion in remuneration and incentives. The Companies Amendment Act 16 of 2024 requires companies to disclose more details regarding employee remuneration. In accordance with the Companies Act amendments, we disclose the following employee remuneration statistics.

R82 673.57	Total remuneration ¹ of the employee with the lowest remuneration
R427 878.19	The Group's average remuneration
R229 102.12	Median remuneration of all employees ²
25 times	Our remuneration gap between the ratio of the top 5% and the lowest 5% of employees

* Excludes any change in roles, transfers and status that occurred during the financial period (March 2025-February 2026).

1. This refers to TCC as well as employer contributions to STIs and LTIs.

2. Median remuneration refers to the middle value when all employee salaries are ranked from lowest to highest. Half the employees earn less than this value, and half earn more.

Non-executive directors' fees

The Board determines fees payable to non-executive directors for membership on the Board and its Committees. The Board is of the opinion that such fees are market-related and commensurate with the time and effort required of the directors in the performance of their duties. No additional consultancy fees were paid to non-executive directors in 2026.

Non-executive directors	2026 (R'000)	2025 (R'000)
NJ Adami*	–	279
SL Botha*	–	504
CH Boule (Chairman)**	1 510	1 261
N Halamandaris	724	675
AK Maditse	930	869
B Mathe	939	822
TF Mosololi	813	704
WP Mzimba	807	734
F Petersen-Cook	1 059	986
Total	6 782	6 834

* Resigned from the Board on 26 July 2024.

** Appointed Chairman on 26 July 2024.



9

Notice of Annual General Meeting

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For the love of 'Fun Dining'

Dimitri Papadakis is a seasoned restaurateur and the owner of four Gauteng-based Turn 'n Tender restaurants. The brand is known for great steak, excellent wine choices and a warm, welcoming atmosphere. While the industry has changed considerably over the last decade, Dimitri believes that people will always need special places to gather. He currently employs around 150 people, and is proud to provide earning and career development opportunities for fellow South Africans.

Q What is the most rewarding thing about being a franchise partner?

Every new restaurant we open or renovate is a highlight. The journey to opening a new or renovated restaurant is challenging yet exciting, encompassing everything from design and construction to presenting the finished product. It's wonderful to imagine what's possible for a space.

Helping our customers celebrate special events, such as Mother's Day and Valentine's Day, is also highly rewarding. There is nothing like the buzz of a busy restaurant with happy customers.

Q What has been the most challenging aspect of running a restaurant business?

The unpredictable operating environment is always a challenge, making managing the margins a constant consideration. However, we are confident that as the economy improves, restaurants will also pick up. The need to socialise in a fun, comfortable environment will never go away. There are also challenges related to changes in the labour landscape and electricity supply constraints.

We always consider our customers' evolving needs. In recent years, we have seen a shift in customers' dining preferences driven by economic pressures and health trends. Over the years, corporate spending in our restaurants has reduced and private diners are much more cautious with their choices. In a post-COVID world, people generally eat much earlier, with dining starting around 6 pm and people leaving earlier.

Aspiring franchise partners need to start slow and be open to learning. Good financial management and prudence are also critical, starting with the understanding that turnover is not profit.

Q How has Famous Brands supported you over the years?

Famous Brands helped us every step of the way with developing our restaurants. They have supported our business through marketing initiatives, menu development, lease negotiations and ongoing staff training. They also provide us with regular updates to keep us abreast of regulatory changes, especially on the labour front.



"Turn 'n Tender offers food that is simple, comforting and nostalgic, making our restaurants the perfect choice for celebrations and creating new memories."



Letter from our Chairman

“Famous Brands grew revenue and operating profit supported by strong consumer growth, our resilient business model and sustained investment across Brands, Manufacturing and Logistics.”

Chris Boulle



Dear shareholder,

On behalf of the Board of Famous Brands (Board), we invite you to attend the 2026 Annual General Meeting (AGM), which will be held at Famous Brands, Waterfall Office Park, Corner Bekker & Mac Mac Road, 2 Augrabies Road Midrand; Boardroom The Waterfall Auditorium L2 at 14:00 on Friday, 24 July 2026. Shareholders are encouraged to attend and participate in the AGM using the details set out in the Voting Process section.

This document contains the detailed Notice of AGM, which sets out the business to be conducted at the meeting. Also included in this document are the form of proxy and additional information to assist shareholders in their decision-making.

The full audited consolidated AFS for the year ended 28 February 2026 is available on the Company's website at www.famousbrands.co.za. Read more about our financial performance for 2026 on page 57, execution against strategy on page 49, the performance of our Brands on page 64, and our Supply Chain on page 77.

The AGM provides the Board with the opportunity to present the Group's performance for the 2026 financial year to our shareholders. The Chairmen of the various Board Committees, senior management, and the Company's external auditor will contribute and be available to engage with shareholders and respond to their questions.

The Board recognises the importance of our shareholders' attendance and encourages you to participate at the AGM. If you are unable to attend and participate, you may vote by proxy in accordance with the instructions in the Notice and form of proxy, which are also published on the Company's website: www.famousbrands.co.za.

You are welcome to forward any questions you would like to address to the Board in advance. These will be responded to via email. Please send your questions by 14:00 on Wednesday, 22 July 2026. Enquiries should be sent to the Group Company Secretary on: companysecretary@famousbrands.co.za or investorrelations@famousbrands.co.za.

Given our commitment to limiting our environmental footprint, printed copies of our reports will only be made available to shareholders on request.

I look forward to welcoming you to the AGM.

Chris Boulle

Independent Non-executive Chairman

19 June 2026



Notice of AGM

Famous Brands Limited

(Incorporated in the Republic of South Africa)

Registration number 1969/004875/06

JSE and A2X code: FBR ISIN: ZAE000053328

(Famous Brands or the Company)

Date of issue: 19 June 2026

Notice is hereby given in terms of section 62(1) of the Companies Act, No. 71 of 2008, as amended (the Companies Act) that the 32nd Annual General Meeting of the shareholders of the Company will be held on Friday, 24 July 2026, at 14:00 (South African time).

This document is important and requires your immediate attention

If you are in any doubt about the action you should take, consult your broker, Central Securities Depository Participant (CSDP), banker, financial adviser, accountant or other professional adviser immediately.

The Notice is only available in English. Copies may be obtained from the Company's registered office and from the transfer secretaries, Computershare Investor Services Pty Limited (Computershare).

The purpose of the AGM

The purpose of the meeting is to:

- Present the Group's audited AFS for the year ended 28 February 2026, including the Directors' report, the Audit and Risk Committee report, the independent auditor's report, and the summary of the AFS.
- Present the Social and Ethics Committee report for the year ended 28 February 2026 in terms of regulation 43 of the Companies Act Regulations, 2011.
- Consider and, if deemed fit, pass, with or without modification, the ordinary and special resolutions as set out in this Notice.

Record date proxies and voting

	Date
Date for publishing the Notice	Friday, 19 June 2026
Last day to trade to be eligible to attend and vote at the AGM	Tuesday, 14 July 2026
Record date to be eligible to participate in and vote at the AGM	Friday, 17 July 2026
Forms of proxy to be lodged with Computershare by no later than 14:00 on	Wednesday, 22 July 2026

Quorum and voting requirements

For purposes of considering the resolutions to be proposed at the AGM, a quorum will consist of three shareholders of the Company, personally present or represented by proxy, and entitled to vote. In addition, a quorum shall comprise 25% of all voting rights entitled to be exercised by shareholders in respect of the proposed resolutions.

Every shareholder of the Company, present or represented by proxy, shall receive one vote for every share held in the Company by such a shareholder. The voting will be conducted by way of a poll.

Unless specifically stated otherwise, an ordinary or special resolution must be supported by more than 50% and 75% of shareholders, respectively. This includes shareholders present or represented by proxy at the AGM.

By order of the Board

Celeste Appollis

Company Secretary

19 June 2026



Notice of AGM (continued)

Part A – Presentation of AFS, Audit and Risk Committee Report and Social and Ethics Committee Report

PRESENTATION OF THE AFS AND AUDIT AND RISK COMMITTEE REPORT

To present the consolidated audited AFS of the Company and its subsidiaries as approved by the Board, together with the reports of the directors, Audit and Risk Committee, and external auditor of the Company for the year ended 28 February 2026.



The full audited consolidated AFS for the year ended 28 February 2026 is available on the Company's website at www.famousbrands.co.za

REPORT OF THE SOCIAL AND ETHICS COMMITTEE

The report of the Social and Ethics Committee for the year ended 28 February 2026, as set out on page 134 to 136 of this report, is presented to shareholders as required in terms of Regulation 43 of the Companies Act.

During the review period, the Social and Ethics Committee, together with the Social and Ethics Working Group, worked on matters related to:

- Social, health and the environment.
- Human capital and employment equity.
- Preferential procurement.
- Community development and CSI.
- Reducing our environmental impact.



Read more on page 82.

Part B – Ordinary resolutions

ORDINARY RESOLUTION NUMBER 1 – ADOPTION OF THE AFS

To receive and consider the audited consolidated AFS for the year ending 28 February 2026.

“RESOLVED THAT the audited consolidated AFS of the Company and its subsidiaries, together with the auditors', Audit and Risk Committee's and Directors' reports for the year ended 28 February 2026, be and are hereby received and adopted.”



The full audited consolidated AFS for the year ended 28 February 2026 is available on the Company's website at www.famousbrands.co.za

ORDINARY RESOLUTION NUMBER 2 – RE-APPOINTMENT OF EXTERNAL AUDITORS

To re-appoint KPMG as the Company's independent auditor, to hold office until the conclusion of the next AGM. The Audit Committee has recommended the reappointment of KPMG as the Company's auditor. Ms Brenda Jajula is the lead audit partner and was appointed in 2025. The Audit Committee has concluded that the appointment of KPMG as the Company's auditor complies with the requirements of section 90 of the Companies Act and the regulations and accordingly nominates KPMG for re-appointment as the Company's auditor.

“RESOLVED THAT KPMG be and are hereby appointed auditor of the Company.”



The auditor's profile is on page 171.

ORDINARY RESOLUTION NUMBER 3 – ELECTION OF DIRECTORS

Mr Chris Boulle, Mr Thabo Mosololi and Mr William Mzimba are obliged to retire at this annual general meeting in accordance with the Company's Memorandum of Incorporation (MOI). Having so retired, they are eligible for re-election as directors.

3.1 “RESOLVED THAT Mr Chris Boulle is hereby re-elected as a director of the Company.”

3.2 “RESOLVED THAT Mr Thabo Mosololi is hereby re-elected as a director of the Company.”

3.3 “RESOLVED THAT Mr William Mzimba is hereby re-elected as a director of the Company.”



Brief resumes of the directors up for re-election to the Board are on page 123.

ORDINARY RESOLUTION NUMBER 4 – ELECTION OF THE MEMBERS OF THE AUDIT AND RISK COMMITTEE

To elect the following independent non-executive directors as members of the Company's Audit and Risk Committee, to hold office until the end of the next AGM.

“RESOLVED THAT Ms Busisiwe Mathe be and is hereby re-elected as a member of the Company's Audit and Risk Committee with effect from the end of the AGM.”

“RESOLVED THAT Mr Thabo Mosololi be and is hereby re-elected as a member of the Company's Audit and Risk Committee with effect from the end of the AGM.”

“RESOLVED THAT Ms Fagmeedah Petersen-Cook be and is hereby re-elected as a member of the Company's Audit and Risk Committee with effect from the end of the AGM.”



Brief resumes of the directors up for rotation onto the Audit and Risk Committee can be found on page 123.

**Notice of AGM** *(continued)***ORDINARY RESOLUTION NUMBER 5 – ELECTION OF THE MEMBERS OF THE SOCIAL AND ETHICS COMMITTEE**

To elect the following directors as members of the Company's Social and Ethics Committee, to hold office until the end of the next AGM.

“RESOLVED THAT Mr Alex Maditse be and is hereby elected as a member of the Company's Social and Ethics Committee with effect from the end of the AGM.”

“RESOLVED THAT Ms Busisiwe Mathe be and is hereby elected as a member of the Company's Social and Ethics Committee with effect from the end of the AGM.”

“RESOLVED THAT Mr William Mzimba be and is hereby elected as a member of the Company's Social and Ethics Committee with effect from the end of the AGM.”

“RESOLVED THAT Mr Nicolaos Halamandaris be and is hereby elected as a member of the Company's Social and Ethics Committee with effect from the end of the AGM.”

ORDINARY RESOLUTION NUMBER 6 – GENERAL AUTHORITY

To authorise any director or the Company Secretary to execute and sign any documentation that may be required to be signed in order to implement resolutions passed at the AGM.

“RESOLVED THAT any director of the Company and/or the Company Secretary be and are hereby authorised to execute all documents and to do all such further acts and things as they may in their discretion consider appropriate to implement the ordinary and special resolutions set out in the Notice if approved by the shareholders.”

ORDINARY RESOLUTION NUMBER 7 – APPROVAL OF THE REMUNERATION POLICY

To consider and approve by way of an ordinary resolution, the Company's Remuneration Policy, as set out on pages 148 to 159 of this report, in accordance with section 30A of the Companies Act.

“RESOLVED THAT the Remuneration Policy for the year ended 28 February 2026 be and is hereby approved.”



The Remuneration Policy is on page 148.

ORDINARY RESOLUTION NUMBER 8 – APPROVAL OF THE REMUNERATION REPORT

To consider and approve by way of an ordinary resolution, the Remuneration Report, as set out on page 140 of this report, in accordance with section 30B of the Companies Act.

“RESOLVED THAT the Remuneration Report for the year ended 28 February 2026 be and is hereby approved.”

Reason for and effect of resolutions 7 and 8.

These resolutions are tabled in accordance with section 30A and 30B of the Companies Amendment Act which came into effect on 22 May 2026, which requires approval by shareholders at the AGM of the Remuneration Policy and the Remuneration Report applicable to all employees and directors of the Company and any of its subsidiaries or divisions.



The Remuneration report which consists of the Background Statement, Remuneration Policy and Implementation Report, is on page 140.



ORDINARY RESOLUTION NUMBER 9 – GENERAL AUTHORITY TO REPURCHASE SHARES

“RESOLVED THAT the Company approves, as a general approval contemplated in section 48 of the Companies Act, the acquisition by the Company (or by a subsidiary of the Company) of ordinary shares issued of the Company on such terms and conditions and in such amounts as the directors of the Company may decide, but subject always to the provisions of the Companies Act and the JSE Listings Requirements, which general approval shall endure until the next AGM of the Company (when this approval shall lapse unless it is renewed at that AGM, provided that it shall not extend beyond 15 months from the date of this resolution, whichever period is shorter), subject to the following limitations:

- The repurchase of securities is implemented through the order book of the JSE’s trading system, without any prior understanding or arrangement between the Company and the counterpart;
- The Company is so authorised by its MOI;
- The general purchase is limited to a maximum of 5% in aggregate of the Company’s issued share capital in any one financial year;
- The general purchase by the subsidiaries of the Company is limited to a maximum of 5% in aggregate of the Company’s issued share capital;
- The general purchase is not made at a price greater than 10% above the weighted average of the market value for the securities of the five business days immediately preceding the date on which the transaction was effected;
- The repurchase does not take place during a prohibited period as defined in paragraph 7.89 of the JSE Listings Requirements unless there is a repurchase programme in place and the dates and quantities of shares to be repurchased during the prohibited period are fixed (not subject to any variation) and has been submitted to the JSE in writing prior to the commencement of the prohibited period. The issuer must instruct an independent third party, which makes its investment decisions in relation to the issuer’s securities independently of, and uninfluenced by, the issuer, prior to the commencement of the prohibited period, to execute the repurchase programme submitted to the JSE;
- The Company publishes an announcement after it or its subsidiaries have cumulatively acquired 3% of the number of ordinary shares in issue at the time that the shareholders’ authority for the purchase is granted and for each 3% in aggregate of the initial number acquired thereafter; and

- The Company appoints only one agent at any point in time to effect any repurchases on its behalf. After considering the aggregate effect of the maximum repurchase, the directors of the Company are of the opinion that for a period of 12 months after the date of this Notice:
 - The Company or the relevant company’s subsidiaries (the Group) shall satisfy the solvency and liquidity test in the manner contemplated by the Companies Act and the JSE Listings Requirements;
 - The Company and the Group will be able, in the ordinary course of business, to repay their debt;
 - The assets of the Company and the Group, fairly valued in accordance with IFRS, will be in excess of the liabilities of the Company and the Group;
 - The share capital and reserves of the Company and the Group will be adequate for ordinary business purposes; and
 - The working capital of the Company and the Group will be adequate for ordinary business purposes.”

Reason for and effect of ordinary resolution number 9

The purpose of this resolution is to authorise the Company and its subsidiaries, by way of general approval, to acquire the Company’s issued ordinary shares on terms and conditions and in amounts to be determined by the directors of the Company, subject to certain statutory provisions and the JSE Listings Requirements.

Material changes

There have been no material changes in the financial or trading position of the Group since the publication of the AFS for the year ended 28 February 2026 and the date of this Notice.

Directors’ responsibility statement

The directors, whose names appear on 123 and 124 of this report, collectively and individually accept full responsibility for the accuracy of the information given in this special resolution number 2 and certify to the best of their knowledge and belief, that there are no other facts, the omission of which would make any statement false or misleading, that they have made all reasonable enquiries in this regard and that this resolution contains all information required by law and the JSE Listings Requirements.

Statement of intent

The Board will only implement a general repurchase of the Company’s shares if all relevant prevailing circumstances warrant such a decision.



Shareholder spread and diary is on page 177.



Notice of AGM *(continued)*

Part C – Special resolutions

SPECIAL RESOLUTION NUMBER 1 – APPROVAL OF REMUNERATION PAYABLE TO NON-EXECUTIVE DIRECTORS AND THE CHAIRMAN

To approve, by way of separate resolutions, the remuneration payable to non-executive directors and the Chairman of the Board as outlined below.

- 1.1 “RESOLVED THAT the remuneration payable to non-executive directors be R468 850 per annum.”
- 1.2 “RESOLVED THAT the remuneration payable to the Chairman of the Board be R796 688 per annum.”
- 1.3 “RESOLVED THAT the remuneration payable to the Lead Independent Director be R87 780 per annum.”
- 1.4 “RESOLVED THAT the remuneration payable to the Chairman of the Audit and Risk Committee be R248 961 per annum.”
- 1.5 “RESOLVED THAT the remuneration payable to the members of the Audit and Risk Committee be R177 594 per annum.”
- 1.6 “RESOLVED THAT the remuneration payable to the Chairman of the Remuneration Committee be R179 253 per annum.”
- 1.7 “RESOLVED THAT the remuneration payable to the members of the Remuneration Committee be R142 075 per annum.”
- 1.8 “RESOLVED THAT the remuneration payable to the Chairman of the Nomination Committee be R132 780 per annum.”
- 1.9 “RESOLVED THAT the remuneration payable to the members of the Nomination Committee be R132 780 per annum.”
- 1.10 “RESOLVED THAT the remuneration payable to the Chairman of the Social and Ethics Committee be R170 489 per annum.”
- 1.11 “RESOLVED THAT the remuneration payable to the members of the Social and Ethics Committee be R142 076 per annum.”
- 1.12 “RESOLVED THAT the remuneration payable to the Chairman of the Investment Committee be R48 850 per meeting.”
- 1.13 “RESOLVED THAT the remuneration payable to non-executive directors attending Investment Committee or unscheduled Committee meetings be R33 194 per meeting.”

- 1.14 “RESOLVED THAT the remuneration payable to a non-executive director who sits as Chairman of a partially owned subsidiary or associate company be R43 153 per meeting.”
- 1.15 “RESOLVED THAT the remuneration payable to a non-executive director who sits as a director on a partially owned subsidiary or associate company be R26 545 per meeting.”
- 1.16 “RESOLVED THAT the remuneration payable to a non-executive director for any additional meetings and/or consulting services rendered be R3 190 per hour effective 28 February 2026.”

The amounts in resolutions 1.1 to 1.15 are exclusive of VAT. For clarity, to the extent that VAT is applicable, the Company is authorised to pay the VAT in addition to the proposed remuneration. The above remuneration will be effective from 1 June 2026 and paid quarterly in arrears.

The fees in respect of special resolutions 1.1 to 1.11 are based on a fixed fee payable.

The fees in respect of special resolutions 1.12 to 1.15 are based on attendance only.

The fees in respect of special resolution 1.16 shall be subject to prior approval of the Board and only applied in exceptional circumstances.

Reason for and effect of special resolution number 1

The reason for proposing special resolution number 1 is to increase the remuneration paid to non-executive directors, in respect of services rendered as directors in terms of section 66 of the Companies Act.

The proposed remuneration was accepted by the Board upon the Remuneration Committee's recommendation, which had considered the quantum of fees paid to non-executive directors and the Chairman. The proposed fees, therefore, reflect an increase of 4.5% on the fees paid in the previous year.



The implementation report is on page 160.



Notice of AGM *(continued)*

SPECIAL RESOLUTION NUMBER 2 – FINANCIAL ASSISTANCE TO RELATED AND INTERRELATED COMPANIES

“RESOLVED THAT the Board may, subject to compliance with the requirements of the Company’s MOI, the Companies Act, and the JSE Listings Requirements, where applicable, (including but not limited to the Board being satisfied that immediately after providing the financial assistance, the Company would satisfy the solvency and liquidity test, as contemplated in section 4 of the Companies Act, and that the terms under which the financial assistance is proposed to be given are fair and reasonable to the Company), authorise the provision by the Company, at any time and from time to time during the period of two years commencing on the date of approval of this special resolution, of direct or indirect financial assistance, (including without limitation by way of a loan, a guarantee of a loan, subordination of a loan/claim or other obligation or the securing of a debt or other obligation), as envisaged in section 45 of the Companies Act, to any one or more related or inter-related companies or corporations of the Company and/or to any one or more members of any such related or inter-related company or corporation related to any such company or corporation as outlined in section 2 of the Companies Act, for any purpose in the normal course of business of the Company, on such terms and conditions as the Board may deem fit.”

Reasons for and effect of special resolution number 2

The main purpose of this authority is to grant the Board the authority to enable the Company to provide financial assistance, when the need arises, to the potential recipients envisaged in the special resolution in accordance with the provisions of section 45 of the Companies Act. The Company may not provide the financial assistance contemplated in section 45 of the Companies Act without a special resolution. The above resolution provides the Board with the authority to allow the Company to provide direct or indirect financial assistance, including but without limitation by way of the provision of warranties or the provision of indemnities or a loan, guaranteeing of a loan or other obligation or securing of a debt or other obligation, to the recipients contemplated in special resolution number 3.

It is difficult to foresee the exact details of financial assistance that the Company may be required to provide over the next two years.

However, the Company must be able to organise its internal financial administration effectively. The general authority under special resolution number 3 will allow the Company to continue to grant financial assistance to the relevant parties in appropriate circumstances.

For these reasons, and because it would be impracticable and difficult to obtain shareholder approval every time the Company wishes to provide financial assistance as contemplated above, it is necessary to obtain shareholders’ approval, as set out in special resolution number 1. If approved, this general authority will expire at the end of two years from the date on which this resolution is approved. It is, however, the intention to renew the authority annually at each shareholders’ AGM.

It should be noted that this resolution does not authorise financial assistance to a director, a prescribed officer, or any company or person related to a director or prescribed officer.

Notice in terms of s 45(5) of the Companies Act

The following resolution was approved by shareholders at the 2025 AGM:

“RESOLVED THAT the Board may, subject to compliance with the requirements of the Companies MOI, the Companies Act, and the JSE Listing Requirements, where applicable, (including but not limited to the Board being satisfied that immediately after providing the financial assistance, the Company would satisfy the solvency and liquidity test (as contemplated in section 4 of the Companies Act) and that the terms under which the financial assistance is proposed to be given are fair and reasonable to the Company), authorise the provision by the Company, at any time and from time to time during the period of two years commencing on the date of approval of this special resolution, of direct or indirect financial assistance, (including without limitation by way of the loan, guarantee of the loan, subordination of a loan/claim or other obligation or the securing of a debt or other obligation), as envisaged in section 45 of the Companies Act, to any one or more related or inter-related companies or corporations of the Company and/or to any one or more members of any such related or inter-related company or corporation as outline in section 2 of the Companies Act, for any purpose in the normal course of business of the Company, on such terms and conditions as the Board may deem fit.”

The Board has adopted a resolution approving the grant of financial assistance to Famous Brands Management Company (Pty) Limited, in the total sum of R1.8 billion in the form of guarantees provided under the Group debt facility agreement. The relevant provisions of the Companies Act and the JSE Listing Requirements, including the solvency and liquidity test, were satisfied each time the Board adopted a resolution to provide financial assistance by the Company. The terms under which the financial assistance was proposed to be given were fair and reasonable to the Company.



Auditor profile

The Audit and Risk Committee appointed KPMG as the registered independent auditor for the financial year ended 28 February 2026 after satisfying itself that KPMG Inc. and Ms Brenda Jajula are independent as defined in the Companies Act and the Independent Regulatory Board for Auditors (IRBA) in terms of the Auditing Profession Act, No 26 of 2005 (Auditing Profession Act).

KPMG South Africa's professional services include audit, tax, legal and advisory services. Its clients include businesses, governments, public sector agencies and not-for-profit organisations. They look to KPMG for a consistent standard of service based on high-order professional capabilities, industry insight and local knowledge. KPMG member firms can be found in over 140 countries. Collectively, they employ more than 145 000 people across a range of disciplines.

Through its audit quality plan, several market-leading initiatives have been implemented (Refer to the KPMG SA Transparency Report), including:

- A fully independent Board and three other fully independent non-executive members chairing board committees;
- A dedicated Audit Quality Committee to the Board; and
- Pro-active pre-issuance reviews of audits.

Ms Jajula has been a registered auditor with IRBA since 2017. She has been a member of the South African Institute of Chartered Accountants (SAICA) since 2010 and has 19 years of auditing experience. Client industries serviced include consumer markets (food and retail), hospitality, finance, technology, manufacturing, engineering and mining.



Voting process

Record dates, voting, and proxies

RECORD DATES

The record date on which shareholders must be recorded as such in the register of shareholders of the Company for the purposes of participating in and voting at the AGM is Friday, 24 July 2026. The last day to trade in ordinary shares of the Company in order to be entitled to participate in and vote at the AGM is Tuesday, 21 July 2026.

ATTENDANCE, VOTING AND PROXIES

Any member entitled to attend and vote at the AGM is entitled to appoint a proxy to attend, speak and vote on his/her behalf. The form of proxy should be completed by those shareholders who are:

- holding shares in certificated form; or
- “own name” registered dematerialised shareholders.

All other beneficial owners who have dematerialised their shares through a Central Securities Depository Participant (CSDP) or broker and wish to attend the AGM must instruct their CSDP or broker to provide them with a letter of representation, or they must provide the CSDP or broker with their voting instructions in terms of the relevant custody agreement entered into between them and the CSDP or broker.

Note that voting will be performed by way of a poll, unless, before the vote is taken, it is determined by the chairperson of the AGM that the vote be decided on a show of hands, so each shareholder present or represented by way of proxy will be entitled to one vote for every ordinary share held or represented.

1. Attention is drawn to the notes attached to the form of proxy.
2. Forms of proxy must be lodged at, posted to, or faxed to the registered office of the Company at 478 James Crescent, Halfway House, Midrand, 1685 (registered office) or the Company's transfer secretaries, Computershare Investor Services Proprietary Limited, Rosebank Towers, 15 Biermann Avenue, Rosebank, 2196 or posted to the transfer secretaries at PO Box 61051, Marshalltown, 2107, South Africa (transfer secretaries), so as to be received by them by no later than 14:00 on Wednesday, 22 July 2026, provided that proxies which are not delivered timeously to the registered office or transfer secretaries, may be handed up to the Chairman of the AGM at any time before the proxy exercises any rights of the shareholder at the AGM. The completion of a form of proxy will not preclude a member from attending the AGM.
3. In terms of the JSE Listings Requirements, as read with the Companies Act, and save where otherwise specified, 75% of the votes cast by equity securities holders present or represented by proxy at the meeting must be cast in favour of the above special resolutions for them to be approved.

4. In terms of the Companies Act, a majority of the votes cast by shareholders present or represented by proxy at the meeting must be cast in favour of an ordinary resolution for it to be approved. 8. Section 63(1) of the Companies Act requires that meeting participants provide reasonably satisfactory identification. The Company will regard the presentation of an original of a meeting participant's valid driving licence, identity document or passport to be satisfactory identification.
5. Electronic participation: Shareholders or their proxies may participate in (but not vote at) the annual general meeting by way of a Teams call and if they wish to do so:
 - must contact the Company Secretary (by email at the address investorrelations@famousbrands.co.za or the Transfer secretaries on proxy@computershare.co.za by no later than 10:00 on Tuesday, 21 July 2026, in order to obtain the dial-in details for the Teams call;
 - will be required to provide reasonably satisfactory identification;
 - will be billed separately by their internet service providers for their calls to participate in the annual general meeting;
 - shareholders and their proxies will not be able to vote electronically at the annual general meeting and will still need to appoint a proxy or representative to vote on their behalf at the annual general meeting.

Transfer Secretaries

Computershare Investor Services Proprietary Limited

Registration number 2004/003647/07

Rosebank Towers

15 Biermann Avenue

Rosebank

2196

South Africa

Private Bag X9000, Saxonwold, 2132, South Africa

Tel: +27 11 370 5000

Fax: +27 11 688 5248

By order of the Board

Celeste Appollis

Company Secretary

19 June 2026



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Form of proxy

Famous Brands Limited

(Incorporated in the Republic of South Africa) Registration number 1969/004875/06
JSE and A2X code: FBR ISIN: ZAE000053328
(Famous Brands or the Company)

For Famous Brands ordinary shareholders

- For use at the Annual General Meeting (AGM) of Famous Brands Limited to be held at Famous Brands, Waterfall Office Park, Corner Bekker & Mac Mac Road, 2 Augrabies Road; Midrand Boardroom The Waterfall Auditorium L2, on Friday, 24 July 2026, at 14:00, or any adjourned or postponed date and time determined in accordance with sections 64(4) and 64(11)(a)(i) of the Companies Act, No 71 of 2008, as amended (Companies Act).
- This form of proxy is not to be used by beneficial owners of shares who have dematerialised their shares (dematerialised shares) through a Central Securities Depository Participant (CSDP) or broker, as the case may be, unless you are recorded on the sub-register as an own name dematerialised shareholder. Generally, you will not be an own name dematerialised shareholder unless you have specifically requested your CSDP to record you as the holder of the shares in your own name in the Company's sub-register.
- This form of proxy is only for use by certificated, own name dematerialised shareholders and CSDPs or brokers (or their nominees) registered in the Company's sub-register as the holder of dematerialised ordinary shares.
- Each shareholder entitled to attend and vote at the AGM is entitled to appoint a proxy (who need not be a shareholder of the Company) to attend, participate in and speak and vote in place of that shareholder at the AGM, and at any adjournment thereafter.
- Please note the following – your rights as a shareholder at the AGM:
 - The appointment of the proxy is revocable; and
 - You may revoke the proxy appointment by (i) cancelling it in writing or making a later inconsistent appointment of a proxy; and (ii) delivering a copy of the revocation instrument to the proxy and to the Company.
- Please note that any shareholder of the Company that is a company may authorise any person to act as its representative at the AGM. Please also note that section 63(1) of the Companies Act requires that persons wishing to participate in the AGM (including the aforementioned representative) provide satisfactory identification before they may so participate. The Company will regard the presentation of a meeting participant's valid driving licence, identity document or passport as satisfactory identification.
- Note that the voting will be performed by way of a poll, so each shareholder present or represented by way of proxy will be entitled to one vote for every ordinary share held or represented.

I/We, the undersigned:

(Name in block letter)

Of (insert address)

being a holder of _____ shares in the issued share capital of the Company, entitled to vote

do hereby appoint:

or, failing him/her, the Chairman of the meeting, as my/our proxy to vote for me/us on my/our behalf at the AGM of shareholders of the Company to be held at 14:00 on Friday, 24 July 2026 and at any cancellation, postponement or adjournment thereof as follows:

* Indicate instructions to proxy by insertion of an "X" or the relevant number of votes exercisable by the member on a poll in the space provided below – see note 17.

Famous Brands Integrated Annual Report 2026

Number of votes

	In favour of	Against	Abstain
Part B – Ordinary resolutions			
Ordinary resolution number 1 – adoption of audited consolidated annual financial statements			
Ordinary resolution number 2 – re-appointment of external auditors			
Ordinary resolution number 3 – election of Directors			
3.1. To re-elect Mr CH Boule as a director of the Company			
3.2. To re-elect Mr TF Mosololi as a director of the Company			
3.3. To re-elect Mr W Mzimba as a director of the Company			
Ordinary resolution number 4 – election of members of the Audit and Risk Committee			
4.1 To elect Ms B Mathe as a member of the Audit and Risk Committee			
4.2 To elect Mr TF Mosololi as a member of the Audit and Risk Committee			
4.3 To elect Ms F Petersen-Cook as a member of the Audit and Risk Committee			
Ordinary resolution number 5 – election of the Social and Ethics Committee			
5.1 To elect Mr AK Maditse as a member of the Social and Ethics Committee			
5.2 To elect Ms B Mathe as a member of the Social and Ethics Committee			
5.3 To elect Mr W Mzimba as a member of the Social and Ethics Committee			
5.4 To elect Mr N Halamandaris as a member of the Social and Ethics Committee			
Ordinary resolution number 6 – general authority			
Ordinary resolution number 7 – approval of the Remuneration Policy			
Ordinary resolution number 8 – approval of the Remuneration report			
Ordinary resolution number 9 – general authority to repurchase shares			
Part C – Special resolutions			
Special resolution number 1 – approval of remuneration payable to non-executive directors and the Chairman			
1.1 Remuneration payable to non-executive directors			
1.2 Remuneration payable to the Chairman of the Board			
1.3 Remuneration payable to the Lead Independent Director			
1.4 Remuneration payable to the Chairman of the Audit and Risk Committee			
1.5 Remuneration payable to the members of the Audit and Risk Committee			
1.6 Remuneration payable to the Chairman of the Remuneration Committee			
1.7 Remuneration payable to the members of the Remuneration Committee			
1.8 Remuneration payable to the Chairman of the Nomination Committee			
1.9 Remuneration payable to the members of the Nomination Committee			
1.10 Remuneration payable to the Chairman of the Social and Ethics Committee			
1.11 Remuneration payable to the members of the Social and Ethics Committee			
1.12 Remuneration payable to the Chairman of the Investment Committee			
1.13 Remuneration payable to non-executive directors attending Investment Committee or unscheduled Committee meetings			
1.14 Remuneration payable to a non-executive director who sits as Chairman of a partially owned subsidiary or associate company			
1.15 Remuneration payable to a non-executive director who sits as a director on a partially owned subsidiary or associate company			
1.16 Remuneration payable to a non-executive director for any additional meetings and/or consulting services rendered			
Special resolution number 2 – financial assistance to related and interrelated companies			

and generally, to act as my/our proxy at the AGM. (If no directions are given, the proxy holder will be entitled to vote or to abstain from voting as that proxy holder deems fit).

Signed at _____ on _____ 2026

Signature _____ assisted by me (where applicable)

(State capacity and full name)

Each member is entitled to appoint one or more proxy/ies (who need not be a member of the Company) to attend, speak and vote in place of that member at the AGM. Please read the notes on the following page.



Notes to the form of proxy

Including a summary of rights in terms of Section 58 of The Companies Act)

Each shareholder may participate in the AGM via electronic format.

- At any time, a shareholder of a company may appoint any individual as a proxy to participate in, and speak and vote at, the AGM on behalf of the shareholder.
- An individual appointed as a proxy need not also be a shareholder of the Company.
- The proxy appointment must be in writing, dated and signed by the shareholder.
- Forms of proxy must be forwarded to reach the Company's transfer secretaries, Computershare Investor Services Pty Limited, Rosebank Towers, 15 Biermann Avenue, Rosebank, 2196, or posted to the transfer secretaries at Private Bag X9000, Saxonwold, 2132, South Africa (transfer secretaries), or sent by email to proxy@computershare.co.za so as to be received by them by no later than 14:00 on Wednesday, 22 July 2026, provided that proxies which are not delivered timeously to the transfer secretaries, may be sent to the Chairman of the AGM, care of the transfer secretaries at proxy@computershare.co.za at any time before the proxy exercises any rights of the shareholder at the AGM.
- The appointment of one or more proxies in accordance with the form of proxy to which these notes are attached will lapse and cease to be of force and effect immediately after the AGM of the Company to be held on Friday, 24 July 2026, at 14:00, or at any adjournment/(s) thereof, unless it is revoked earlier in accordance with paragraphs 7 and 8 below.
- A shareholder may revoke the proxy appointment by: (i) cancelling it in writing, or making a later inconsistent appointment of a proxy; and (ii) delivering a copy of the revocation instrument to the proxy/(ies) and to the Company at the registered office, for attention of the Company Secretary, to be received before the replacement proxy exercises any rights of the shareholder at the AGM or any adjournment/(s) thereof.
- The revocation of a proxy appointment constitutes a complete and final cancellation of the proxy/(ies)' authority to act on behalf of the shareholder as of the later of: (i) the date stated in the revocation instrument, if any; or (ii) the date on which the revocation instrument was delivered as required in paragraph 7(ii).
- A shareholder can appoint one or more proxy/ies for the purposes of representing that shareholder at the AGM of the Company and at any adjournment/(s) thereof by completing and signing the form of proxy to which these notes are attached in accordance with the instructions it contains and returning it to the transfer secretaries, so as to be received by them by no later than 14:00 on Wednesday, 22 July and may be sent to the Chairman of the AGM, care of the transfer secretaries at proxy@computershare.co.za at any time before the proxy exercises any rights of the shareholder at a shareholders' meeting.
- If the instrument appointing a proxy or proxies has been delivered to the Company in accordance with the provisions of paragraph 9, then, until that appointment lapses in accordance with the provisions of paragraph 6, any notice that is required in terms of the Companies Act, as amended from time to time or the Company's MOI to be delivered by the Company to the shareholder must be delivered by the Company to:
 - the shareholder;
 - the proxy or proxies, if the shareholder has: (i) directed the Company to do so, in writing; and (ii) paid any reasonable fee charged by the Company for doing so.

- Section 63(1) of the Companies Act requires that meeting participants provide reasonably satisfactory identification. The Company will regard the presentation of a meeting participant's valid driving licence, identity document or passport as satisfactory identification.
- Documentary evidence establishing the authority of a person who participates in, or speaks or votes at the AGM on behalf of a shareholder in a representative capacity, or who signs the form of proxy in a representative capacity, (for example, a certified copy of a duly passed directors' resolution in the case of a shareholder which is a company, a certified copy of a duly passed members' resolution in the case of a shareholder which is a close corporation and a certified copy of a duly passed trustees' resolution in the case of a shareholder who/which is/are a trust) must be presented to the person presiding at the AGM or attached to the form of proxy (as the case may be), and shall thereafter be retained by the Company.
- It is recorded that, in accordance with section 63(6) of the Companies Act, if voting on a particular matter is by polling, a shareholder or a proxy for a shareholder has the number of votes determined in accordance with the voting rights associated with the securities held by that shareholder.
- Any insertions, deletions, alteration or correction made to the form of proxy must be initialled by the signatory/(ies). Any insertion, deletion, alteration or correction made to the form of proxy but not complying with the foregoing will be deemed not to have been validly effected.
 - A shareholder may appoint two or more persons concurrently as proxies and may appoint more than one proxy to exercise voting rights attached to different securities held by the shareholder.
 - The person whose name stands first on the form of proxy and who is present at the AGM will be entitled to act as proxy to the exclusion of those whose names follow. If no names are indicated, the proxy shall be exercised by the Chairman of the AGM.
 - A shareholder's instructions to the proxy must be indicated by the insertion of an "X" or the relevant number of votes exercisable by that shareholder in the appropriate box provided. An "X" in the appropriate box indicates the maximum number of votes exercisable by that shareholder. Failure to comply with the above or to provide any voting instructions will be deemed to authorise the proxy to vote or to abstain from voting at the AGM as he/she/it deems fit in his/her/its discretion.
 - When there are joint holders of shares, any one holder may sign the form of proxy, and the vote of the senior shareholder (for which purpose seniority will be determined by the order in which the names of the shareholders appear in the Company's register) who tenders a vote (whether in person or by proxy) will be accepted to the exclusion of the vote/(s) of the other joint shareholders.
 - The completion and lodging of this form of proxy will not preclude the shareholder who appoints one or more proxy/(ies) from participating in the meeting and speaking and voting in person thereat to the exclusion of any proxy/(ies) appointed in terms of the form of proxy should such shareholder wish to do so. The appointment of any proxy/(ies) is suspended at any time and to the extent that the shareholder chooses to act directly and in person in the exercise of any rights as a shareholder.



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Additional information

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Shareholder spread and diary

Analysis of ordinary shareholders as at 28 February 2026

Shareholder spread	Number of shareholdings	% of total shareholdings	Number of shares	% of issued capital
1 - 10 000	6 489	94.52	3 764 923	3.76
10 001 - 50 000	179	2.61	4 279 525	4.27
50 001 - 100 000	58	0.84	4 110 846	4.10
100 001 - 1 000 000	118	1.72	42 472 253	42.39
Over 1 000 000	21	0.31	45 574 737	45.48
Total	6 865	100.00	100 202 284	100.00
Distribution of shareholders				
Individuals	5 974	87.02	7 572 836	7.56
Insurance companies	2	0.03	22 486	0.02
Investment trusts	218	3.18	6 644 714	6.63
Other companies and corporate bodies	671	9.77	85 962 248	85.79
Total	6 865	100.00	100 202 284	100.00

*Pursuant to the provisions of Section 56 of the Companies Act, 2008, disclosures from foreign nominee companies have been included in this analysis.

Shareholder type				
Non-public shareholders	6	0.08	6 509 132	6.50
Directors and associates (Direct)	5	0.07	780 177	0.78
Directors and associates (Indirect)	1	0.01	5 728 955	5.72
Public shareholders	6 859	99.92	93 693 152	93.50
Total	6 865	100.00	100 202 284	100.00
Fund managers with a holding greater than 5% of the issued shares			Number of shares	% of issued capital
Camissa Asset Management			16 078 060	16.05
36One Asset Management			10 267 918	10.25
Public Investment Corporation			9 028 453	9.01
Mianzo Asset Management			5 736 936	5.73
Total			41 111 367	41.04
Beneficial shareholders with a holding greater than 5% of the issued shares			Number of shares	% of issued capital
Government Employees Pension Fund			14 586 153	14.56
36One Asset Management			5 969 851	5.96
Panis Trust			5 728 955	5.72
Camissa Asset Management			5 088 030	5.08
Total			31 372 989	31.32
Total number of shareholdings	6 865			
Total number of shares in issue		100 202 284		

Share price performance

Opening price 3 March 2025	R56.33
Closing price 27 February 2026	R56.16
Closing high for the period	R65.13
Closing low for the period	R50.38
Number of shares in issue	100 202 284
Volume traded during period	39 249 145
Ratio of volume traded to shares issued (%)	39.17
Rand value traded during the period	R2 216 651 814
Price/earnings ratio as at 27 February 2026	10.44
Earnings yield as at 27 February 2026	9.58
Dividend yield as at 27 February 2026	5.09
Market capitalisation at 27 February 2026	R5 627 360 269



Performance against our SDGs

Primary SDGs



Achieve gender equality and empower all women and girls

		Status	2022	2023	2024	2025	2026	Target 2027
5.5	Increase female representation at junior (50%), middle (50%) and senior management levels (40%)	Target	Junior – 47%	Junior – 48%	Junior – 49%	Junior – 50%	Junior – 50%	Junior – 49%
		Actual	46%	47.2%	48.3%	48.4%	48.5%	–
		Target	Middle – 45%	Middle – 46%	Middle – 47%	Middle – 48%	Middle – 50%	Middle – 48.5%
		Actual	44%	45.1%	47.25%	47.5%	49.7%	–
		Target	Senior – 28%	Senior – 30%	Senior – 32%	Senior – 36%	Senior – 40%	Senior – 37.5%
		Actual	26%	32%	38%	37.0%	37.5%	–
	Ensure that 50% of women participate in development programmes that assist them in growing, performing, being recognised and being promoted	Target	44%	46%	47%	49%	50%	49%
		Actual	42%	47%	49%	49%	50.2%	0
5.a	Female representation of 40% or more at Board Level	Target	30%	30%	35%	35%	40%	33.3%
		Actual	30%	30%	36.3%	30%	33.3%	–



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

		Status	2022	2023	2024	2025	2026	Target 2027
8.5	Promote the hiring and promotion of disabled people within our Group – 3% of our workforce	Target	0.8%	1.2%	1.7%	2.2%	3.0%	3.0%
		Actual	1.2%	2.25%	4.53%	4.41%	3.41%	–
	Increase the absorption of unemployed people trained into our workforce where possible. Employment should link to business requirements	Target	42.5%	45%	47.50%	50%	55%	50%
					YES Programme >88% Learnerships >16.7%	YES Programme >87% Learnerships >20%	YES Programme 88% Learnerships >20%	
		Actual	0%	0%				–
	Equal work for equal pay exercise to ensure all women are being remunerated equally	Target	Annual review conducted. Less than 3% of employees impacted					
		Actual	N/A	2.70%	2.04%	0.70%	1.12%	–
8.6	Drive a youth focus for our talent and development programmes (learnerships, internships, persons with disabilities)	Target	65%	70%	75%	80%	85%	85%
		Actual	68%	85%	88%	88%	89%	–



Performance against our SDGs *(continued)*



Ensure sustainable consumption and production patterns

		Status	2022	2023	2024	2025	2026	Target 2027
12.2	Total GHG emissions (Scope 1, 2 and 3) per year in metric tons of CO ₂ equivalent	Target	51 544 188	48 831 336	46 118 484	43 405 632	40 692 780	54 486 671
		Actual	52 602 130	52 144 460	53 724 735	51 077 888	51 540 000	–
	Total GHG emissions (Scope 1, 2 and 3) per year in metric tons of CO ₂ equivalent, per case manufactured and shipped (tCO ₂ e/case)	Target	–	–	–	0.00197	0.00185	0.00223
		Actual	0.00253	0.00237	0.00233	0.00220	0.00207	–
	Total litres of water withdrawn from the ground and used from a municipality	Target ('000)	349 952	331 533	313 115	294 696	276 278	373 465
		Actual	363 906	389 692	393 566	337 527	363 732	–
	Total volume of water per case	Target (litre/case)	–	–	–	16.31	15.50	15.30
		Actual	17.52	17.73	17.17	14.66	15.00	–
	Total litres of water recycled and reused	Target (litre) ('000)	–	–	–	24 000	43 000	26 521
		Actual	0	0	0	25 821	18 364	–
	Total electricity kWh generated from renewable sources	Target (kWh)	–	–	–	1 950 000	2 400 000	2 953 539
		Actual	650 167	713 476	1 450 951	1 971 339	2 414 779	–
12.3	Reduce food avoidance waste from operations (excluding Lamberts Bay Foods and Famous Brands Cheese Company (metric tonnes)	Target	–	–	–	176.8	165.8	825 (will include general waste)
		Actual	0	221	178	284	333	–
12.5	Total volume of food waste not recycled/sent to landfill (metric tonnes)	Target	–	–	–	122.24	91.68	0
		Actual	0	152.8	0.00	0.00	18.89	–
12.6	Total plastic reduction (%)	Target	–	–	–	93.5%	94%	90%
		Actual	0%	0%	92%	93.6%	93.8%	–
12.7	Spend with SMMEs with revenues between R0 to R50m (% of total spend)	Target (max 30%)	–	–	–	15%	18%	13%
		Actual	11.1%	14.7%	22.8%	15.3%	10.5%	–
	Spend with >51% – Black women-owned (% of total spend)	Target (max 40%)	–	–	–	40%	40%	40%
		Actual	32.5%	40.9%	61.4%	40.2%	40.1%	–
	Spend with >30% Black Women Owned companies (% of total spend)	Target (max 12%)	–	–	–	12%	12%	12%
		Actual	27.2%	31.8%	48.2%	32.5%	31%	–



Performance against our SDGs *(continued)*

Secondary SDGs



End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

		Status	2022	2023	2024	2025	2026	Target 2027
2.1 & 2.2	% spend of total CSI to promote social development in communities	Target	–	–	–	10%	10%	14%
		Actual	–	–	11.7%	14.5%	22%	–
	% spend of total CSI to promote a better environment, better education and sport to support communities	Target	–	–	–	55%	55%	62%
		Actual	–	–	57.9%	61.5%	58.9%	–



Ensure healthy lives and promote wellbeing for all at all ages

		Status	2022	2023	2024	2025	2026	Target FY2027
3.8	% spend of total CSI spend to achieve universal health coverage, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all	Target	–	–	–	31%	31.2%	24%
		Actual	–	–	30.4%	24%	19%	–



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

		Status	2022	2023	2024	2025	2026
4.4	Number of unemployed learnership beneficiaries	Target	–	–	–	60	60
		Actual	55	57	62	67	62
	Number of YES Programme beneficiaries (*target-based 3–year NPAT)	Target	–	–	185	290	325
		Actual	160	165	193	300	330
	Number or % of beneficiaries that are Black (African, Coloured, Indian, Chinese)	Target	–	–	–	75%	75%
		Actual	68%	70%	72.5%	79%	79.5%



Glossary

AGM	Annual General Meeting
AME	Africa and the Middle East
B-BBEE	Broad-Based Black Economic Empowerment
Capex	Capital expenditure
CDR	Casual Dining Restaurant
CEO	Chief Executive Officer
CRM	Customer relationship management
CSI	Corporate social investment
EBITDA	Earnings before interest, tax, depreciation and amortisation
ESG	Environmental, social and governance
Exco	Executive Committee
HR	Human Resources
HEPS	Headline earnings per share
IT	Information technology
KPI	Key performance indicator

LPG	Liquefied petroleum gas
LTI	Long-term incentive
NFF	National Franchise Forum
NOSA	National Occupational Safety Association of SA
ROCE	Return on capital employed
POPIA	Protection of Personal Information Act
QSR	Quick Service Restaurant
SADC	Southern African Development Community
STI	Short-term incentive
TSR	Total shareholder return
TCC	Total cost to company
UN SDG	United Nations Sustainable Development Goal
UK	United Kingdom
WACC	Weighted average cost of capital



Corporate information and directorate

Famous Brands Limited

Incorporated in the Republic of South Africa
Registration number: 1969/004875/06
JSE and A2X share code: FBR
ISIN code: ZAE000053328

Directors

Chris Boulle (Independent Chairman), Alex Maditse (Lead Independent Director), Nik Halamandaris, Darren Hele (CEO)*, Busisiwe Mathe, Thabo Mosololi, William Mzimba, Fagmeedah Petersen-Cook, Nelisiwe Shiluvana (Group Financial Director)*

** Executive*

Group Company Secretary

Celeste Appollis

Registered office

478 James Crescent, Halfway House, Midrand, 1685
PO Box 2884, Halfway House, 1685

Telephone: +27 11 315 3000

Email: investorrelations@famousbrands.co.za

Website address: www.famousbrands.co.za

Transfer Secretaries

Computershare Investor Services Pty Limited
Registration number: 2004/003647/07
Rosebank Towers, 15 Biermann Avenue, Rosebank, 2196
Private Bag X9000, Saxonwold, 2132

Sponsor

The Standard Bank of South Africa Limited
Registration number: 1969/017128/06
30 Baker Street, Rosebank, 2196

Auditor

KPMG
Registration number: 1999/012876/07
85 Empire Road, Parktown, Johannesburg, 2193



www.famousbrands.co.za