

EARTH

REPORT 2024/2025

LOVERS



OUR STORY

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Our Vision and Family Values

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OUR STORY



REAL FOOD, REAL VALUE, REAL PEOPLE, REAL HEART.

From humble beginnings as a single fruit and veg store in Access Park, Cape Town in 1993, the Food Lover's Market Group has blossomed into Southern Africa's largest privately-owned retailer over the past three decades.

Founded by brothers Brian and Mike Coppin, our family-owned business has expanded to encompass hundreds of stores, employing a talented team of 22 000 colleagues across southern Africa.

Our business includes several exciting sister brands, namely Food Lover's Eatery, FreshStop, FVC International, Seattle Coffee Company, Vetsmart, Diamond's Discount Liquor and Market Liquors. While Fruit & Veg City is the root of our story, we've evolved into a modern retail destination offering an immersive shopping experience from fresh produce gourmet butchery, bakery, seafood, grocery, and health and wellness departments.

Our brand promise, 'The Best in Fresh Guaranteed', reflects our unwavering commitment to delivering exceptional products and outstanding customer experience daily. Driven by excellence, we strive to provide unparalleled value, quality, range and service while also having fun. Our dedication extends far beyond our customers and stores to our colleagues, suppliers, local communities and the broader world we inhabit. We're proud to be a business making a meaningful difference, and we're committed to continuing our journey of changing lives.

"Rooted in our family values of Faith, Love, and Miracles, our business is driven by our purpose to change lives and create a lasting positive impact in the communities we serve."
- Coppin Family



FOOD LOVER'S MARKET HOLDINGS

The Food Lover's Market Group is a collection of extraordinary brands that are setting new standards in the South African retail sector. We have a footprint in 8 countries. A passion for excellence and customer delight is at the forefront of everything we do.

FOOD LOVER'S MARKET

A family-run business with **over 90 stores** across Southern Africa, Food Lover's Market has been a leading retailer in fresh produce for over 30 years. The business has not only seen exceptional growth in fresh produce but also in butchery, bakery and grocery offerings across the board.

FRESH STOP fill up, fresh up!

FreshStop is the fastest-growing convenience store chain in South Africa, opening **over 330 stores**. Our fresh produce offering, wide variety of established quick service food brands, market leader coffee brand and our diverse product offerings are what sets us apart from other forecourt convenience retailers.

SEATTLE COFFEE COMPANY

A leading coffee brand in South Africa with integrated roasting infrastructure and a dedicated customer following. Seattle Coffee Company operates **over 310** outlets, and that number is continuously growing.

fvc INT.

FVC International is our global sourcing and export partner, connecting us with top growers and ensuring the freshest produce in our stores year-round. A key player in the international fruit trade, FVC International also exports premium South African produce to markets around the world.

FOOD LOVER'S EATERY

Our 6 Eateries cater to working professionals offering delicious on-the-go meal options, onsite consumption and a theatre of food.

DIAMOND'S DISCOUNT LIQUOR

Diamond's Discount Liquor is a proud part of our retail group, offering great value across a wide range of alcoholic beverages. With **21 stores** in the Western Cape, Diamond's Discount Liquor is known for everyday low prices.

VETS MART

VetsMart is our dedicated pet care business, operating **11 stores** across Namibia and South Africa. Specialising in premium pet food and products, VetsMart is built around a passion for the health and happiness of animals.

MARKET LIQUORS FOOD LOVER'S MARKET

Market Liquors is our in-house liquor offering, conveniently located next to selected Food Lover's Market stores. With **18 stores** nationwide, we offer a curated range of spirits, wines and beers at unbeatable prices.

THE GROWTH OF EARTH LOVERS

"Earth Lovers is more than a sustainability strategy, it's simply the way we do business. It's our commitment to changing lives through the way we run our company."
- Brian Coppin

Food Lover's Market has always been driven by real people, with real heart, acting to provide real value for the communities we serve. Over the past three decades, this focus on value has expanded beyond just creating great deals for our customers but also looking holistically at creating value for our people, our suppliers, the most vulnerable in our communities and our world. Earth Lovers is the embodiment of this journey to becoming a truly values-driven, purpose-led business.

Our Family values: Faith, Love, and Miracles, represent and celebrate the spirit of our Food Lover's Market Family! They are the principles that we all, as team members, commit to upholding and living every day.

This is an ongoing journey, and Earth Lovers is our commitment to keep looking in the mirror to acknowledge where we can do better. To be bold in upholding those commitments and to keep growing, learning and striving to change lives, every day.



OUR PURPOSE CHANGING LIVES



OUR VISION THE BEST IN FRESH



FLM FAMILY VALUES

How to live our
CORE VALUES EVERY DAY.



1 Have faith in your own ability, in each other, and faith in our shared success.

2 Create a community where you treat everyone the way you wish to be treated.

3 Innovation means stepping out of your comfort zone. Sometimes we fail, but learning from it and doing better turns failure into success.



1 Be yourself and look for the good in others.

2 Lead with integrity. Do the right thing, even when no one is watching.

3 Use every day to learn and develop yourself. As you grow, grow those around you too.



1 Go big or go home. Show up every day, and try your best.

2 Energy is infectious. Approach each day with positivity, grit and determination.

3 Always look for ways to innovate and delight those around you through your work.



CHANGING LIVES IS AT THE HEART OF EVERYTHING WE DO

When the team asked what legacy Mike, our family, and I want to leave behind as we reflect on the purpose of Food Lover's Market, it didn't take long for me to realise the answer: Changing lives. It's at the heart of everything we do.

Ever since Mike and I started out in business, this has been our underlying purpose. The difference between now and 1993 is the extent to which we have changed lives. While we have always been driven by the concept of changing the lives of our customers by creating an exceptional shopping experience, over the last 30-plus years it has extended well beyond this. Changing lives refers to changing the lives of all our stakeholders, current and future.

It means working with people to identify and nurture the incredible talent that exists in our country, regardless of background or level of education. It means looking for the good in people, and then giving them the opportunity to shine.

It means working with communities to support those organisations out there that are making an incredible difference to the health of our children – to the health of our future generations.

It means working with our suppliers, new and old, to increase their social and environmental impact so we can be a part of solving some of the macro social and environmental challenges our world faces today. This means taking care of how we do business to ensure that we become more of a regenerative business. It means working with our farmers to become true custodians of the land, nurturing the soils, ensuring our water sources remain clear and unpolluted and promoting biodiversity. It means working to offer even more plastic-free options so future generations can appreciate the natural beauty of our oceans, the wild spaces that still exist, the forests and the savannahs.

This cannot happen overnight; however, I am delighted that we are on this journey. I would like to express my sincere thanks to the board and all our colleagues who work tirelessly day in and day out to ensure that we are able to live our vision of being "The Best in Fresh". I am incredibly grateful for the work you all do in offering our customers the best range, value, service and quality, while at the same time also living our values and our purpose. Changing lives is a call to action, and I am delighted to see so many of our colleagues, in all positions, take up this call.

Changing lives inspires us. And I hope reading this report and seeing what we are doing to truly live this purpose, inspires you too. There will always be more that we can do, so this is also an invitation to you, no matter your relationship with Food Lover's Market, to join us as we continue our Earth Lovers journey and continue to change lives, together.

A massive thank you,
Brian Coppin
 Co-Founder and Group CEO



LEADING FROM OUR HEARTS

Welcome to our second edition of our Earth Lovers sustainability report. These reports are a culmination of the hard work of so many people working in this business, creating meaningful impact, from general assistants to store managers, from drivers to the chefs, from pickers in the DCs to our cashiers and everyone in between. This is a big thank you for living our purpose and changing lives. Not just the lives of the people we work with, but the lives within the communities we serve, the lives of our suppliers and their communities and the lives of our customers.

I am also incredibly grateful to those amazing people working tirelessly in communities, or running social enterprises and NPOs, who have partnered with us and with whom we are creating this impact. From Ywaste and our attempt to seek circularity in waste, to all the entrepreneurs in Seeds of Change who have inspired us as a business to do more, to our long-term partners like FoodForward SA, Green Light Movement and Taking Care of Business (TCB) and so many others, thank you for walking this journey with us and inspiring us to do more and to be more.

Sustainability is quite simply our ability to lead from our hearts. To move from a headspace that is occupied with figures, daily news, world affairs and so much more “noise”, to a place of quiet knowing that sits within each of us. A knowing that this planet is our only home. A knowing that we cannot continue in the same way we always have, with the mindset we have always had. A knowing that the time of pretending that things will work themselves out, or that someone else will fix it, is gone.

Within this deep knowing we can change our mindsets to a regenerative way of being, of interacting and of doing business. A mindset that will ensure we seek out solutions to preserve what we have left and reverse the current trends of species extinction, plastification of the oceans, biodiversity loss and social inequality.

When we truly lead with love, we know that it is up to every single one of us to look at how we interact with each other and the planet. It is up to each of us to query the systems that have brought us to where we are now, to ask really difficult questions of ourselves and business, and to begin to seek partnerships and solutions that will genuinely change lives, current and future.

I am incredibly proud to be part of a brand that, while it doesn’t always have immediate answers, is willing to look itself in the mirror and ask really challenging questions. I am proud to work with people who are willing to drop into their hearts and dream a more beautiful world into reality.

This report shows not just the amount of impact we as a brand are trying to make, but also lays bare the enormity of the work still to do. Thank you to every one of our suppliers, customers, communities and especially colleagues for pushing us to do more and for walking this path with us. Together, we can absolutely change even more lives.

With love,
Andrew Millson
Group HR and Sustainability Executive



SUSTAINABLE DEVELOPMENT GOALS

Like other businesses around the globe, we are committed to supporting the Sustainable Development Goals, and have aligned our Sustainability Strategy to the following 11 goals:



PARTNERING WITH ACTIS

Actis is a leading global investor in sustainable business and became an investment partner in Food Lover's Market in 2016. Through their clear commitment to sustainability, they have been an instrumental stakeholder supporting Food Lover's Market on our Earth Lovers journey, always being on hand to offer advice, support or connections to key people and organisations who can support our progress and help us make increased impact.

"As an investor, Actis has always incorporated sustainability into investment decision-making. Why? Our conviction is that companies that are sustainability leaders are higher quality companies, who will outcompete their peers and are ultimately more valuable. Actis is often a catalyst for our companies to embark on their sustainability journeys; however, this was not the case with Food Lover's Market. What was crystal clear back in 2016 when we invested, is that this family-owned business has an incredibly strong values framework, espoused by and instilled by the two co-founders, Brian and Mike, from the outset. This 'north star' led to Earth Lovers, and all the fantastic initiatives that have followed (from helping colleagues to tackle debt and poverty, a supplier development programme, to being the first SA retailer to ban plastic bags).

Actis takes great pride in partnering with growing businesses that are not only profitable, but also deliver positive impacts via their sustainability strategies, and Food Lover's Market is a fantastic encapsulation of this."

Shami Nissan
Partner, Head of Sustainability at Actis



actis

THE HEART OF THE BUSINESS

DRIVEN
BY OUR
PURPOSE
TO CHANGE LIVES

OUR FAMILY

Building a conscious leadership culture and addressing inequality through the power of our business.

SAME FACES,
HIGHER PLACES



FLM
FOUNDATION

COLLEAGUE
BENEFITS



COLLEAGUE
WELLNESS

COLLEAGUE
ENGAGEMENT



OUR SUPPLIERS

Growing suppliers & producers **that align to our values.**



SEEDS OF CHANGE

FOOD LOVER'S MARKET • GROWING LOCAL SUPPLIERS

Seeds of Change Supplier
Development Partnership

Align ourselves
with suppliers
that share
our values

Grow our
You First
health range

Expand the range of fair trade,
organic, free range and
sustainably sourced
products on our shelves

Work with our farmers
to increase sustainable and
regenerative farming practices

OUR CUSTOMERS

Offering **THE BEST IN FRESH** through
our **brand promise of offering:**

**THE BEST
IN FRESH**

GUARANTEED!

THE BEST VALUE

THE BEST QUALITY

THE BEST RANGE

THE BEST SERVICE

**“EARTH LOVERS
IS THE PRACTICAL WAY
WE LIVE OUR VALUES
EVERY DAY.”**

THE HEART OF THE BUSINESS

OUR COMMUNITIES

Using the power of our business **to support the eradication of hunger.**



Supporting **CHILD-CENTRIC ORGANISATIONS** in communities through feeding schemes and donations **THROUGH LONG-TERM PARTNERSHIPS** with each of our Food Lover's Market **STORES**

ERADICATING HUNGER and raising awareness of poverty in South africa through **LONG TERM PARTNERSHIP WITH FOODFORWARD SA** in our annual flagship campaign, World Hunger Month.



OUR WORLD

Tackling **environmental challenges** through the power of our business.



**INNOVATING
IN WASTE
MANAGEMENT
TO SUPPORT
CIRCULAR
ECONOMIES**

**FOCUS ON
LOGISTICS,
TECH AND
NETWORK
SYNERGIES**

**REDUCE
PACKAGING
AND SINGLE
USE PLASTICS**

**EXPANDING
OUR SOLAR
GENERATION
TO SUPPORT
CLEAN ENERGY
AND REDUCE
OUR CARBON
FOOTPRINT**





OUR COLLEAGUE JOURNEY

Our colleagues are the heartbeat of our business, working tirelessly every day to ensure that we truly live our values and give our customers the best in fresh.

We have grown from a small founder-based single site retailer, to one that now has 22 000 colleagues and an annual salary bill of over R1.6bn, serving 775 communities across Southern Africa.

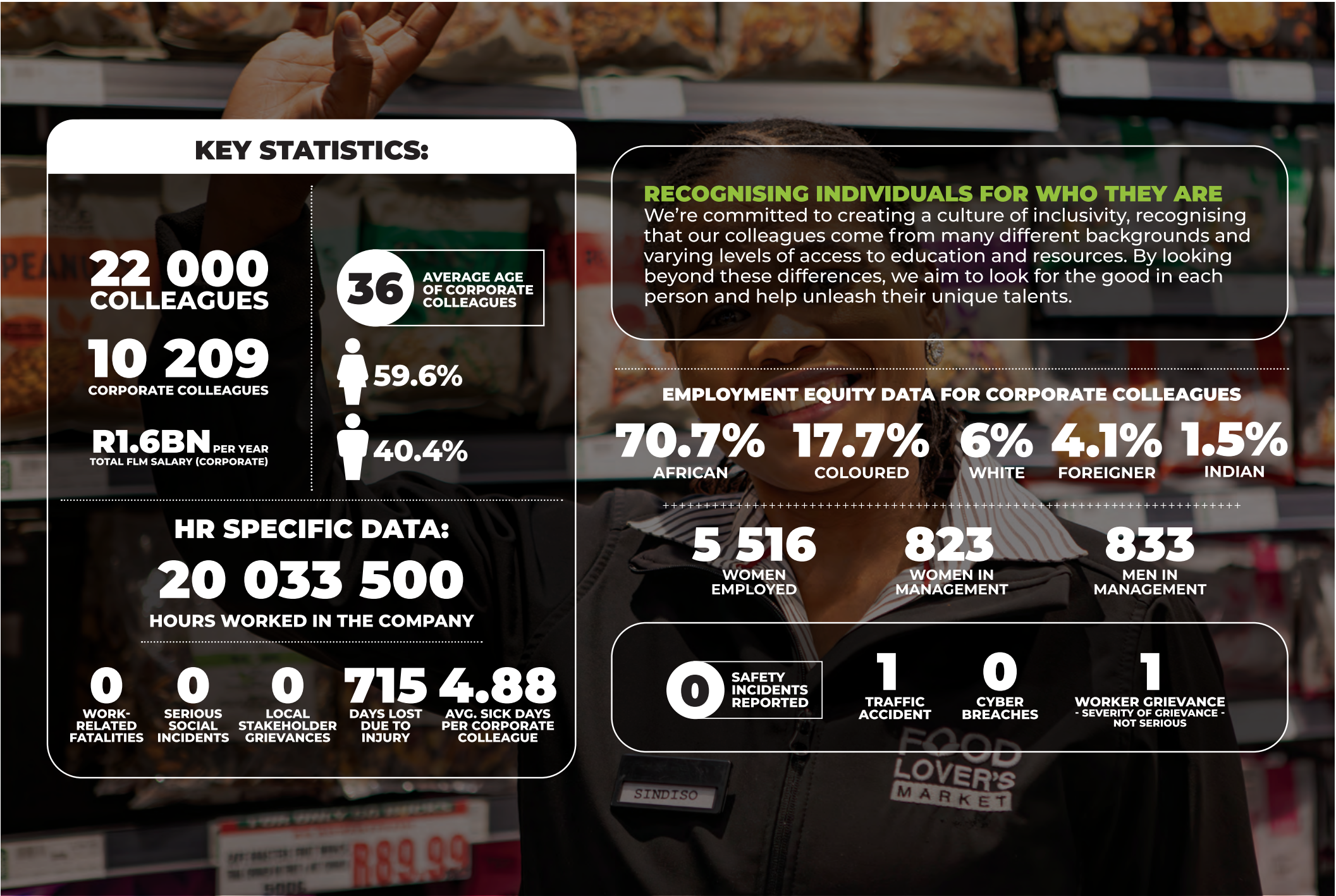
As a family business, we pride ourselves on our relationship with our colleagues. The variety of programmes that you will read about in the sections that follow, highlight some of the work we are doing to ensure that our colleagues are not only the very best in retail, but that we take our responsibility of changing lives incredibly seriously.

From one-to-one support through our Love My Journey initiative, to the surveys we run every two years, we actively engage with our colleagues on a range of issues, both in the workplace and in their lives outside of work. This ensures we remain close to the issues that are ever present in the lives of those who work with us.

Through our “Same Faces, Higher Places” ethos we take this a step further. We work with our senior teams to support them in identifying and nurturing the unique talents and gifts that reside within the Food Lover’s Market family, in turn supporting our colleagues to grow into their roles and take responsibility for their own career growth.

We cannot afford to confuse education and talent in our country. We commit to continue providing opportunities and the support needed for people from all different backgrounds and levels of education so they can reach their full potential.

Like with everything else, this is an ongoing learning journey. We will continue to find innovative ways of engaging with our colleagues to better understand their challenges, ensuring that as the business grows, so too can our people.



PRODUCTIVITY AND COLLEAGUE TURNOVER

Colleague turnover and productivity remain an integral focus in creating effective and motivated teams. In the last financial year our colleague turnover for the group was 26.57%, which is marginally lower than the average for the previous three years, and over 10% lower than five years ago.

Our goal is to achieve less than 25% colleague turnover per year. We believe this colleague turnover rate ensures a steady growth of colleagues building experience and knowledge within the business while still allowing fresh energy to invigorate teams as new people join our retail environment.

Additionally, we aim to make Food Lover's Market the best place to work in South Africa, and this means investigating areas in the business where colleague turnover is unusually high to get a better understanding of why colleagues are leaving. During January and February 2025, extensive listening workshops were conducted in three identified stores in the Western Cape to get deeper insight into the challenges facing those colleagues and to create an action plan on how to address some of the challenges raised.

Some of this feedback was hard to hear, from canteens which did not meet expectations, to perceived favouritism in the store, to queries around how overtime is calculated. This kind of deep listening is essential; however, and based on the issues raised, we are creating an audit that our store HR colleagues will use to ensure that our standards are continuously being improved upon.

We are extremely proud to have 1 709 colleagues, representing 17% of our workforce, who have been with the business for 10 years or more.

Productivity (salary as a percentage of sales) is 9.5%, compared to 9.3% last year. Our colleague productivity is higher than the industry average. This is due to the huge volumes of fresh produce that we handle, and more importantly, the fact that we place a huge emphasis on customer service, with exceptional service being one of the cornerstones of our brand promise. This means we have more people on the shop floor, ready to serve our customers and improve their shopping experience.



"We are incredibly proud to have 1 709 colleagues, representing 17% of our workforce, who have been with the business for 10 years or more."

BUILDING A CONSCIOUS AND INCLUSIVE CULTURE

At Food Lover's Market, we believe that conscious leadership is key to changing lives and driving meaningful impact. A conscious leader is someone who embodies self-awareness, empathy, and a commitment to unlocking the potential in others. By prioritising people, fostering innovation, and embracing growth, our leaders strive to make a positive difference in the lives of our colleagues, customers, and communities.

This approach empowers us to build a business that not only thrives but also leaves a lasting legacy for generations to come.

The first way we've gone about growing this culture is through our Conscious Leadership programmes. These programmes incorporate leadership training that focuses on our shared values and our ultimate purpose to change lives. We also incorporate our Food Lover's Market family leadership principles to ensure we foster the same culture in the next generation of leaders that has helped Food Lover's Market thrive over the last three decades.

Our most notable leadership programmes include our Leadership Management Programme, our Trainee Development Programme, our Leader as Coach Programme and our newly launched Wayfinder Coaching Programme which has seen 49 leaders and high potential leaders-to-be partnered with professional coaches to help navigate their roles as conscious leaders.

These programmes are rooted in Food Lover's Market's strong entrepreneurial spirit, which shapes our unique culture. We believe the future leaders of our business will grow from the talent we already possess in all levels of the business. Our "Same Faces, Higher Places" approach focuses on finding and growing this talent through numerous uniquely designed learning and development programmes.

That entrepreneurial spirit has also emphasised the eagerness to learn from colleagues across the business and led to the creation of our Food Lover's Market Online Learning Academy. The Online Academy, which sits within our colleague engagement app, REFRESH, has seen 6 353 colleagues voluntarily register since launch, with thousands of learners engaging across various modules. Compared to global averages for microlearning in frontline settings, these results reflect a healthy foundation, and, more importantly, a clear appetite for growth.





Over the past few years, we've seen firsthand the power of face-to-face training. Its impact has been felt across the business, strengthening teams and driving real results. Now, we've refined our approach to be even more targeted and purposeful.

Our in-person sessions focus on line managers and key in-store roles, equipping them with the skills and confidence to make an even greater impact on the business's success.

At the same time, our newly launched Online Learning Academy serves as a powerful support system, reinforcing knowledge and ensuring continuous growth. This shift isn't just about numbers; it's about depth, relevance, and transformation, ensuring that every learning experience truly moves the needle.

LEADERSHIP DEVELOPMENT PROGRAMME
For all managers and senior leaders.
80 COLLEAGUES

PICKERS PROGRAMME
Module-based online learning – for Groceries, Fresh (including Africa), Prepack, Perishables, Butchery, and Logistics.
Colleagues learn about the value they add within our supply chain. The programme sets out clear performance standards and processes for the teams within the DC, providing them with tools to excel and uplift themselves, their growth, and their futures.
100 COLLEAGUES ENROLLED

3 405 COLLEAGUES TRAINED
45.5% increase from last year

MANAGEMENT ESSENTIALS
2 DAY BASIC MANAGEMENT PROGRAMME
For all supervisors and department managers in DCs, production and stores.
154 COLLEAGUES, REPRESENTING 80% OF ALL MANAGERS AND SUPERVISORS

TRAIN THE TRAINER
3 DAY WORKSHOP FOR COLLEAGUES
For those who are required to deliver professional facilitation. It provides them with the necessary skills to carry out organisational teaching in an effective and clear way so that organisational training objectives are achieved.
30 COLLEAGUES PARTICIPATED

TRAINEE MANAGER DEVELOPMENT PROGRAMME
TMDP
6-9 MONTHS IN-DEPTH MANAGEMENT PROGRAMME
Focuses on store operations, designed to help facilitate the development of future managers.
15 COLLEAGUES COMPLETED

LEADER AS COACH
Continuation of Leadership Development Programme focusing on coaching principles.
175 COLLEAGUES PARTICIPATED

ESSENTIAL SKILLS TRAINING
1 DAY BEHAVIOURAL TRAINING
CRUCIAL CONVERSATIONS
Build the necessary skills to navigate difficult conversations, assisting Food Lover's Market leaders to become conscious communicators.
RESILIENCE
Managing energy, not time, as a key to high performance and personal renewal.
86 COLLEAGUES PARTICIPATED
92 COLLEAGUES PARTICIPATED

CUSTOMER XPERIENCE
1/2 DAY CUSTOMER EXPERIENCE TRAINING
For primarily customer-facing colleagues.
256 COLLEAGUES PARTICIPATED IN PERSON
1 393 COLLEAGUES PARTICIPATED ONLINE

CHANGING LIVES THROUGH OUR NEXT GENERATION OF LEADERS

Through the Food Lover’s Market Leadership Development Programme, Food Lover’s Market invests in building long-term leadership capacity and encourages the growth of an enabling and motivating internal culture – in essence, a quality of leadership aligned with the purpose of ‘Changing Lives.’

2024 marked the sixth year of the Leadership Development Programme, with 380 colleagues having completed it to date (80 in financial year 2024/2025). Designed for senior and middle management and led by experienced facilitator Belinda Guillot, the programme adopts a participant-centric approach, focusing on practical learning, personal growth, and shifting mindsets, behaviours, and actions to embed new approaches and drive more effective leadership across the organisation.

“Participants have consistently expressed positive feedback about the programme, highlighting its success in delivering a transformative leadership development experience. They noted improvements in their ability to handle challenges, enhanced problem-solving skills and reported a more positive outlook on professional relationships.

This impact suggests that the programme effectively supports diverse developmental needs and personal growth, contributing to both incremental and profound changes in how individuals engage with their environments. The majority of participants acknowledged significant changes within themselves and an enhanced ability to address challenges within their roles. Commitment to incorporating the learned skills into daily practices was high, emphasising the programme’s effectiveness in fostering tangible changes in leadership behaviour.”

Belinda Guillot, LDP Facilitator.



LEADERSHIP COACHING: THE FLM WAYFINDER

To further embed a conscious leadership culture, we have launched our Wayfinder Coaching Initiative which partners our existing leaders and high potential leaders-to-be with professional coaches to help navigate their roles as conscious leaders. The Wayfinder Coaching Initiative is seen as an integral part of our wellness offering at Food Lover’s Market, especially for those transitioning into managerial positions.

By offering a variety of coaches, colleagues get the chance to find someone who truly speaks their language, whether it’s through their leadership style, experience, or way of guiding conversations. It also creates a sense of ownership and empowerment; instead of being assigned a coach, people get to choose the right fit for their journey, making the experience more meaningful and impactful. Having multiple coaches means a richer learning environment, where colleagues can tap into a variety of insights, strategies, and experiences that help them grow in ways they might not have expected.

At the end of the day, it’s about real connection, real growth, and real impact, because the right coach can make all the difference.

TRAINEE MANAGER DEVELOPMENT PROGRAMME

Our Trainee Manager Development Programme has begun to reap amazing rewards, for the individuals on the programme as well as for the business. This programme seeks to identify high-performing individuals who are working in our business and have shown an ability and a desire to continue growing. This in turn entrenches our family culture and truly brings to life our “Same Faces, Higher Places” ethos.

In 2024, 15 colleagues were again selected for the programme. During the TMDP induction week, these colleagues were flown down to Cape Town where they received in-person chats with our full exco team, including group CEO Brian Coppin, and given insight into the overall business. They also enjoyed a visit to the beach, which always turns into a special highlight of the trip as many of our inland colleagues have never experienced the sea!

56

NUMBER OF COLLEAGUES TRAINED

12

NUMBER OF GRADUATES NOW MANAGERS

21

NUMBER OF GRADUATES NOW ASSISTANT MANAGERS



SAME FACES, HIGHER PLACES IN ACTION



S'fiso Ndlovu

From trolley porter to Store Manager: S'fiso Ndlovu's inspiring journey

S'fiso Ndlovu began his journey with Food Lover's Market in 2012 at just 21 years old, starting as a trolley porter at Food Lover's Market Arbour Crossing. From day one, his dedication, positivity, and eagerness to learn set him apart. Over the years, he embraced every opportunity for growth, taking on a variety of roles, including General Assistant, Supervisor, Floor Manager, Bakery Supervisor, and Assistant Manager – before being appointed Store Manager at Food Lover's Market Springfield.

S'fiso admits that when he was first promoted to supervisor, he had doubts about how far he could go. But by consistently raising his hand and saying yes to new challenges, he found that his career path began to take shape. There were moments when things didn't go exactly as planned, but with a strong belief in himself and the support of a committed management team, his progress remained steady.

He credits much of his growth to the mentorship and guidance he received from his Regional Manager, Ally Kara as well as the many colleagues he's worked with throughout his journey. He sees each person he's encountered as part of the learning experience that's helped shape his leadership style.

"If you are willing to grow within Food Lover's Market, you will grow. I'm a living testimony of that. When I look back at where I've come from compared to where I am now, I can't even believe it myself – it's like a miracle. It's all about dedication and staying positive. The sky is the limit."

S'fiso Ndlovu, Store Manager

Richard Magano

A journey from Grocery Manager to Store Lead at Food Lover's Market Westgate



Richard Magano joined Food Lover's Market in 2016 as a Grocery Manager at Food Lover's Market Mega City. Within just a year, his commitment and performance earned him a promotion to Assistant Store Manager. Recognised for his leadership potential, Richard was selected in 2020 for the first-ever Trainee Manager Development Programme and proudly became the programme's very first graduate.

"Being chosen for the programme was a turning point in my career," he reflects. "Someone believed in me and gave me the opportunity and that gave me the confidence to push harder and grow."

Equipped with the hands-on training and holistic exposure provided by the programme, Richard was appointed Store Manager at Food Lover's Market Brits and, in 2022, promoted to lead Food Lover's Market Westgate, one of the largest stores in Johannesburg.

"I never imagined I'd be running one of the biggest stores in Joburg, but here I am. The way the programme is designed – practical experience and paperwork – you really get to know every department. It's made me a more effective leader. I know where to look, how to support the team, and what's expected because I've walked that path myself."

Richard Magano, Store Manager

Boudine Lotter Leading with heart at Food Lover's Market Bruma



Boudine Lotter joined Food Lover's Market in 2012 as an Admin Clerk at Food Lover's Market Nicolway, where she gained valuable experience and mentorship that laid the foundation for a remarkable journey of growth and a successful career. Over the years, Boudine took on various roles including Process Manager, Assistant Store Manager, and Admin Manager, supporting multiple inland stores with administration and store openings. She then stepped into her current role as Store Manager of one of the largest inland stores, Food Lover's Market Bruma.

"My Food Lover's Market family and journey have definitely taught me a lot. I've grown to truly understand my full potential and what I'm really capable of. Running stores has made me assertive, competitive but also compassionate. The responsibility of having my colleagues rely on me daily has shown me that we all want the best for Food Lover's Market."

Now more than a decade into her career, Boudine continues to grow both personally and professionally:

"After 13 years of working with so many different people who make this an outstanding workplace, it's a pleasure to keep contributing. Professionally, my journey has felt like a living fairytale. I couldn't be prouder to be paving the way for a better family experience for all our customers."

Boudine Lotter, Store Manager



EMPOWERING GROWTH: CELEBRATING LEARNING AT EVERY LEVEL WITH FLM ACADEMY

The launch of the FLM Academy, powered by Digemy, in March 2024 marked an exciting step forward in expanding our ability to change lives, building a culture of continuous learning, powered by our values and driven by excellence, energy and people-first thinking.

Through accessible, mobile-first microlearning, we're equipping colleagues with the knowledge, confidence and skills to thrive. Every course completed, every lesson started, is a step towards personal growth and collective impact.

INDUSTRY AVERAGE IS A 5-10% COMPLETION RATE OF NON-COMPULSORY COURSES

2024 - 2025 PLATFORM HIGHLIGHTS

6 535 TOTAL REGISTERED LEARNERS	AVERAGE COURSE PROGRESSION:	
	783 AVERAGE MONTHLY ACTIVE USERS	59.53% START RATE
	19.06% OVERALL COMPLETION RATE	84.26% OVERALL START-TO-COMPLETION RATE

"It's an incredible honour to be the technology partner for the Food Lover's Market Academy. In eight years of building learning solutions for some of the world's biggest brands, we've never encountered a team quite like Food Lover's Market."

What makes them different is their genuine care for their people. It's not just something they say - it's something they live out every day. Enhancing lives through meaningful learning truly matters to them. Their passion inspires us to do better, and their authentic character, genuine care, and joy are rare, especially in South Africa's retail sector.

At Digemy, we share that passion. Our goal is to create purpose-driven, thriving people. Partnering with Food Lover's Market brings us closer to changing 100 million lives through digital education. The Food Lover's Market Academy not only empowers colleagues to perform at their best, it also acts as a catalyst for changing lives and livelihoods by developing skills and knowledge that can be retained and applied for years to come."

Kobus Louw
Digemy CEO and Founder

FOOD LOVER'S MARKET ACADEMY COURSE HIGHLIGHTS

OUR JOURNEY BEGAN WITH THE LAUNCH OF A COURSE CENTRED AROUND OUR REVITALISED FOOD LOVER'S MARKET FAMILY VALUES - FAITH, LOVE & MIRACLES - ENSURING THAT THESE GUIDING PRINCIPLES ARE NOT JUST WORDS BUT A LIVED EXPERIENCE IN EVERYTHING WE DO.

We expanded our Customer Xperience course by bringing it online, making it more accessible and supporting our goal of becoming a business that stands out for all the right reasons. Next, we focused on operational excellence with a course on the Consolidated Report – a vital tool that helps drive efficiency and performance across our stores. Finally, we launched a dedicated course for our Harbourside Department, giving teams the knowledge and skills to deliver exceptional quality and service in this key area.





PRUDENCE MANZINI

NELSPRUIT
ADMIN CLERK

56 787 950
POINTS

1

2

LUCIA MEMEZA
WILLIAM MOFFET
CASHIER

28 340 700 POINTS



3

KOKETSO NGOATO

MIDDLEBURG
SUPERVISOR

26 339 200 POINTS



4

SITHOKOZILE MLILO
SECUNDA
HR CLERK

21 796 000 POINTS

OLGAR MOLOBELA

CORNERSTONE
SUPERVISOR

5

17 029 700
POINTS



TOP POINTS EARNING STORES

STORE	ENGAGED LEARNERS	OVERALL POINTS
1. POLOKWANE FARMYARD	95	82 745 900
2. NEW MARKET	85	43 456 600
3. BOTHASIG	85	38 455 300
4. PINEHURST	31	36 621 700
5. KATHU	69	34 933 550
6. WILLIAM MOFFETT	94	29 220 250
7. MONTANA	75	24 740 500
8. COMARO	92	21 762 900
9. MEGA CITY	66	20 724 900
10. SOUTH COAST MALL	55	20 128 700



INITIATIVES ENABLING COLLEAGUES TO THRIVE

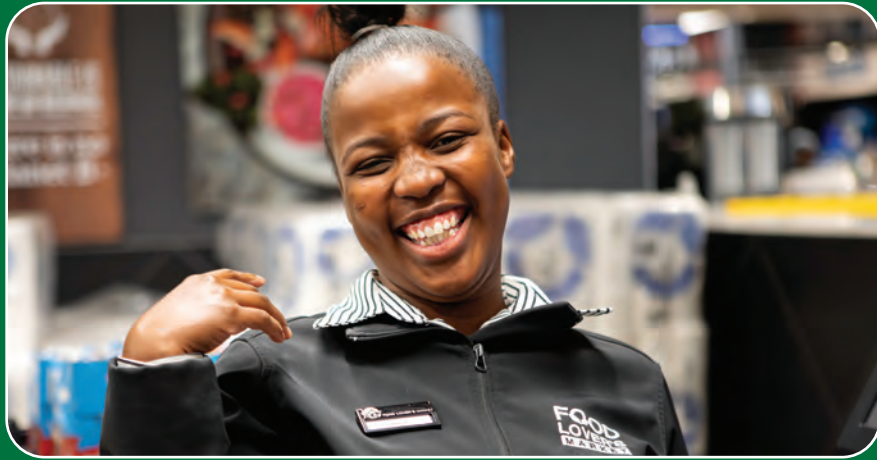


OUR CORPORATE COLLEAGUE BENEFITS

Our commitment to building a conscious and inclusive culture extends beyond the workplace, recognising each colleague as an individual and empowering their growth, both professionally and personally. We have introduced several initiatives to better understand the challenges our colleagues face, both at work and in their personal lives, enabling us to implement interventions that uplift and support them, helping them thrive.

A major focus for us in 2024 was the health and wellness of our colleagues. In an effort to create more awareness about healthy life choices, we partnered with Momentum to enable every colleague in our business access to a free health check.

These health checks provided us with valuable insight into the health challenges some of our colleagues face, offering guidance on future interventions. It also led to the creation of more relevant healthy lifestyle information for our teams through our colleague engagement app, REFRESH.



COLLEAGUE DISCOUNT

As we navigate increasingly challenging economic circumstances in South Africa, we are aware that many of our colleagues are struggling to buy basic daily necessities. Our colleague discount aims to assist in reducing this burden and make the lives of our colleagues a little bit easier.

We launched colleague discount to all colleagues in March 2023, which included 10% discount on all products in store excluding airtime, alcohol and tobacco products.

MONTHLY AVG. OF
6 579
COLLEAGUES UTILISE DISCOUNT

R8.4 MILLION
TOTAL VALUE OF COLLEAGUE DISCOUNT IN 2024

PROVIDENT FUND

Our Provident Fund offers our colleagues peace of mind by helping them prepare for life's uncertainties. It supports retirement planning through compulsory savings and includes life insurance, family funeral cover, and disability benefits. All permanent South African colleagues are members of the fund, contributing 5% of their salary, with Food Lover's Market contributing an additional 5.5%. This creates a financial safety net for retirement or unexpected life events.

9 131
NUMBER OF COLLEAGUES ON PROVIDENT FUND

R557 863 229
TOTAL RAND VALUE OF FUNDS

TOTAL NUMBER OF DISABILITY CLAIMS

4

TOTAL NUMBER OF INCOME PROTECTION CLAIMS

19

1 537 NUMBER OF FUND WITHDRAWALS (Resignation/dismissal)

7.87
AVERAGE NUMBER OF WORKING DAYS TO FINALISE A WITHDRAWAL CLAIM

8
AVERAGE NUMBER OF WORKING DAYS TO FINALISE A RETIREMENT CLAIM

39 NUMBER OF RETIREMENTS IN FISCAL PERIOD

R4 602 429

61 TOTAL NUMBER OF FUNERAL CLAIMS

43 TOTAL NUMBER OF LIFE COVER CLAIMS

R2 872 893
TOTAL RAND VALUE OF RETIREMENT CLAIMS

R35 032 515
TOTAL RAND VALUE OF WITHDRAWAL CLAIMS

TWO-POT SYSTEM

The government legislated two-pot system launched in September 2024. In the five months up to 28 Feb 2025, 2 011 colleagues have withdrawn a combined total of R14 441 786.

MEDICAL INSURANCE

In 2023, we launched subsidised medical insurance to make quality healthcare more accessible for our colleagues. Through Momentum Health4Me, they can access private healthcare services and enjoy a range of additional benefits from a trusted network of providers.

Momentum Health4Me is offered to all eligible South African colleagues on a voluntary basis, with Food Lover's Market covering 50% of the R300 monthly premium, meaning that colleagues contribute just R150 themselves. Impressively, 1 709 members (about 26%) have earned free medical insurance after reaching their 10-year service milestone, in recognition of their loyalty and long-term commitment

The Gold Day-to-Day Benefit plan offers access to GP visits, in-room procedures, specialist care, and both acute and chronic medication. It also covers basic pathology, radiology, optometry, dentistry, maternity care, HIV support, flu vaccinations, and health assessments.

Members also get free access to Hello Doctor, a mobile-based service that provides 24/7 access to a doctor within minutes and is available in all 11 official languages.

THE NUMBER OF COLLEAGUES THAT SIGNED UP FOR

MOMENTUM HEALTH4ME

6 700

170 SPOUSES | 970 CHILDREN

170

HOSPITAL CASH BACK & MATERNITY LUMP SUM



187

ACCIDENT COVER



252

REGISTERED FOR CHRONIC CONDITIONS



66%

OF BUSINESS ON MOMENTUM HEALTH4ME



61% OF THESE ARE FEMALE

TOP CLAIMS

34%

GENERAL PRACTITIONERS

9%

DENTAL SERVICES



35%

MEDICINE



19%

SPECIALISTS

TOP CHRONIC CONDITIONS

AFFECTING OUR COLLEAGUES

71% HYPERTENTION
HIGH BLOOD PRESSURE

21% HYPERLIPIDAEMIA
HIGH CHOLESTEROL

2% HYPOTHYROIDISM
UNDERACTIVE THYROID

18% ASTHMA

18% TYPE 2
DIABETES

2% EPILEPSY

MOMENTUM HEALTH CHECKS

5 272
ATTENDANCE TOTAL

3 005
HEALTH4ME MEMBERS

2 276
NON MEMBERS

Momentum conducted a company-wide Health Check roadshow, with registered nurses visiting all our business centres over a five month period to offer voluntary risk assessments to colleagues. This initiative focused on prioritising colleague health and well-being, offering the following health risk assessment:

- Body Mass Index - height, weight and waist measurements
- Blood pressure check
- Finger prick tests for glucose and cholesterol levels
- Assessment of smoker status

SUMMARY: REFERRALS TO DOCTOR/HIGH RISK

BLOOD PRESSURE	669	13%
CHOLESTEROL	393	7%
BODY FAT (OBESE)	2 159	41%
BLOOD SUGAR	429	8%

Colleagues presenting any risk factors were either given lifestyle guidance or referred to a doctor; in some cases, immediately. Of the 5 272 colleagues screened, 2 769 showed one or more risk factors, with 10 colleagues presenting all four and being urged to seek immediate medical attention.

KHUSA CONSULTING serves as the trusted healthcare advisory partner to Food Lover's Market, bringing its expertise in smart group risk and healthcare solutions to support the wellness of our team. As a Level 1 B-BBEE, fully Black-owned firm, KHUSA works closely with our HR and benefits teams to design and optimise healthcare structures, from medical insurance to wellness program implementation, ensuring that our 22 000 colleagues receive high-quality, affordable care.

RISK FACTORS PER INDIVIDUAL



STORE MANAGER SPECIFIC SUMMARY: REFERRALS TO DOCTOR/HIGH RISK. A TOTAL OF 39% OF MANAGERS ATTENDED

BLOOD PRESSURE	1	5%
CHOLESTEROL	6	27%
BODY FAT (OBESE)	0	0%
BLOOD SUGAR	3	14%

Feedback from colleagues:

1. "They taught me so much about how to take care of myself, and the knowledge I received which I never knew was amazing to know. They are the best of the best."
2. "I would like them to visit us every year."
3. "Excellent idea for bringing this to us."



UNDERSTANDING FINANCIAL WELLNESS IN SOUTH AFRICA



Financial wellness has remained a crucial need for many of our colleagues and, through the feedback of our Love My Journey surveys (see page 47), financial planning, budgeting and saving are often skills they have never been taught. When added to the strain of the cost-of-living crisis affecting millions around the world, a large proportion of colleagues are living paycheck to paycheck.

In December 2024, an independent study conducted by 60 Decibels, the world's leading worker insights company for social impact, with a network of over 1500 researchers in 90 countries, gave us further insight into the challenges facing South African citizens:

- **Only 12.5% of South Africans have access to formal credit.**
- **50% of South Africans turn to loan sharks or 'Mashonisas' for immediate loans.**
- **Less than 30% of South African households have the financial security of savings.**

To address these common challenges, along with our colleague discount, we offer three financial wellness initiatives: Paymenow, early wage access to avoid emergency lending, financial planning with Liberty/Hereford, and Me & My Money, which are financial wellness workshops.

PAYMENOW

Paymenow was introduced into the business two years ago. While it is not a solution to the debt struggles our colleagues are facing, it has been an invaluable tool for our colleagues to utilise in times of financial need. The earned-wage access platform, enables colleagues to access their hard-earned wages before pay day, bypassing exploitative money lenders and helps to ensure colleagues don't fall deeper into debt.

Colleagues can also earn points by successfully completing education modules, financial questionnaires and credit checks, while advancing through tiers to achieve greater access to already earned wages at discounted fees.

In the two years since its launch we have seen two areas where our colleagues feel the most supported by this initiative. Firstly, the access to emergency funds assists our colleagues with instant money for transport to work, which continues to be the biggest reason for cash draw downs (42.7%) and often gives our colleagues a sense of dignity not having to borrow or ask for handouts. The second is the platform's value-added service vouchers (free of service fees) in the form of electricity, medical, airtime and data which can be sent to colleagues' families anywhere in the country – instantly.

PAYMENOW STATISTICS

5 844
TOTAL REGISTERED USERS
(77% OF ELIGIBLE COLLEAGUES)

R5.8M
TOTAL TRANSACTION
AMOUNT FOR THE
FINANCIAL YEAR

TOP 3 REASONS FOR WITHDRAWAL:

TRANSPORT | FOOD | MEDICAL EMERGENCY

AVERAGE TRANSACTION AMOUNT:

CASH OUT
AVERAGE

R370
PER TRANSACTION

VALUE-ADDED
SERVICE AVERAGE

R34
PER TRANSACTION



FINANCIAL PLANNING WITH LIBERTY/HEREFORD

As part of our “Same Faces, Higher Places” ethos and our focus on creating an environment where all colleagues thrive, we launched financial advisors for colleagues in the Food Lover’s Market group that had been promoted into roles that experienced substantial increases in their salaries.

This need arose from feedback through some of our wellness programmes that many colleagues had no experience in financial planning and often found themselves in debt, even with a higher monthly income.

Number of colleagues working with financial advisors: 59

Focus areas: retirement savings, preservation funds, insurance and assurance needs, membership benefits.

The purpose of a dedicated financial advisor is to help colleagues understand where they are financially today, in plain, simple language, and then guide them on how to plan for their futures. There is also a focus on managing debt where necessary and to find the right balance between enjoying their hard-earned money now and saving wisely for the future.

ME AND MY MONEY

To help combat debt, Food Lover’s Market offers in-person Me & My Money workshops designed to boost financial literacy among colleagues in a supportive and respectful setting.

This one-day programme, led by experts from Taking Care of Business (TCB) – a non-profit social enterprise focused on empowering unemployed South Africans to escape the poverty cycle - provides participants with a solid understanding of household finances. It equips colleagues with practical tools to assess their financial health, encourages budgeting and saving, and gives them the confidence to take control of their financial future.

IN THE FINANCIAL YEAR 2024/2025, ME & MY MONEY REACHED 117 COLLEAGUES ACROSS THE COUNTRY

15
WORKSHOPS REACHED
THE FOLLOWING
STORES AND DCS:

TOKAI	ACCESS PARK
NI CITY	MALMESBURY
PINEHURST	BRACKENFELL
KUILSRIVER	SUNNINGDALE
LONGBEACH	WILLOWBRIDGE
GQBERTHA DC	SOMERSET WEST
CITY DEEP DC	ROELAND STREET

The impact of these workshops has been truly personal and transformative for many colleagues. With a refreshed, more interactive format and a wider national reach, Me & My Money is continuing to change mindsets and drive meaningful change. Here’s what some of our colleagues had to say about their experience:

“I am really grateful for the kind advice you gave me last year. I am starting to really progress on cutting off my debts.” – Sanda Tanqa, Food Lover’s Market JHB Warehouse

“I’ve learnt to respect my income and my hard work. This is for my future.” – Eugene Barends, Food Lover’s Market Somerset West.



FOOD LOVER’S MARKET
FOUNDATION

Building Resilience within
the FLM Community

TERTIARY EDUCATION BURSARY SCHEME

WE BELIEVE THAT EDUCATION IS ONE OF THE MOST POWERFUL WAYS TO CHANGE LIVES AND SUPPORT THE GROWTH AND DEVELOPMENT OF OUR PEOPLE.

In response to feedback from colleagues who took part in our Love My Journey surveys, we introduced the **Tertiary Education Bursary Scheme** to support our colleagues children.

This initiative offers successful applicants financial support for university or college expenses, including tuition fees, learning materials, accommodation, meals, transport, and other essential costs.



TERTIARY EDUCATION BURSARY SCHEME

STUDENTS AND EDUCATION

2023

THATO KHUMALO
BCom Accounting

SAKHE RALARALA
BCom General

ILANKE DU PLESSIS
BEd Education in
Foundation Phase

SAMUEL MUDZAMIRI
BCom in Human Resources

EMILE SEWPERSADH
Diploma Software
Development

2024

MPHO MULAUDZI
BEd Speech &
Language Therapy

CHARNIZE PETERSEN
BSc Education in
Foundation Phase

SAMUEL GALANE
BCom in Industrial
Psychology

**FOLO PRINCILLA
BOSOMBO**
Diploma in Public Relations

JUNIOR BALOYI
BSc Engineering
(Metallurgy & Materials)

NALEDI MOGWERA
Diploma in Electrical
Engineering

2025

**EMMANUEL
GADEGBEKE**
Bachelors Degree in IT

**MOTHEPANA
MAKQAMATBA**
HR Management

SONITA MOSITO
BSc Chemical Engineering

KGOPOTSO MASHITA
Bachelor of Laws

NEO NEMUKULA
BSc in Occupation &
Environmental Health

SONITA MOSHITO

IN HER FIRST YEAR OF
**BACHELOR
OF SCIENCE AT WITS**

Daughter of Tiego Lettah Mosito,
Hot Foods Supervisor at
Food Lover's Market Cornerstone, who
has been with the business for **11 years**.

**"MY FAMILY AND I REMAIN DEEPLY
GRATEFUL FOR THIS BURSARY – IT HAS
TRULY CHANGED OUR LIVES.**

I've been able to focus fully on my studies without financial stress, giving me the space to grow both personally and academically. For my mom, it's brought a sense of peace knowing my future is supported. This opportunity has boosted my confidence and motivation, reminding me daily that hard work pays off. I'm more determined than ever to excel in my studies and to one day pay this kindness forward. From the bottom of my heart, thank you for believing in me and investing in my potential."

SAMUEL MUDZAMIRI

**HUMAN RESOURCE MANAGEMENT
AT THE UNIVERSITY OF
JOHANNESBURG (3RD YEAR).**

Son of Tinashe Mudzamiri
who has worked at Food
Lover's Market Willowbridge
for **8 years**.

**"THE FLM FOUNDATION BURSARY HAS
HAD AN INCREDIBLE IMPACT ON MY
LIFE AND FAMILY.**

As a family, it's difficult to recall a time when we've experienced such a breakthrough opportunity. The bursary has opened doors to opportunities we could have only dreamt of. Beyond the financial support, it has provided a platform to connect with fellow recipients and key stakeholders from the organisation, who have offered incredible support and encouragement from the get-go. As a first-generation graduate, this opportunity has brought my family closer together, filling us with hope and excitement for the future. The impact that the Foundation has had on our lives is immeasurable and so is our gratitude."

FOLO PRINCILLA BOSOMBO

**THIRD YEAR STUDYING TOWARDS A DIPLOMA
IN PUBLIC RELATIONS AT THE UNIVERSITY
OF JOHANNESBURG**

**"THE BURSARY HAS IMPACTED MY LIFE AND MY FAMILY
IN SO MANY AMAZING WAYS.**

Without the stress of finances, I've been able to focus fully on my studies and it shows as I achieved distinctions for 5 of my 7 modules last year. The support has opened doors I never thought possible, and it's brought my family closer together. This bursary isn't just about funding my studies; it's given us hope and a shared excitement for the future."



MPHO MALAUDZI

**THIRD YEAR OF A BACHELOR
OF SCIENCE IN SPEECH &
LANGUAGE THERAPY AT THE
UNIVERSITY OF CAPE TOWN (UCT)**

Daughter of Vivian Ramavu,
a Manager at Food Lover's Market Braamfontein
with **17 years** of service.
Her story is not just about academic ambition,
but about love, resilience, and honouring
the sacrifices made by family.

**"THE BURSARY HAS ABSOLUTELY
BEEN LIFE-CHANGING,
giving my family peace of mind,
empowerment, and hope for the near
future. It makes me feel like all the things
I want to achieve are possible."**

Daughter of Lowa Shumpamba,
a Supervisor at Food Lover's Market Comaro
Crossing with **8 years** of dedicated service. She
has recently been named one of the top 1% of
high-achieving students at her university
and is proudly listed on the Dean's List.



SAKHE RALARALA

**IN HER THIRD YEAR OF A BACHELOR
OF COMMERCE (BCOM) DEGREE AT
EDUVOS COLLEGE**

Daughter of Charles Ralarala,
a member of the Food Lover's
Market Head Office maintenance
team for the past **10 years**.



**"RECEIVING THE FLM BURSARY HAS BEEN A
GAME-CHANGER FOR ME AND MY FAMILY.**

It's allowed me to pursue my education and lifted the weight of financial stress from our shoulders. This opportunity has brought us both hope and a sense of security. We're incredibly grateful for the support and believe it will have a lasting, positive impact on our lives."

CHARNIZE PETERSEN

**SECOND-YEAR BACHELOR
OF EDUCATION STUDENT AT
ROSEBANK COLLEGE**

Daughter of Charlene Petersen,
a dedicated National Admin Supervisor
who has been part of the Food Lover's
Market Head Office team for over
20 years. The bursary has enabled Charnize
to pursue her dream of becoming a teacher
without the financial burden that often
accompanies tertiary studies.



**"THE FLM BURSARY HAS HAD A
PROFOUND IMPACT ON MY LIFE AND MY
FAMILY'S WELL-BEING.**

It has given me the chance to pursue my education without the stress of financial hardship, allowing me to focus on my goals and ambitions. For my family, it has brought peace of mind, knowing that I have the support needed to succeed. The Food Lover's Market bursary has been a tremendous blessing for me and my family."



DISASTER RELIEF FUND

The Food Lover's Market Foundation remains dedicated to supporting our colleagues not only in their professional development but also during times of personal crisis. Over the past year, 44 colleagues were affected by severe floods and fires. In response, the Foundation provided disaster relief assistance to these colleagues and 21 of their family members, distributing a total of R84 500 to help them recover and rebuild.

Each disaster relief pack is customised to suit the size of the household. The packs include essential items such as blankets, pillows, towel sets, cutlery, crockery (plates, mugs, bowls), glassware, a kettle, hot plate, iron, toiletries, and Food Lover's Market vouchers.



CREATING AN ENGAGED WORK ENVIRONMENT FOR COLLEAGUES

As a family business with an ambition to become truly purpose-led and values driven, we work to preserve the same family atmosphere and spirit that was such a crucial part of the group's rapid growth.

Every person seeks belonging, and at Food Lover's Market we try to make sure that every single person feels like they truly belong, that they have a unique place in our business and that their opinion matters. We believe that this becomes evident in the high levels of customer service, as well as the amazing feedback we get when asking colleagues about how they feel about our brand. We do not take this for granted and want to ensure that the family spirit is evident whenever anyone walks into any part of our business, whether this be the head office, an outlying distribution centre, a rural FreshStop or any one of the stores within all our brands.

The way we engage with our teams, and the mechanisms we have created to allow for a flow of information and feedback helps to build a culture centred on trust, where every person, irrespective of their position or demographic, feels like they truly belong. This is part of our commitment to building a conscious culture.

LISTENING AND ACTION

It is important for us to prioritise transparency and integrity, fostering an environment where colleagues feel encouraged to provide honest feedback. This feedback is crucial for developing initiatives that improve the lives of everyone in the company. To gauge the culture and atmosphere across different divisions, the company uses two methods to gather insights, driving continuous improvement and growth.

1. OUR COLLEAGUE ENGAGEMENT CULTURE SURVEY is a formal feedback process that occurs every two years and looks at the unique experience of each colleague at Food Lover’s Market to get a deeper sense of overall company culture.

The survey covers key aspects of work life, including values, culture, management, teamwork, and job satisfaction. Colleagues can also share their thoughts on what the business should stop, start, or continue doing. These insights have been invaluable in highlighting areas of strength and identifying challenges that need attention, ultimately informing business decisions. We endeavour to conduct this extensive survey every two years and therefore did not run a companywide survey for this reporting period. Instead, we relied on smaller focused surveys and interventions for areas of the business that highlighted the need for further insight.

THIS STOP, START AND CONTINUE EXERCISE, incorporates feedback from our last company wide culture survey as well from workshop feedback run across senior leaders within the business in 2024. It has highlighted areas of the business that colleagues collectively want addressed.

We are proud of two particular areas of focus. The first is on creating growth opportunities by implementing our Food Lover’s Market Online Academy. The second is a food waste pilot programme that was launched in 2024 (more info on page 99).



FAVOURITISM • RACISM • FOOD WASTE

Favouritism relates to management behaviour, while equal opportunity for all connects to perceived racism, especially concerning promotions and advancement. Food waste was raised as a social concern.



EQUAL TREATMENT • SALARY INCREASES • GROWTH OPPORTUNITIES

Equal treatment comments highlight fairness, listening and equality. Growth opportunities refers to internal career advancement prior to external recruitment, as well as training opportunities and initiatives for youth employment.



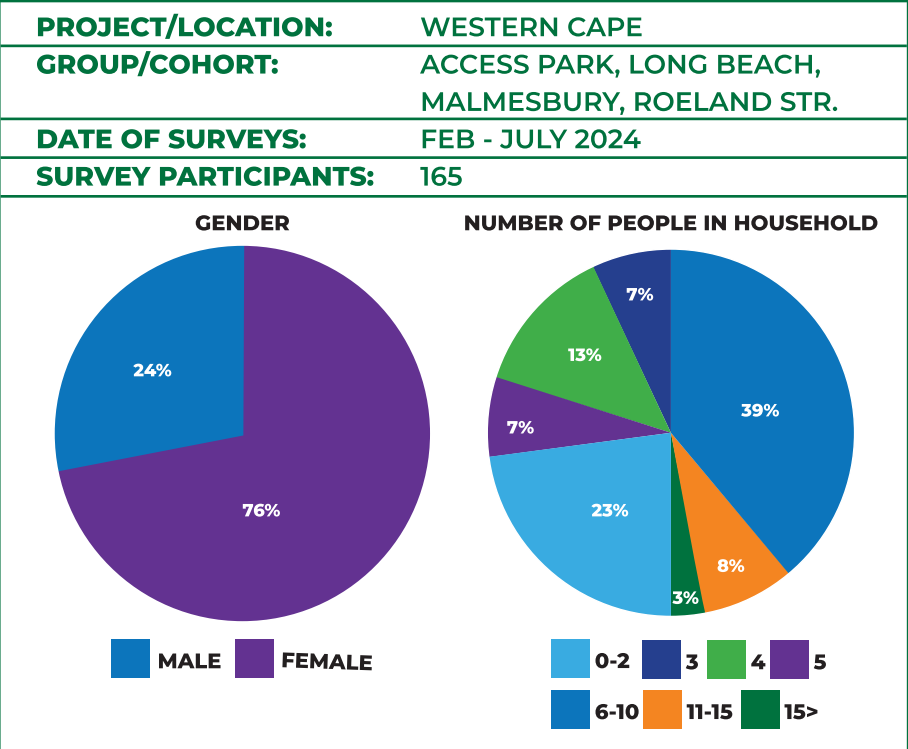
CUSTOMER SERVICE • BEING THE BEST • FRESH PRODUCE

At Food Lover’s Market, colleagues value exceptional customer service, competitive pricing, and the availability of fresh produce. Many recognise that the business is currently moving in the right direction.

2. THE LOVE MY JOURNEY PROGRAMME is a wellness initiative that offers colleagues a safe, confidential space to share personal insights and challenges outside of work. Through one-on-one sessions, it empowers them to make positive changes in their lives. Having conducted over 1 200 sessions since inception, the program has revealed that many colleagues face significant challenges, including crime, social instability, addiction, trauma, and financial strain. For these individuals, Food Lover’s Market often serves as a safe haven, providing more than just employment.

OVERVIEW OF 2024 SURVEY

A total of 165 colleagues were surveyed. 50% are living in a household of more than 6 people, 11% are living in households of more than 11 people.



TOP CHALLENGING INDICATORS

Security: This was highlighted as one of the highest ranking challenges, with 87% of participants either stuck or struggling.

Voting & Elections: Since 2024 was an election year, 68% of participants indicated trepidation and unease surrounding government and political parties.

Family savings: As highlighted in a number of other surveys and focus groups we’ve conducted, indicates colleagues being stuck or struggling around finances and savings.

CHALLENGING INDICATORS	TOTAL % STUCK/ STRUGGLING
Security	87%
Registered to vote and votes in elections	68%
Family savings	67%
Entertainment and recreation	65%
Capacity to budget and plan	56%
Legal property rights	52%
Stove and kitchen	46%
Unpolluted environment	44%
Seperate sleeping spaces	44%
Awareness of needs: life map and personal goals	41%

FEEDBACK FROM COLLEAGUES

- “It’s so dangerous where I live. Especially getting to work can be trouble.”
- “This is a good chance to sit and talk about my life. No one has really listened before.”
- “Life at home is hard. I come to work to feel safe.”
- “I really do have a lot to be proud of!”

TRAUMA COUNSELLING

During the 2024/2025 financial year we have supported 186 colleagues with confidential counselling sessions. These sessions are held in either our wellness room at Head Office by an external registered counsellor, in-store, or on occasion, online. We support colleagues through grief, such as the loss of a partner or child, through trauma such as gender-based violence or armed robbery, as well as offering support for colleagues who are struggling with aspects such as anxiety or addiction in their family.

CELEBRATING LONG SERVICE

We take pride in recognising and celebrating the dedication of our colleagues at milestones of 5, 10, 15, 20, 25 and more recently, 30 years of service. Each milestone is honoured with a Long Service Certificate and special rewards, including additional leave, free medical insurance, exclusive edition Food Lover's Market uniforms, and personalised gifts, reflecting our continued appreciation for their contributions to the growth of this brand.

EACH YEAR, AN AVERAGE OF 881 COLLEAGUES CELEBRATE LONG SERVICE MILESTONES.

"Receiving free medical insurance for being with the company for 10 years is such a kind and caring gesture from Food Lover's Market. It brings real peace of mind that in an emergency I can see a GP, dentist, or even a specialist. It truly makes me feel valued and appreciated. Thank you, Food Lover's Market – you rock!"

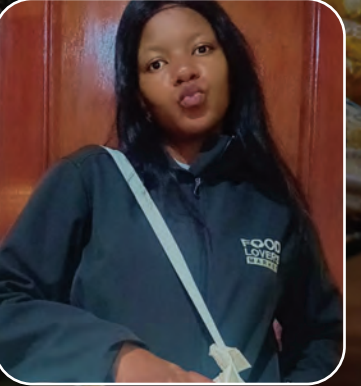
- Elize Pullers, Customer Care Representative in the Head Office Customer Care department



MATERNITY

As part of our commitment to supporting colleagues through life's significant moments, we introduced a maternity gift bag initiative to celebrate and care for expecting mothers within the business.

Since the beginning of this financial year, 219 maternity gift bags have been delivered to team members preparing to welcome a new addition to their families, recognising and honouring this special time in our colleagues' lives. This small gesture is a meaningful way to show appreciation, provide practical support, and remind our colleagues that they are valued both personally and professionally.





COMMUNICATION

We believe that communication is fundamental in driving productivity, engagement and empowerment among our colleagues. Drawing information from all areas of the business, our in-depth communication strategy enables us to connect with colleagues and share our values through updates on training programmes, product launches and promotions, store openings, leadership messages, colleague recognition, and other important issues that impact our colleagues. This information is then packaged and distributed via our communication channels: the REFRESH colleague engagement app, colleague radio show, and team meetings in our stores and DCs.

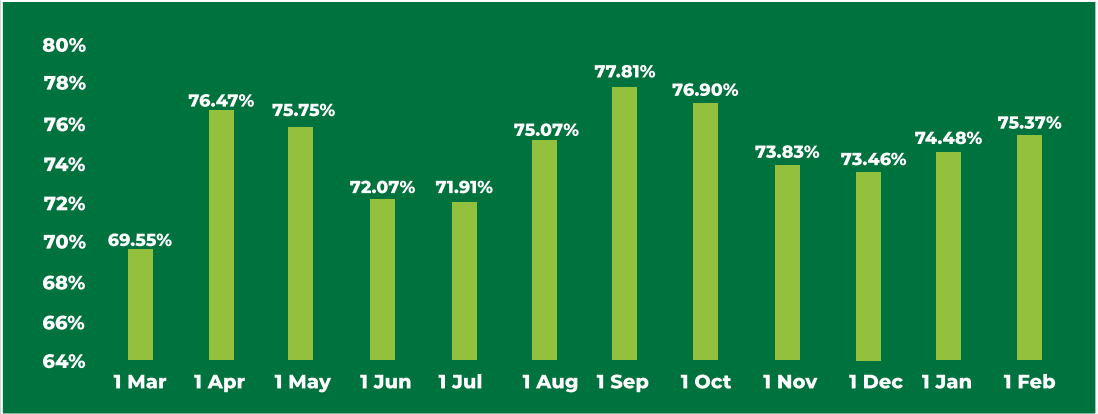
REFRESH APP

Our colleague engagement app, REFRESH, has become one of the most effective tools for keeping our team informed about business updates. Over the past three years, we've significantly enhanced the app by integrating features that streamline everyday tasks: Work schedules, colleague discounts, company policies, and benefits information are now all accessible in one place. The biggest improvement came with the switch from printed payslips to digital delivery via REFRESH, simplifying payroll communication and making life easier for everyone.

TOTAL USERS REGISTERED: 89.5% - 9 137 COLLEAGUES

INDUSTRY BENCHMARK FOR MONTHLY ACTIVE USERS: 25%+ = EXCEPTIONAL

MONTHLY TOTAL ACTIVE USERS



Spikes in April 2024: Food Lover's Market Academy launch; Food Lover's Market Wellness Campaign; Save the Date for FREE Health Checks; Egg-citing Easter Egg Hunt

Spikes in September: Food Lover's Market Foundation Bursary Applications; Two-Pot Retirement Fund Launch; Heritage Day Competition

Spikes in October: 2025 Bursary Applications; Fontignac Knives Campaign; Category of One: Differentiation; Mental Health Matters at Work!

Overall top-performing content: payslips; Paymenow; colleague discount; wifi password, Food Lover's Market Academy

COLLEAGUE FEEDBACK

I LOVE it. It's GREAT because:

"I can't stop learning; everyday it's something new with REFRESH."

"We are able to access all our information in seconds, there's so much growth in terms of the Food Lover's Market Academy."

"Always relevant and exciting news about colleagues from all areas, and it's refreshing to see how great the guys can display (merchandise) our products."

"It's easy for me to download my payslip."

"Almost everything I need is here, my payslip, Paymenow and educational information on how to manage my finances."

"I like the learning programme and it helps our colleagues to understand their value in the company."

"I like the teamwork and the excitement, happy staff always posting and joyfully."

"I learn new things every day, and it is also easy to get all your information without seeing HR."

"It's very convenient how to learn about the Values of our Company."

"Food Lover's Market Academy has brought my confidence back, to prove to myself that there is still something in me that I can be proud of."

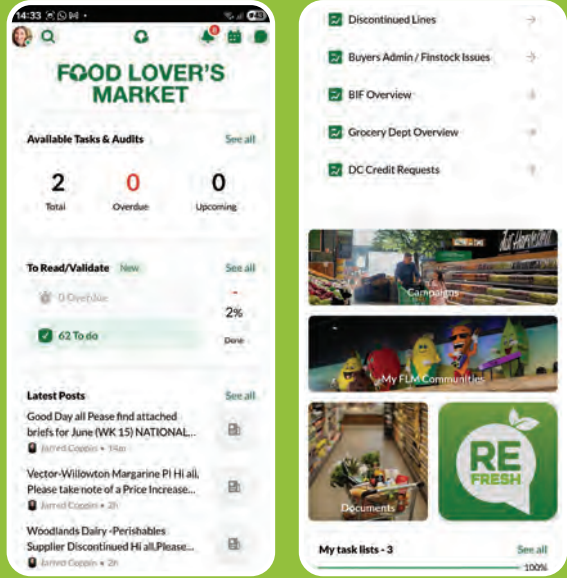


YOOBIC

Yoobic is a secure, easy-to-use platform that enhances operational efficiency across stores, DCs, and Head Office by centralising tasks, updates, and documents – replacing scattered emails, WhatsApp messages, and paper memos.

Used primarily by Store Managers, Admin Teams, and Supervisors, it allows teams to log support requests, track progress, and access key operational updates such as marketing, pricing, and supplier information. It also ensures access to accurate documents like invoices, credit notes, and planograms through secure storage.

Real-time dashboards enable effective monitoring of task completion and audit results, driving accountability and continuous improvement. Yoobic continues to grow, with 1 794 users as of 28 February 2025.



COLLEAGUE RADIO SHOW

The 30-minute Colleague Radio Show which airs every Friday morning aims to share important business information, celebrating successes, and making colleagues feel connected with each other and areas of the business. In addition, 2023 saw the introduction of a new segment called Kickstart Your Morning:

KICKSTART YOUR MORNING: Energising Our Teams for Success

Merging two universal passions – music and sports – the Kickstart Your Morning Programme energises our colleagues every day. With high-energy music, uplifting sports quotes tailored to inspire our teams, and dynamic sound effects, this daily power-hour segment creates a lively and motivating atmosphere.

The programme fosters a sense of unity, helping our teams start their day with enthusiasm and pride, ready to serve our customers with energy and dedication. Since its launch, Kickstart Your Morning has been broadcast daily to 66 Food Lover's Market & Eatery stores and, in 2023, expanded to seven distribution centres, continuing to bring positive energy and motivation to our entire Food Lover's Market Family.





OUR SUPPLIERS



GROWING OUR SUPPLIERS WHO ALIGN WITH OUR VALUES

Our suppliers have played an integral role in the growth of Food Lover's Market, and are a cornerstone not just of our brand promise – to provide the best range and the best quality – but of the very culture of the business.

From our roots as a small shop in Access Park to the group we are today, we understand what it is like to be a small business looking to grow. We also understand the responsibility we now have in supporting the growth of small businesses, and making sure all suppliers, large and small, are aligned to our values.

We further recognise the material impact that the nature of our product has on the natural world and biodiversity through farming. With this awareness comes our responsibility to work with our farmers and suppliers to ensure that we can be a part of the shift to a more regenerative mindset when it comes to good agricultural practices.

SOURCING THE BEST PRODUCE ACCORDING TO BEST PRACTICE

At Food Lover's Market, sourcing responsibly means more than just fresh produce. It's about uplifting farming communities and building a more sustainable future. That's why our fresh produce is supplied through FVC International, one of South Africa's leading import and export companies. FVC International supplies all stores within the Food Lover's Market Group with the freshest fruit and vegetables on a daily basis, sourced from over 85 independent farming concerns, while also exporting to over 35 countries worldwide. With a vast distribution network that spans the entire country, FVC International ensures our customers receive high-quality produce at affordable prices.

What sets Food Lover's Market apart in the export space is our commitment to **buying entire crops** from farmers – not just the perfect produce. This produce is then carefully sorted: some are exported, while the rest is sent into our stores, ensuring minimal waste and maximum value for the grower. Grades that do not meet our high retailing standards, are sent to our production facilities where they are manufactured into new lines, ensuring minimal waste at farm level.

IN OUR STORES, 95% OF ALL FRESH PRODUCE SOLD IS LOCALLY SOURCED.

The remaining 5% is imported only when necessary – often due to seasonal gaps or scarcity – with one or two **exotic or niche varieties** occasionally added to inspire customers to try something new. We believe in celebrating local agriculture while encouraging culinary exploration in small, meaningful ways.

100% of produce exported through FVC International meets **GLOBALG.A.P. standards** – an internationally recognised benchmark for safe and sustainable agricultural practices. This certification ensures compliance with food safety protocols, environmental protection, animal welfare, and the health and safety of agricultural workers.

In addition, about 50% of FVC International's suppliers also meet the **SIZA Social Standard and/or SMETA audit** requirements, which reflect ethical labour practices, fair treatment of workers, and strong environmental and governance commitments.

Importantly, the partnership between FVC International and local farmers has unlocked significant business growth for many producers. By opening up access to export markets and offering ongoing support to meet international standards, farmers are able to scale their operations, improve their profitability, and invest in the long-term health of their farms. This growth translates directly into **job creation within rural communities**, from on-farm labour to post-harvest handling and logistics, and contributes meaningfully to local economic development.

The ripple effect from this support is powerful: not only do farmers grow their businesses, but entire communities benefit from improved livelihoods, increased employment, and greater resilience. Through this model, FVC International is helping to cultivate a robust agricultural sector that thrives both economically and environmentally, and we're proud to walk this journey with our farmers.



WESTFALIA FRUIT

A LEGACY OF
SUSTAINABILITY AND
STRATEGIC PARTNERSHIP

INSPIRING FARMERS OF THE FUTURE

Westfalia Fruit's legacy began nearly a century ago with the vision of Dr Hans Merensky, a renowned geologist and humanitarian who purchased the degraded Westfalia Estate in 1927 with a bold goal: to do good. Long before sustainability became a buzzword, Dr Merensky rehabilitated the land, cleared invasive species, restored riverbeds, and launched South Africa's first stream monitoring programme which still runs today.

By the 1940s, he was experimenting with avocado cultivation, laying the groundwork for what would become a global enterprise. Today, Westfalia Fruit is a leader in ethical agriculture and environmental sustainability, which has laid the foundation for what has become the core ethos of Westfalia Fruit. Today, they have formalised their sustainability approach through a strategic framework built on four core pillars: water conservation, carbon neutrality, waste reduction, and biodiversity protection.

Their partnership with Food Lover's Market spans more than five years and has evolved into a strategic relationship. Westfalia supplies Food Lover's Market with premium avocados, and more recently, its flagship Shelly Mango varietal – a unique product developed in-house by Westfalia's technical teams.

This partnership has been transformational not just for Westfalia, but for its employees, their families, and local communities. By supplying significant volumes to Food Lover's Market, Westfalia has been able to stabilise its local operations, reduce reliance on risky export markets, and enhance economic resilience across its footprint.

One standout example of innovation is the development of value packs using smaller avocados. Rather than sending undersized fruit for processing, Westfalia collaborated with Food Lover's Market to package them for direct-to-consumer sale. This initiative reduces waste while also improving profitability.



SEATTLE CHANGING LIVES WITH EVERY COFFEE BEAN

SEATTLE COFFEE COMPANY: WHERE ETHICAL SOURCING MEETS EXCEPTIONAL TASTE

At Seattle Coffee Company, every cup tells a story of integrity, care, and connection starting with the way we source our coffee. Through our partnership with Union UK, where we source all our coffee beans, we proudly support an ethical, sustainable model that prioritises exceptional quality while uplifting the communities behind every bean.

Union's UK approach goes far beyond fair trade. In the early 2000s, founders Steven Macatonia and Jeremy Torz began visiting farms in Costa Rica and Guatemala to understand the realities faced by coffee farmers. By listening, learning, and building long-term relationships, they created a new sourcing model – paying premium prices for premium quality and helping farmers thrive, not just survive. This is the model that underpins how Seattle Coffee Company sources its coffee today.

Union pays up to 50% above the world market price, fairly compensating farmers for the labour-intensive process of picking only ripe red cherries. In 2023 alone, they paid an additional \$3.8 million above market rates, directly supporting over 500 000 livelihoods. Farmers are further supported through cooperatives that offer healthcare, agronomy expertise, and financial services.

To strengthen our commitment and deepen our understanding, Seattle Coffee Company travelled to Costa Rica in 2024 to meet the farmers we source from, witness the harvesting process first hand, and build even stronger relationships on the ground. This immersive experience reaffirmed the impact of our sourcing practices and our belief in doing coffee differently.

Today, 86% of Union's coffee comes from smallholder farmers, with 51% sourced from long-term partners. Their coffee consistently scores 84 and above on the Q-grade scale – a mark of true specialty quality made possible by years of collaboration and shared purpose. In 2023, Union also increased sourcing from partners by 10%, doubled its purchase of women-grown coffee from Rwanda, and sourced 58 000 kg more from Yayu, Ethiopia. These milestones contributed to their recognition as Most Ethical Brand in Europe at the European Coffee & Hospitality Awards. For Seattle Coffee Company customers, this means every cup offers more than just great taste, it brings the peace of mind that their coffee was sourced with fairness, transparency, and a deep respect for people and the planet.



LIFE ON LAND

A MORE RESPONSIBLE WAY TO FARM – AND STILL A WAY FOR US TO GO

At Food Lover's Market, we're working towards more responsible and transparent food systems, and that includes how animals are raised. While 10% of the chicken we sell today is free-range in our stores country-wide, we know we can and will do better. We are working with our suppliers to look at how best we can continue to promote and grow our free-range offerings.

This isn't about feel-good pats on the back. It's about recognising that how food particularly animal products are farmed – has a real impact on animal welfare, soil health, and long-term sustainability. Supporting free-range producers is one small step in the right direction, and we will continue to focus on how we can offer the best value free-range products to the market.

In this chapter, we introduce one of the farmers helping us make that shift. They're not just meeting a spec – they're farming with care and helping us build a supply chain that's truly in line with our values.

NOORSVELD CHICKEN FARMS

Family farming that
feeds communities



INSPIRING FARMERS OF THE FUTURE

Founded 28 years ago in the heart of the Karoo, Eastern Cape, Noorsveld Chicken began as a small farm with just 300 birds and a big dream. Visionary farmer Gerrit Dos Santos, together with his partner George, built a business grounded in humane, free-range farming and local empowerment. Today, Noorsveld supports 13 contract growers across Jansenville, Graaff-Reinet, Adendorp, and Klipplaat, processing 25 000 chickens per week – all raised with care and integrity.

Since partnering with Food Lover's Market nearly a decade ago, Noorsveld Chicken Farms has grown from supplying three stores to 23 across the Eastern and Western Cape.

This expansion has enabled the business to create 200 jobs, many filled by individuals from underserved rural communities. With every hand-trimmed bird, the farm sustains artisanal quality while promoting job creation and local economic development.

Committed to a sustainable future, in early 2025 Noorsveld transitioned to being fully solar powered. Beyond environmental goals, the business invests in the communities it serves – supporting schools, churches, and orphanages. The partnership with Food Lover's Market reflects a shared vision: to grow ethically, sustain communities, and honour the land and people behind every product.

LIFE BELOW WATER

THE OCEAN'S RESOURCES

are being depleted faster than they can naturally regenerate. According to the UN Food and Agriculture Organisation, 94% of the world's fish populations are either fully exploited, overfished, or in crisis.

Our oceans offer immense value – from underwater forests and diverse marine life to the livelihoods that depend on them and the breathtaking natural beauty they hold. However, they are under serious threat from chemical run-off, sewage discharge, plastic pollution, rising temperatures, and overfishing. At Food Lover's Market, we recognise our role in protecting this vital global resource. We believe it is our responsibility not only to minimise harm through our operations but to actively contribute to the restoration and preservation of ocean ecosystems that are essential to life on Earth.

As a responsible purchaser and supplier of seafood, Food Lover's Market participates annually in the SASSI Retailer Participation Report, which evaluates sustainable seafood sourcing across retailers. Each year, our performance reflects growing progress and a steadfast commitment to ensuring our sourcing practices align with our values.



SASSI REPORTING

The WWF-SASSI Retailer/Supplier Participation Scheme report focuses on progress made by South Africa's top seafood vendors that have been working towards a sustainable seafood supply chain. It also reflects the importance for the environment of procuring sustainable seafood and the importance of using the ecosystem approach to fisheries management.



PROGRESS TOWARD SUSTAINABLE SEAFOOD SOURCING WITH WWF-SASSI 2023

2024 REPORT TO BE RELEASED
END OF 2025

MEASURED BY VOLUME, OUR PERFORMANCE SHOWS
CONTINUED GROWTH:

84% of the seafood we sell by volume is assessed, with 71% meeting sustainability criteria – an improvement of 2% from the previous year. The increase in species classified as “under improvement” (up by 5% from 12% to 17%) is another positive indicator of ongoing supplier engagement and transition.

We recognise the importance of supporting small-scale businesses and are actively working to promote these businesses across all areas of our business. We are very excited by the discussions we have been engaging in with Abalobi, and look forward to working with them in the current financial year to ensure small-scale fishermen have access to markets and can grow, supporting themselves and building communities.

We are also proud to support local businesses like **Greenfish**, an artisanal fishing operation that supplies ethically caught, small-batch seafood from South Africa's coastline. Sourcing from small-scale businesses helps us diversify our offering, reduces reliance on large industrial suppliers, and supports more equitable access to the seafood economy.

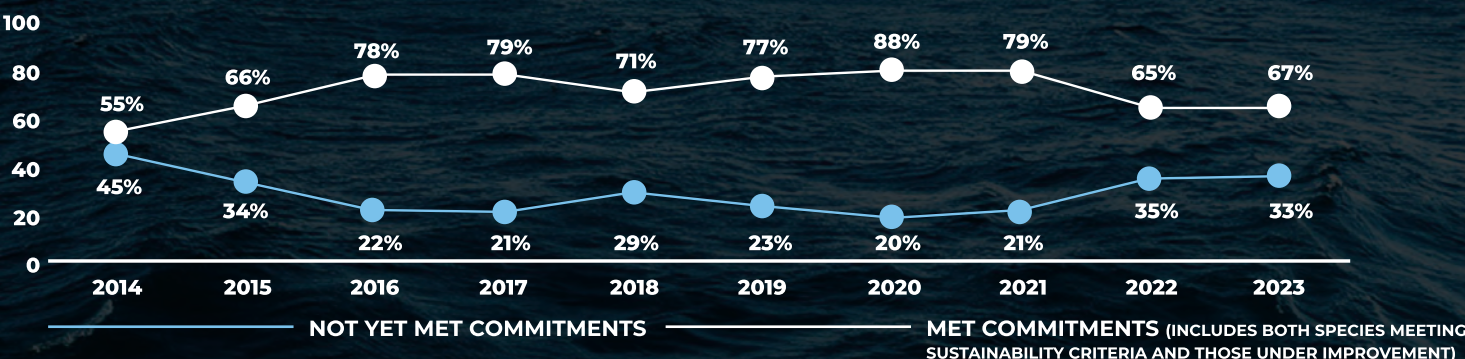
PROGRESS BY SPECIES



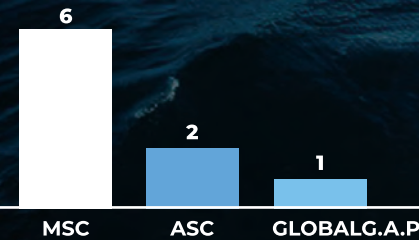
PROGRESS BY VOLUME



FOOD LOVER'S MARKET'S PROGRESS THROUGH THE YEARS (SPECIES)



NUMBER OF CERTIFIED SPECIES SOLD



KEY MILESTONES IN 2024 INCLUDED:

- Training for Head Office colleagues on sustainable seafood and the WWF-SASSI system.
- Development of an online fish module aimed at increasing the knowledge and skills of our fishmongers.
- Sale of certified products: six MSC-certified, two ASC-certified, and one GlobalG.A.P.-certified line.

INSPIRING FARMERS OF THE FUTURE

Founded over 15 years ago by artisanal fishermen Ryan and Andrew Nienaber, Greenfish is built on a deep-rooted commitment to sustainable fishing and ocean stewardship.

What began as a small-scale operation has grown into a respected supplier for the hospitality and wholesale industries, all while preserving traditional fishing practices and ensuring that every catch is traceable, seasonal, and locally sourced.

By using low-impact handline and tuna pole methods, Greenfish drastically reduces bycatch, protects marine biodiversity, and supports coastal livelihoods. Their approach not only safeguards the environment but also creates more job opportunities than industrial fishing. Working closely with community-based fishers, Greenfish fosters economic inclusion and upholds high standards of ethical sourcing – all while delivering premium quality seafood.

The 15-year partnership between Greenfish and Food Lover's Market reflects a shared vision for sustainability and community impact and contributes to the preservation of traditional fishing knowledge, the creation of meaningful employment, and the protection of South Africa's marine ecosystems.

"As big as Food Lover's Market is, the owners still know who we are and have taken the time to support us throughout our partnership. There's definitely a family feel to them – something that's often lost with large retailers", - Ryan Nienaber.

Greenfish currently supplies fresh fish to Food Lover's Market stores in Cape Town and Johannesburg, ensuring that conscious consumers have access to seafood that is both fresh and responsibly sourced. The partnership has also allowed Greenfish to scale their operations while staying true to its principles – demonstrating how ethical business practices can nurture both people and planet, one fish at a time.



GREENFISH
SUSTAINING THE OCEAN,
ONE FISH AT A TIME.



SCOOP, WEIGH AND PAY: MAKING QUALITY SEAFOOD MORE AFFORDABLE

To give customers more choice, reduce packaging, and encourage responsible consumption, Food Lover's Market stores introduced Scoop, Weigh and Pay Freezers for our frozen berry and vegetable range and following the success of that range, we have now launched similar fish freezers in a number of our stores.

These freezers offer a variety of loose frozen seafood including different prawn types and other popular products, which customers can scoop in the quantity they want, weigh, and pay accordingly.

This format gives shoppers the freedom to try something new without committing to a full pre-packed portion. It's also a more flexible way to shop, whether buying for one person or stocking up for a family, the offering works around the customer, not the other way around.

BEYOND CUSTOMER CONVENIENCE, THIS APPROACH SUPPORTS OUR BROADER SUSTAINABILITY GOALS:

- Less packaging waste, as customers use only what they need
- Reduced food waste, by enabling portion control and smaller trial purchases
- Encouraging a variety of diverse choices

As of now, these units are available at the following Food Lover's Market corporate stores:

- Bothasig
- Castle Gate
- Bruma
- Waterfall
- Cornerstone

Between **March 2024 and February 2025**, sales from these freezers across the listed stores averaged over R500 000, highlighting strong customer uptake and demand for this more adaptable seafood shopping format.



GROWING SMALL BUSINESSES, GROWING IMPACT AND GROWING THE ECONOMY

At Food Lover's Market, we know we're part of a much bigger story. As a retailer built by entrepreneurs, we're passionate about backing others who are using business as a force for good. We're proud to support small businesses that are making a real difference – not just through the positive products they create, but through the ripple effect they're generating in their communities every day.



SOLITAIRE FREE RANGE EGGS

Ethical farming
with a personal touch



INSPIRING SUPPLIERS OF THE FUTURE

Founded in 2012 by Graham Grindley-Ferris, Solitaire Free Range Eggs – a family-run egg farm based at the top of the Hemel-and-Aarde Valley in the Overberg, began as a passion project, born from the joy of children collecting eggs from a small flock.

That curiosity grew into a purpose-driven business rooted in humane, sustainable farming. From the beginning, Solitaire has been committed to producing high-quality, welfare-certified eggs laid by hens treated with care and respect.

In 2015, Solitaire partnered with Food Lover's Market, first supplying the Access Park store. As demand for ethical, premium products grew, so did the relationship. Today, Solitaire supplies seven Food Lover's Market stores across the Western Cape, with Hermanus leading as a top-performing outlet. The brand is especially popular among chefs and consumers who prioritise integrity and quality in the products they buy.

Beyond producing exceptional eggs, Solitaire is deeply committed to its rural community. As one of the region's largest employers, it creates stable, meaningful jobs – particularly for women – empowering them with skills, income, and independence. This dual focus on sustainability and local impact shows that responsible farming can nourish more than just bodies; it can uplift communities. The ongoing partnership with Food Lover's Market continues to fuel this vision, proving that ethical agriculture and commercial success can go hand in hand.



INSPIRING SUPPLIERS OF THE FUTURE

The Real Food Factory began not with a business plan, but with purpose. Founded by Jules Groenewald, the journey started on a smallholding in Wilderness growing shiitake mushrooms. When a customer requested something nourishing for her twin sons undergoing chemotherapy, Jules, knowing shiitake mushrooms helped alleviate nausea, crafted her first batch of vegan pestos, and they sold out instantly. From that moment, The Real Food Factory evolved into a values-led brand producing clean, plant-based foods with no additives or shortcuts.

In 2019, Jules met with Food Lover's Market, marking the beginning of a transformative partnership. By year-end, four vegan pestos launched under Food Lover's Market's home brand. That moment of belief from Food Lover's Market allowed Jules to scale ethically, expanding to a 360 m² factory and launching a total of nine products. Which is now stocked in around 70 Food Lover's Market stores. The addition of strictly vegan and halaal-certified pesto aligned with the brand's easy vegan philosophy: creating convenient, clean-label flavour bases that make cooking simple, delicious, and preservative-free.

The Real Food Factory champions sustainability with plastic-free, glass packaging and remains deeply involved in the slow-food movement.

"I was very lucky to meet someone who saw the potential in what I was doing. That belief meant everything, and I am forever grateful", - Jules.

Today, the business is powered by an all-women team, rooted in empowerment, wellness, and integrity. With support from Food Lover's Market, Jules has proven that ethical production and commercial success can thrive together – creating not just great food, but real change in people's lives.



LAUNCHED IN JANUARY 2021, THE FOOD LOVER'S MARKET SEEDS OF CHANGE SUPPLIER DEVELOPMENT PROGRAMME WAS BUILT AROUND A SIMPLE IDEA: TO BE THE BEST STORE IN EVERY COMMUNITY WE SERVE, WE NEED TO BACK THE BEST BUSINESSES IN THOSE COMMUNITIES TOO.

The programme is all about finding small businesses and social enterprises that put people and the planet at the centre of what they do. Whether it's through ethical farming, smart packaging, or simply building better businesses that uplift their communities, we're looking for suppliers who share our values and who are ready to grow with us.

What makes Seeds of Change different is the way we work alongside our finalists. It's not just about opening doors; it's about walking the journey with them. Through a comprehensive, hands-on development programme, run in partnership with the Social Enterprise Academy (SEA), we give entrepreneurs the tools, knowledge, and support they need to get retail-ready. From understanding margins to perfecting packaging, it's real, practical learning that helps them land, and stay, on our shelves.

Since we kicked off, we've received over 2 000 applications and welcomed 10 finalists into the programme each year. Out of 40 finalists, 11 suppliers are now listed and trading with Food Lover's Market, delivering fantastic products to our stores and making a real impact where it matters most. Together, through direct product purchases, we've contributed more than R7 million towards their growth.

And we're not stopping. Our 2024 Seeds of Change finalists are currently in the process of being listed, and we're excited to see even more brilliant businesses become part of the Food Lover's Market story.



Seeds of Change was featured on the World Economic Forum for commendable Supplier Development Programmes

SEEDS OF CHANGE ALUMNI

GOGO'S INDIGENOUS FOODS – GROWING TOGETHER, BUILDING STRONGER COMMUNITIES

Gogo's Indigenous Foods, a standout finalist in the 2023 Seeds of Change Supplier Development Programme, is championing the preservation of indigenous food culture while creating lasting community impact. Their flagship product, a canned, ready-to-eat Morogo (African wild spinach) is 100% locally sourced and offers a three-year shelf life. This makes a nutrient-rich, culturally significant food accessible year-round.

Founded by Ricardo Hood, the business was inspired by childhood memories and the desire to bridge traditional knowledge with modern food systems. After setbacks during the pandemic, Gogo's Indigenous Foods officially launched in 2020 and became a national supplier to Food Lover's Market in 2024, with products now stocked in all Food Lover's Market corporate stores. "Seeing my product on shelves is a dream come true," Ricardo shares. "I mentor young entrepreneurs and always try to offer a hand up - just as the Seeds of Change Programme did for me."

More than a business, Gogo's Indigenous Foods is a catalyst for rural development. By working closely with smallholder farmers and rural communities, the company supports skills development and job creation, ensuring the growth of local economies.

Through indigenous knowledge, sustainable practices, and inclusive partnerships, Gogo's Indigenous Foods is cultivating a better future for people and planet.

"The Seeds of Change programme helped me find my place in the market. Now, I'm committed to mentoring others – just as I was mentored". -Ricardo



SEEDS OF CHANGE ALUMNI



GENTISHE – SCALING WITH PURPOSE THROUGH SEEDS OF CHANGE

GentiShe, founded by Mashela Mokgabudi, was named a Top 10 finalist in the 2024 Seeds of Change Supplier Development Programme – recognising its purpose-led leadership and commitment to social impact. Focused on tackling period poverty, GentiShe empowers women and girls with affordable, sustainable menstrual hygiene solutions, including Africa's first locally made reusable menstrual cup and eco-friendly sanitary pads.

The Seeds of Change programme was a turning point. It helped refine GentiShe's operations and strategy for long-term sustainability, while increasing market credibility. This visibility led to a milestone partnership with Food Lover's Market in August 2024. Since then, GentiShe has expanded nationally through Food Lover's Market's Cape Town, Durban, and Centurion distribution centres—doubling turnover from R980 000 to over R2 million and significantly raising its brand profile.

Beyond commercial growth, GentiShe drives inclusive development. Its Spaza-on-Wheels model empowers 120 township entrepreneurs, creating jobs and supporting two local SMMEs through training and mentorship.

In partnership with Food Lover's Market, GentiShe also donated 40 000 sanitary pads to a number of our store beneficiary organisations that focused on girls and women; namely KOSH Kids (Klerksdorp), The House Group (Bruma), Woodhouse Community (Nelspruit) and Bobbi Bear (Arbour Crossing). With international expansion on the horizon, GentiShe's journey is a powerful example of business as a force for good.

SEEDS OF CHANGE ALUMNI

LOCAL VILLAGE AFRICA PURPOSE-DRIVEN GROWTH THROUGH PARTNERSHIP

Born from a powerful partnership between Sipamandla Manqele and Portia Morudi alumni of the 2021 Food Lover's Market Seeds of Change Supplier Development Programme, Local Village Africa is a social enterprise rooted in ethical sourcing, sustainability, and community upliftment. Combining Sipamandla's background in African produce with Portia's work in sustainable beekeeping and pollinator conservation, the business is committed to connecting conscious consumers with responsibly sourced, high-quality products.

Since becoming a national supplier to Food Lover's Market in 2022, Local Village Africa has scaled its operations and expanded into 117 stores across the country. *"The Seeds of Change programme gave us the exposure and mentorship we needed to thrive," says Portia. "It shaped us as entrepreneurs and helped us grow with purpose."*

Since joining Food Lover's Market's supply network, Local Village Africa has grown its operations, created jobs, and extended its community outreach. Their business model champions environmental stewardship and local economic development – from supporting smallholder farmers to protecting pollinators and preserving biodiversity.

"The partnership with Food Lover's Market has enabled us to reach more customers while staying true to our mission" - Portia Morudi



PURE FOLK WINS SEEDS OF CHANGE 2024



BRINGING GUT HEALTH TO FOOD LOVER'S MARKET SHELVES

In 2024, Pure Folk, a fermented foods business committed to improving gut health and overall well-being, was announced as the winner of the Food Lover's Market Seeds of Change Supplier Development Programme. As a result, Pure Folk now supplies a diverse range of natural, probiotic-rich products to the Food Lover's Market Group, including sauerkraut, kimchi, kombucha, kombucha vinegar, ginger-infused beet kvass, water kefir, and fire tonic.

Founded by Mpho Sithole, Pure Folk was born from a deeply personal journey. After the loss of her 31-year-old sister to colon cancer in 2019, Mpho sought to understand how nutrition and preventive health could make a difference. *"I began researching fermentation and its many nutritional benefits. My sister's passing was a catalyst, one that led to a journey of healing, discovery and a passion for promoting gut health through natural, fermented foods", she shares.*

Her growing interest evolved into Pure Folk, a business rooted in science, sustainability and social impact. Mpho's most rewarding moments have come from the positive health stories shared by customers who've experienced genuine improvements after using her products. Winning the Seeds of Change programme marked a pivotal milestone.

"Their feedback confirms that we're on the right path. It's life-changing for both me and my business. Being part of the Food Lover's Market network is not only an opportunity to scale, but also to learn and grow. I encourage other entrepreneurs to apply. Whether or not you become a supplier, the exposure, knowledge, and hands-on experience are invaluable when building a sustainable, retail-ready business."

Pure Folk was joined on the 2024 Seeds of Change podium by Arable Grow (2nd place), an innovative vertical farming enterprise focused on sustainable, urban agriculture; and Cap 'n Hook (3rd place), a fish processing and smokehouse facility with a mission to responsibly source and process quality seafood.





WHAT MAKES US DIFFERENT?

At Food Lover's Market, our mission is simple: to be the best store in every community we serve. In today's world, it's not just about providing nutritious food – it's about offering a full shopping experience that delivers value, quality, and genuine connection.

Sure, we're famous for our vibrant displays and theatre of food – nobody does it better – but when customers step through our doors, they find more than just a pretty display. They find freshness they can trust, choices that suit their lives, and prices that respect their pockets.

Born from Fruit & Veg City, Food Lover's Market has evolved into a modern retail destination. Today, we offer everything from abundant fresh produce to gourmet butchery, bakery, deli, groceries, and health and wellness products – all designed to bring the best in fresh under one roof.

Our love of good food and how it brings people together is at the heart of everything we do. Every visit is more than a task, it's a celebration of food, family, and community.



FRESH THINKING

HEALTHY FOOD FOR EVERYDAY LIVING

Providing our customers with the healthiest options possible is part of our DNA and has been ever since we opened our doors in 1993 offering fresh affordable fruit and veg. This commitment continues to grow through our You First brand, a trusted range of high-quality health foods without the premium price tag. From milk alternatives to sugar-free hydration, You First helps customers make healthier choices, easily and affordably.

Our You First range has continued to grow, although growth in the last year has slowed to 5%. This slowdown is primarily due to sourcing cost fluctuations in our healthy oil options, our biggest contributors within the offering, that has adversely impacted our numbers in 2024.

We will continue to seek out new partnerships with innovative suppliers, offering healthy options and widening our range of You First products in this ever-growing category.



OUR BRAND PROMISE

Our vision is to offer the best in value and affordable quality, within an abundant and colourful store experience. We're committed to delivering friendly, personal service and creating an experience where the quality of the food exceeds its price.

Through a focus on artisanal specialties, market-style experiences, and a personal touch, we build real connections with our customers, creating a sense of family, not just commerce.

THE BEST IN FRESH

GUARANTEED!

THE BEST VALUE

If you find better value on fresh from another retailer, bring in your proof and we'll match it, **PLUS** give you the difference.

THE BEST QUALITY

Not satisfied with any of our fresh products? We'll replace it and give you another one absolutely free!

THE BEST RANGE

If it's available in S.A. and it's not on our shelves, we'll find it and deliver it to you free of charge.

THE BEST SERVICE

Our highly-trained staff aim to make your shopping experience a pleasure. If they don't live up to your expectations, tell us about it and you'll receive a R100 FLM shopping voucher.



BUILDING SMARTER STORES

Every new store we open is a fresh opportunity to do better – not just for our customers, but for the planet.

Our next-generation stores offer a one-stop shopping experience while embracing smarter designs and technologies behind the scenes. We're reducing energy use, choosing more sustainable building materials, and improving waste management from the moment a store opens. Each store is a new chance to be more efficient, more conscious, and more connected to the communities and environment we serve.

CREATING VALUE

We believe that fresh, healthy, food should be available for generations to come. By fostering excellent supplier relationships, we've ensured a wide range of high-quality products at unbeatable prices.

Our commitment to delivering the Best in Fresh extends beyond our shelves; it's embedded in our service culture. Every customer compliment and complaint is reviewed weekly with exco and senior leadership, and outstanding service is rewarded with Food Lover's Market vouchers.

From 1 March 2023 to 29 February 2024, we received an average of 158 compliments a week, totalling 8 218 for the year, an increase of 6 751 compliments year-on-year (460%) – a testament to our passionate people and valued customers.

In 2024, we received numerous prestigious awards, honouring our commitment to quality and customer experience. Notably, several stores were recognised for excellence in fresh produce, underpinning the brand's reputation as a go-to destination for food enthusiasts.

HERE'S WHAT WE'VE ACHIEVED TOGETHER IN 2024:

MOST LOVED FRESH FOOD STORE
Awarded to: Food Lover's Market Moffett Retail Park
Awarded by: PE Express

BEST OF THE BEST IN THE NORTH WEST
Awarded to: Food Lover's Market Rustenburg Cornerstone
Awarded by: BeefTalk Cleaver Awards

BEST BILTONG
Awarded to: KZN Region
Awarded by: Best of Toti Readers' Choice Awards

BEST FOOD MARKET
Awarded to: KZN Region
Awarded by: Best of Toti Readers' Choice Awards

BEST FRESH PRODUCE STORE
Awarded to: KZN Region
Awarded by: Best of Toti Readers' Choice Awards

BEST PLACE TO BUY FRESH PRODUCE
Awarded to: Food Lover's Market Park Meadows
Awarded by: Best of Ekurhuleni Readers' Choice Awards

BEST PLACE TO BUY FRESH PRODUCE
Awarded to: Food Lover's Market Newmarket
Awarded by: Best of Ekurhuleni Readers' Choice Awards

BEST OF GEORGE AWARDS:
BEST FRESH PRODUCE STORE IN GEORGE
Awarded to: Food Lover's Market Garden Route Mall
Awarded by: George Herald

BEST OF MOSSEL BAY:
BEST FRESH PRODUCE STORE IN MOSSEL BAY
Awarded to: Food Lover's Market Mossel Bay
Awarded by: Best of Mossel Bay Readers' Choice Awards

BEST OF SOUTH COAST: BEST GREEN GROCER
Awarded to: Food Lover's Market South Coast Mall (Shelly Beach)
Awarded by: South Coast Herald

BEST FRESH PRODUCE STORE:
Awarded to: Food Lover's Market Knysna
Awarded by: Best of Knysna & Plett Readers' Choice Awards

BEST FOOD MARKET
Awarded to: Food Lover's Market Springfield
Awarded by: Best of Durban Readers' Choice Awards

BEST PLACE TO BUY FRESH PRODUCE
Awarded to: Food Lover's Market Boksburg
Awarded by: Best of Ekurhuleni Readers' Choice Awards



BUSINESS LEADERS OF THE YEAR 2024

BRIAN COPPIN & MIKE COPPIN
Awarded by: Die Burger, Netwerk24, Cape Town Chamber of Commerce & The Afrikaans Trade Institute

Food Lover's Market's success is deeply rooted in its customer's loyalty and support. The various awards are a testament to the unwavering commitment to providing an unparalleled shopping experience with a wide range of fresh produce and value offerings.

SUPPORTING CONSCIOUS CUSTOMERS

Today's Food Lover's Market customer is more than a shopper – they're a partner in building a healthier, more sustainable future.

Customer expectations around value, transparency, and ethical choices are shaping how we operate. Sustainability isn't an add-on; it's embedded into everything we do. That includes eliminating plastic straws and bags, sourcing responsibly, designing greener stores, and investing in community initiatives.

Importantly, it also means offering our customers the opportunity to have as much of a plastic-free shopping experience as possible, by picking their own fruit and veg, dishing up their own portions of frozen berries, veg and seafood from our scoop, weigh and pay stations, grabbing their favourite spices, or using the gravity systems for their dried fruit and nuts.

Together with our customers, we're driving positive change, reducing waste and building trust and loyalty based on shared values.



OUR COMMUNITY



YOU CAN'T BE THE BEST STORE IN THE COMMUNITY IF YOU'RE NOT PART OF THE COMMUNITY

At Food Lover's Market, community involvement is built into the way we work. Through our local supplier procurement and Seeds of Change programme, we help small businesses grow stronger and more sustainable. At the same time, our CSI focuses on creating access to nutritious food for child-centric organisations.



In 2024, Food Lover's Market was recognised for being the top financial donor to FoodForward SA

FIGHTING HUNGER, BUILDING STRONGER COMMUNITIES

Food Lover's Market is proud to be part of a wider ecosystem of organisations working to support and uplift communities across South Africa. As a food retailer, we focus on what we know best: improving food security and supporting organisations that give children and families the tools to build better futures.

One of our key partnerships is with FoodForward SA, an organisation that rescues good surplus food from the supply chain and distributes it to community groups, feeding those in need. Through this partnership alone, we've helped donate an average of 1 million meals every year, and that's not even counting our extra efforts during World Hunger Month.

Since all surplus food collected each year is free of charge, FoodForward SA calculates the cost of a meal by dividing the total operating costs by the number of meals distributed to those in need. The cost of a meal in 2024 was 47 cents.



A second key partnership is **Sporting Chance**, an organisation aimed at uplifting youth through sports-based education and life skills training. Key highlights of our partnership includes:

- **Calypso Cricket:** Providing food for 600 children from local communities who participate in a fun, inclusive cricket day on Muizenberg beach in Cape Town annually.
- **Street Sports challenge:** Supporting soccer, cricket, and netball programmes in Langa Khayelitsha and Masiphumelele, Western Cape.
- **Table Cricket event:** Enabling 150 children with disabilities to engage in sport in a supportive environment.
- **Disney Healthy Happy Play programme:** Donating fruit to provide a nutritious boost to 7 350 primary school children across South Africa, promoting physical activity and well-being.



The third key partnership is with **Cape Ballet Africa** – a collaboration that celebrated 20 years in 2024, nurturing aspiring local artistic talent and helping local artists sustain careers in ballet and dance. The partnership has enabled Cape Ballet Africa to become a beacon of excellence and innovation in the South African arts community, and empowers the next generation of classically trained artists.



WORLD HUNGER MONTH CAMPAIGN

Hunger is still a daily reality for millions of South Africans, especially children who rely on the Child Support Grant or the National School Nutrition Programme just to get through the day. Even with these interventions, too many young people face chronic hunger, making it harder to learn, grow, and build a better future.

A 2023 report from the Children's Institute at UCT showed that nearly **8 million children** in South Africa still live below the food poverty line, and that the value of the Child Support Grant just isn't enough to shield them from malnutrition or stunting.

That's why World Hunger Month matters so much to us.

In partnership with **FoodForward SA** – South Africa's leading food banking organisation – Food Lover's Market has been running the **World Hunger Month Campaign** every May since **2017**.

It's simple: we work with our supplier partners and customers to turn everyday shopping into real, tangible support for the people who need it most.

Since the start of the campaign, we've raised more than **14.5 million meals**, all distributed through FoodForward SA's incredible network, reaching nearly a million vulnerable South Africans every day across all nine provinces.

2024 marked our biggest and most successful campaign yet, with **5 million meals** raised in just one month. This is a milestone that shows what's possible when businesses, partners, and customers pull together around a shared purpose.

Fighting hunger isn't about once-off action. We believe it's about consistent action, real partnerships, and a belief that no one should have to go to bed hungry, especially a child.

HERE'S HOW THE JOURNEY HAS GROWN:	
YEAR	MEALS RAISED
2017	286 000 meals
2018	733 179 meals
2019	914 667 meals
2020	1 030 888 meals
2021	710 126 meals
2022	2 515 203 meals
2023	3 400 000 meals
2024	5 000 000 meals



OUR PARTNERS STEP UP FOR WORLD HUNGER MONTH

When we first launched the World Hunger Month campaign, **Tru-Cape** was the first partner to stand with us, and their early support helped build the strong foundation we have today. Their contribution in those first years made a real difference, and for that, we're grateful.

As the campaign has grown, so has the support around it. In 2024, it was our own **Food Lover's Market buyers** – across grocery, fresh, and other departments – who stepped up to the plate, working with suppliers and partners to raise more meals than ever before.

On top of supplier support, customers were invited to **buy a meal at the till point** – where just **47 cents** could feed one person, and **R4.70** could feed ten. To keep the momentum going, on **World Hunger Day (28 May)**, Food Lover's Market matched every meal bought by a customer, doubling the impact.

Thanks to this combined effort – suppliers, stores, buyers, and customers all pulling together – we raised R2 350 000 for FoodForward SA, which translated into 5 million meals donated to vulnerable communities.



THE POWER OF OUR STORES

At Food Lover's Market, we believe in building real, lasting connections between our stores and the communities around them – starting with children. Every one of our Food Lover's Market corporate stores partners with a local, child-focused organisation, helping to support feeding schemes, donations, and small acts of care that make a true difference.

Right now, we work closely with **over 70 ongoing beneficiary organisations**. On top of that, we support around **150 schools, churches, and sports clubs** each year through ad hoc projects, helping extend the impact even further.

MARKET LIQUORS

FOOD LOVER'S MARKET

MAKING AN IMPACT

Over the last year and a half, **Market Liquors** has quietly made a meaningful contribution to two organisations working to give young people in South Africa a better shot at life.

One of those is **iCaddies**, a brilliant programme that trains young people to become professional golf caddies. It's not just about the sport – it's about building confidence, discipline, and creating a path to actual, paying work. **From August 2023 to February 2025, Market Liquors contributed R102 135 to support iCaddies' work across the country.** It's a small part of something much bigger: helping young people unlock opportunities they may not have otherwise had.



Market Liquors also supported **Home of Hope**, a Cape Town-based organisation that cares for children affected by **Fetal Alcohol Spectrum Disorder**. These are kids who need more than just a place to stay – they need consistent care, tailored education, and lots of support to thrive. **Over a 12-month period, Market Liquors donated R30 000 to help keep that care going.**



BENEFICIARY ORGANISATIONS CHANGING LIVES

SUPPORTING CRISIS CARE THROUGH COMMUNITY PARTNERSHIPS WITH TSHWANE PLACE OF SAFETY ASSOCIATION

At Food Lover's Market, our commitment to nourishing communities extends beyond food. It reaches into the heart of social care through meaningful partnerships. One such partnership is with the Tshwane Place of Safety Association (TPoSA), a non-profit organisation dedicated to placing abandoned, abused, orphaned, and medically vulnerable babies and toddlers into nurturing family homes.

TPoSA provides critical care through a network of over 50 trained families who open their homes to more than 200 children, offering love, stability, and access to vital healthcare. Their unique model not only ensures the physical and emotional wellbeing of children facing crisis, but also often leads to long-term foster care or adoption, giving these children a chance at a forever family.

Food Lover's Market Castle Gate proudly supports TPoSA by contributing essential food items and baby care products, alleviating some of the financial pressure on these selfless families. Our partnership also helps sustain high-care units like TPoSA, which serves as an intensive care facility for children with serious medical needs.





CHAMPIONING DIGNITY AND CARE FOR CHILDREN WITH SPECIAL NEEDS WITH **LITTLE ANGELS**

As part of our commitment to holistic community upliftment; Food Lover's Market Vergelegen proudly supports **Little Angels**, a full-time, community-based care facility in Somerset West dedicated to children with severe physical and intellectual disabilities. Since 2005, Little Angels has provided a permanent home and 24/7 specialised care to children – many of whom are wheelchair-bound and living with cerebral palsy and epilepsy.

The centre's mission is rooted in dignity, compassion, and rehabilitation, ensuring each child receives the dedicated love, therapy, and medical attention they need to reach their full potential. With a team of passionate caregivers, volunteers, and specialists, Little Angels offers more than just physical support. They create a nurturing family environment. Despite partial government support, the organisation relies heavily on donations to maintain daily care, staff training, and therapeutic programming. Food Lover's Market is honoured to contribute essential supplies and support services to help sustain the incredible work of Little Angels.



EMPOWERING RESILIENCE THROUGH GRASSROOTS IMPACT WITH **KODA MULTIPURPOSE COMMUNITY DEVELOPMENT ASSOCIATION**

At Food Lover's Market, we believe that sustainable communities are built from the ground up. That's why we proudly partner with KODA Multipurpose Community Development Association (KODA MCDA), a dynamic, community-based non-profit operating in Upington, Northern Cape. Established in 2017, KODA works tirelessly to build resilient families and empower communities by addressing the root causes of poverty, food insecurity, and social exclusion. With a holistic approach that includes physical, spiritual, and emotional care, KODA supports the most vulnerable through direct action and long-term development.

Through our partnership, Food Lover's Market Upington supports their feeding scheme, which provides wholesome meals to over 250 individuals three times per week, bringing dignity and relief to families in crisis. We also contribute to the development of their 2 000 m² community food garden, a vital initiative that promotes local food production, skills development, and environmental stewardship. Beyond nourishment, KODA runs community development programmes such as computer literacy, sign language training, and youth empowerment workshops. These opportunities equip residents with practical skills to improve livelihoods and foster long-term resilience.

By supporting KODA, Food Lover's Market is investing not only in food relief but in a vision of thriving, self-sufficient communities. Together, we are helping to unlock potential, restore dignity, and build a more sustainable future.

MANDELA DAY ACTIVITIES

Mandela Day holds a special place in our hearts, as a nation, it's a day to honour community and uplift one another. Every year, all our teams are encouraged to dedicate their time to meaningful service, embodying Mandela's belief in small acts creating large change. This day isn't just about giving; it's about uniting around shared values and celebrating the power of collective care.

HILLFOX TEAM SPREADS JOY AT **SPARROW RAINBOW VILLAGE**

In a heartfelt demonstration of community support, colleagues from Food Lover's Market Hillfox visited Sparrow Rainbow Village in Roodepoort. Carrying hampers filled with essential staples and delightful treats, the team aimed to bring comfort and joy to the residents, including many children affected by HIV/AIDS.

Sparrow Rainbow Village, established in 1992 by Reverend Doctor Corine McClintock, serves as a sanctuary for individuals impacted by HIV/AIDS. The village offers hospice care, housing, and support to both adults and children, striving to provide a dignified environment for its residents.

Beyond the generous donations, the Hillfox team organised a vibrant dance party, filling the village with music and laughter. Residents and volunteers alike joined in, creating an atmosphere of unity and celebration. Such moments of joy are invaluable, offering emotional upliftment to those facing daily health challenges.



**FOOD LOVER'S MARKET
SECUNDA BRINGS JOY AND
NOURISHMENT ON MANDELA DAY**

On Mandela Day 2024, the team from Food Lover's Market Secunda stepped out of the store and into the heart of their community, spreading warmth, food, and friendship across three different outreach locations.

The day began at Janelle Huis, a local safe house for children, where colleagues spent time playing classic games like hopscotch, ball, and hide-and-seek. In between the fun and laughter, the team hosted a build-a-burger activity station, giving the kids a chance to create their own meals with fresh ingredients. It was a small gesture, but one that brought a sense of joy, choice, and connection to the young residents.

While some team members were at Janelle Huis, others visited a nearby school for children with disabilities. There, they also ran a build-a-burger activity and helped out with meal preparation and general support around the school. The time spent offered not only a meal, but meaningful interaction – something deeply appreciated by both the learners and colleagues.

The day ended with a visit to a local soup kitchen, run by a church, where the team donated fresh produce combos, pantry staples, and some extra treats for children in the community. While the exact number of beneficiaries wasn't recorded, the impact was tangible, with full plates and grateful smiles greeting the team's efforts.

Though just one day, the actions taken by the Secunda team reflect Food Lover's Market's broader commitment to community and care. And while there is always more to be done, these small acts carry the spirit of Mandela Day forward in real and lasting ways.



OUR WORLD

NAVIGATING RETAIL CHALLENGES THROUGH OUR FOOD LOVER'S MARKET VALUES

South Africa's retail environment is shaped by deep economic inequality, infrastructure limitations, environmental pressures – including water scarcity – and significant gaps in awareness and education. At Food Lover's Market, we see these challenges not as obstacles, but as catalysts for meaningful action. They reinforce our commitment to our core values and dedication to changing lives by improving water efficiency, raising sustainable awareness, and providing fresh, affordable food for generations to come.

ECONOMIC PRESSURES:
High unemployment rates and income inequality often shift focus away from long-term sustainability investments. However, our belief in conscious capitalism drives us to find innovative solutions that balance economic viability with environmental responsibility.

INFRASTRUCTURAL CONSTRAINTS:
Issues like inconsistent electricity supply and inadequate waste management systems pose significant hurdles. Yet, these challenges have propelled us to invest in renewable energy sources and develop more efficient waste reduction strategies, reflecting our commitment to environmental stewardship.

ENVIRONMENTAL IMPACT:
South Africa's reliance on coal for energy contributes to a substantial carbon footprint. In response, we've expanded our solar energy initiatives and implemented energy-saving measures across our operations, demonstrating our dedication to reducing our grid reliance and environmental impact too.

WATER SCARCITY:
As a water-stressed country, South Africa's supply of safe, reliable water is under constant strain. Retail, particularly fresh produce and in-store food prep, is a water-intensive business. That's why we've installed smart water meters across some of our stores to help us detect leaks early, monitor usage in real-time, and begin setting targets for meaningful reduction. Water will remain a core focus area going forward.

AWARENESS AND EDUCATION GAPS:
A lack of widespread understanding about sustainable practices can hinder progress. We aim to address this by creating more awareness among our colleagues and customers and leading by example.

TRACKING OUR CARBON FOOTPRINT



Every two years, Food Lover's Market commissions an independent carbon footprint assessment to evaluate our environmental performance and guide our Earth Lovers strategy.

This year's assessment, conducted once again by SimGenics, covers 1 March 2024 to 28 February 2025 and compares our progress to a revised FY2023 baseline.

For the FY2025:

- Electricity use remains the largest contributor, at 55.9% of the total footprint.
- Fugitive emissions (Kyoto and non-Kyoto gases) from refrigerant gas leaks made up 34.6%
- Waste contributed 3.3% to the overall emissions

While our footprint has increased in part due to the expansion of our store sizes, we also acknowledge our responsibility to put in plans to reduce this and to decouple our rapid business growth from emission growth. We are doing this through our solar roll out, our circular waste solutions, as well as our efficiency measures outlined in this chapter.

THE HEADLINE NUMBERS:

TOTAL EMISSIONS FOR FY2025
143 629
TONNES OF CO₂ EQUIVALENT (TCO₂E)
=
9.5%
INCREASE FROM FY2023

1 FUGITIVE EMISSIONS ON THE RISE (SCOPE 1)

Fugitive emissions from refrigerants increased by 47.6% from FY2023. The largest emission contributors are R22, R407F, and R507 (which has a very high global warming potential). All three are refrigerants, and together they are responsible for more than 86% of Food Lover's Market's direct emissions, with non-Kyoto gases included.

To address this, a national refrigerant maintenance and leak detection plan will be implemented in FY2026, alongside efforts to transition toward lower-GWP (global warming potential) alternatives.

FUEL USE SHIFTS (SCOPE 1): 2

Diesel generator emissions decreased by 88.7% in FY2025 due to fewer power outages. Direct stationary combustion only contributed to 1.0% of our Scope 1 emissions, in stark contrast to the 19.3% in FY2023

KEY INSIGHTS

3 ELECTRICITY EMISSIONS (SCOPE 2):

In FY2025, electricity usage accounts for 55.9% of Food Lover's Market's carbon footprint. Food Lover's Market's inland stores, coastal stores, and eateries were responsible for 82% of the emissions associated with electricity usage in the organisation.

Eskom-related emissions rose by 4.6% from FY023, as total electricity use (including diesel and solar) increased by only 0.7% from FY2023. Considering that the differences in floor area between FY2023 and FY2025 are 2 2381 m², which correlates to an overall area increase of 10%.

High-usage facilities include Lord's View DC and City Deep DC, while Springfield Park was the least efficient store by energy intensity. Jeffreys Bay stood out as the most energy-efficient store, due to its very low refrigeration usage in comparison to floor size.

SOLAR ENERGY IS GAINING GROUND 4

Over 5 063 702 kWh of solar power was generated in FY2025, avoiding 4 572 tCO₂e in emissions – up 29.9% from FY2023.

Without solar, electricity-related emissions would have been 5.6% higher. We are planning on increasing our solar capacity by 41% in FY2026 with solar installations set for our Coastal Meat DC, our Epping Fruit and Veg DC as well as our Hermanus, Tzaneen and our new River Quarter store.

PACKAGING, WASTE, WATER AND TRAVEL (SCOPE 3) IMPACTS

1 PACKAGING EMISSIONS NEARLY TRIPLED

Packaging-related emissions increased by 187.5% from FY2023, largely from paper-based formats, contributing 1 924 tCO₂e.

Improved data quality explains some of the rise, but the trend also highlights the need for upstream design changes and more sustainable materials.

2 TRAVEL EMISSIONS DECREASED

Business travel emissions dropped by 20.6% in FY2025, with flight emissions down 23.8% and car rental emissions up 299.7% in FY2025.

The overall trend reflects a reduction in travel frequency or a shift in transport modes.

3 WASTE EMISSIONS SURGED

Waste-related emissions rose by 337.4% from FY2023, now representing the largest share of Scope 3 emissions, with landfill waste contributing to the biggest increase by 43.1%.

Only 28 stores reported detailed waste data, indicating a clear opportunity to improve reporting and invest in recycling or diversion infrastructure. We are currently working with our landlords and/or small businesses at stores who do not currently report, so they can put in place processes to measure and report on our recycling.

WHAT WE'RE DOING NEXT:

Food Lover's Market is already acting on the insights from this report. Key initiatives planned or in progress include:

- Expanding solar energy generation at store and distribution centre level.
- Rolling out a national refrigeration maintenance plan, paired with leak detection systems and investigation into phase-out pathways for high-GWP (global warming potential) gases.
- Reviewing LPG use across kitchens and equipment for energy efficiency and emissions impact.
- Improving packaging design and material selection to reduce embedded emissions.
- Enhancing waste reporting coverage and introducing more robust recycling and composting solutions.

WHY THIS MATTERS

Every data point in this report offers us direction; it tells us what's working, what's not, and where we can do better. Through better technology, smarter systems, and store-by-store accountability, Food Lover's Market is working toward a lower-emission future – one grounded in tangible action, not aspiration.

INSIDE THE NEW LORD'S VIEW DISTRIBUTION CENTRE

The Lord's View Distribution Centre in Gauteng marks an important rebuild of Food Lovers Market's logistics operation. Designed in partnership with the Freddy Hirsch Group the facility brings key production and distribution capabilities back in-house. This is a shift that's about long-term growth, greater consistency across all our stores and ultimately, better quality product for our customers.

The DC is equipped to handle multiple meat lines in one place, a practical move that eliminates reliance on multiple suppliers and external processors. The inclusion of a dedicated smoking plant onsite is especially notable, making it possible to manage a broader range of value-added meat products under one roof.



The machinery used across the facility was chosen for durability and energy efficiency. One example is the use of thermoforming technology from European supplier Scandivac – selected for its reliability and low energy consumption compared to similar systems.

More than a production space, the Lord's View DC also improves the logistics side of operations. With better access to stores across Gauteng and beyond, the facility makes it possible to deliver more frequently, keep stock fresher, and respond faster to customer needs.

In the the Western Cape, the Cape Town Meat DC moved into a new facility in January 2025, one that also benefits from existing solar infrastructure. This DC services the Western Cape, Eastern Cape, and Garden Route regions, with a strong focus on FreshStop and the Eatery network. A key upgrade was the installation of a new mince-making line, helping to improve efficiency and control over in-house production. With more space, and better storage, we have the opportunity to build. This provides an opportunity to significantly reduce meat waste in the coming year.

SOLAR POWER PERFORMANCE: 2024/2025 FINANCIAL YEAR

SITES INCLUDED: LORD'S VIEW, PENNY LANE, BRICKWORKS AND CORNUBIA

ANNUAL IMPACT:

1.8 MILLION KWH OF ELECTRICITY GENERATED
R3.9 MILLION IN GROSS SAVINGS
1 797 TONNES OF CO₂ EMISSIONS AVOIDED

CUMULATIVE IMPACT OF THE EARTH LOVERS

SOLAR PROGRAMME SINCE LAUNCH:

9 MILLION KWH OF ELECTRICITY GENERATED
R18.8 MILLION IN GROSS SAVINGS
9 246 TONNES OF CO₂ EMISSIONS AVOIDED

ENERGY-SAVING INITIATIVES

Energy-saving initiatives in the retail sector are critical for reducing operational costs, enhancing sustainability, and improving the overall shopping experience. As retailers face rising energy costs and increased pressure to adopt environmentally-friendly practices, energy-efficiency projects have become a focal point for many businesses.

At Food Lover's Market, energy-saving initiatives are not just about reducing costs; they are also integral to achieving sustainability goals, complying with regulations and enhancing customer experience. These projects have a positive impact on the bottom line while contributing to a more sustainable future. Implementing these strategies is essential for staying competitive in an increasingly eco-conscious market.

OVER THE PAST FINANCIAL YEAR, THE FOLLOWING ENERGY-SAVING INITIATIVES WERE IMPLEMENTED:

- Lighting upgrades (refrigeration and front of house)
- Oven upgrades
- Refrigeration doors

Overall, the refrigeration door installation had the biggest impact on the company. A total of 1 491 doors were installed in 34 stores in the perishable and butchery sections. These doors enhance temperature control, extend the shelf-life of the products, protect food from contaminants and environmental factors and reduce the amount of cold air loss.

IN TOTAL, THE ENERGY-SAVING INITIATIVES' RESULTS FOR THE FINANCIAL YEAR WERE:

- R6 353 478 in savings
- 2 963 063 kWh saved
- 2 963 tonnes CO₂ emissions prevented

The target for 2025/2026 is a 24% increase in solar capacity, with new installations planned in Tzaneen, Epping Fruit Terminal, River Quarter, the Meat Only DC and several store sites.

RETHINKING RETAIL WASTE: A WORK-IN-PROGRESS

Food waste continues to be a significant challenge across South Africa's food system. According to national estimates, around 30% of waste occurs during farming and production, and an additional 6% is lost at the retail level. For businesses working in fresh produce, these numbers are both daunting and deeply motivating.

At Food Lover's Market, we know that food waste is one of the biggest sustainability challenges in our sector, and we're facing it head-on. We're trying to better understand where and why waste happens within our stores, and what we can do differently. While we're still far from a perfect solution, our food waste percentage has been a key metric for 30 years. It is discussed every Tuesday by our senior leadership team. Our total stores waste percentage dropped marginally in the past year to 2.366%, down from 2.403% the previous year.

We've also made strides in waste reduction at store and distribution centre level, from piloting composting systems to forging partnerships with food bank organisations like FoodForward SA. Through these pilot programmes we're working to close the loop, create a circular economy where possible by turning waste into value, and leftovers into something that feeds the soil or supports a meal.

We're learning that reducing waste requires more than just good intentions. It involves changes in colleague training, tighter stock control, new partnerships and better data. It's also about designing systems that are fair, transparent, and resilient, especially in the face of challenges like shrink and inconsistent supply.





CLOSING THE LOOP: COMPOSTING ORGANIC WASTE

Our in-house composting initiative with Ywaste has made solid progress in turning waste into value. In 2024/2025, the composting hubs at our Tokai, Willowbridge, Bothasig, and Somerset West stores transformed 100% Food Lover's Market generated organic waste into useful compost products.

WHO ARE YWASTE:

In their own words, Ywaste are “conscious disruptors of the waste management industry”.

Over the past 16 years, Ywaste has evolved from a small business producing domestic-scale worm farms into a leading force in sustainable waste management. Today, as a majority black-owned, BBBEE Level 1 company, Ywaste diverts more than 800 tonnes of food waste from landfills every month. Their focus on the effective and responsible handling of food waste, transforming it into nutrient-rich compost, not only reduces the strain on landfills but also contributes to the regeneration of healthy soil. This closed-loop approach supports a more sustainable future.

“Partnerships like these enable us to complete the bio-cycle, diverting organic macro- and micro-nutrients from landfills and returning them to enrich our soil. At YWaste, our goal is to deliver sustainable waste solutions that benefit communities, the environment, and clients like Food Lover's Market. Together with Food Lover's Market, we're working towards a better South Africa and a healthier planet.”

- Emile Fourie, CEO and Founder, Ywaste.

As the programme expands, 10% of all compost produced is being donated to Ladles of Love, a non-profit organisation providing nutritious meals and support to vulnerable communities. This donation supports urban farming and feeding schemes run by Ladles of Love, allowing our waste to become part of a bigger social impact story.

Across all five tracked Western Cape sites, Food Lover's Market has handled 1 862.02 tonnes of mixed waste to date that was successfully diverted from landfill. Of this, 73.98% was organic waste, captured and turned to compost through our Ywaste partnership, a strong indicator that food and organic materials remain the biggest part of our waste footprint.

THE PROGRAMME WILL ROLL OUT TO ALL 13 STORES IN THE WESTERN CAPE BY SEPTEMBER 2025.



ORGANIC WASTE DIVERSION IS ALSO SCALING REGIONALLY. IN 2024/2025, WE DIVERTED:

- **66.9 tonnes of waste in Gauteng** across several sites.
- **40 tonnes in KwaZulu-Natal** through the use of BSF (black soldier fly) processing. Particularly through our Springfield store alone.
- **1 862.02 tonnes in the Western Cape** (across key stores like Tokai, Willowbridge, Bothasig, and Somerset West).

ADDITIONAL WASTE REDUCTION PILOTS

While our composting programme – currently active in five stores – is showing great promise and preparing to expand, we're also piloting two additional waste-reduction initiatives on a smaller scale. In partnership with our Springfield store in KZN, we've begun a pilot using Black Soldier Fly larvae, feeding them food scraps. These voracious insects convert up to 85% of the waste into nutrient-rich larval biomass and frass, significantly curbing methane and other greenhouse gas emissions compared to traditional composting.

Separately, at our Hillfox store in Gauteng, we're trialing an in-store feeding scheme that prevents perfectly good, unsold produce from going to waste, transforming it instead into nutritious bi-weekly meals for colleagues, while keeping surplus food out of landfills. These pilot efforts, composting, Black Soldier Fly processing, and store-level colleague feeding, work together to accelerate our landfill diversion goals and tackle climate risks by reducing organic waste across the board.

SMARTER WATER USE THROUGH SMART METERING

Water scarcity continues to be one of South Africa's most pressing environmental concerns, and as a retailer with water-intensive operations like fresh produce handling and in-store kitchens, we're working towards responsible resource management.

During the past financial year, we've made meaningful progress in our water stewardship by installing 45 smart water meters across our stores. These devices provide near real-time insights into water consumption patterns. So far, the smart metering system is proving its value as an essential tool for proactive leak detection and efficient water management.

THE BENEFITS OF THESE SMART METERS INCLUDE:

- **Real-time monitoring:** Store teams can now track water use by the hour, day, or week through a digital dashboard. This visibility makes it easier to identify spikes in consumption and adjust operations accordingly – whether that's tightening up cleaning routines or rethinking when and how certain equipment is used.
- **Early leak detection:** The system automatically flags abnormal usage patterns, allowing us to detect leaks early – sometimes even before they're visible. This helps prevent unnecessary water loss and avoids costly damage.
- **Accurate billing:** With precise digital readings, stores receive accurate water bills, eliminating the guesswork that often comes with municipal estimates.
- **Cost savings:** By catching leaks early and being more deliberate about usage, stores can significantly reduce their monthly water bill, a win for both the environment and the bottom line.

FOOD LOVER'S MARKET LOGISTICS: MOVEMENT AND MOMENTUM

We expanded our delivery routes to our Knysna and Oudtshoorn franchise stores last April. By managing that transport ourselves, we've been able to send trucks more often and make sure those Garden Route stores get the quality and freshness our customers expect. We also brought Upington online as a corporate store, which alone added around 280 000 kms to our road coverage, and with that, roughly 125 000 litres of diesel.

A major shift came in August, when we took over the transport operations for FreshStop – adding 25 trucks and drivers to the team. Since then, we've completed over 13 000 deliveries, reaching every single one of the 330 FreshStop locations in South Africa for the first time. It's a proud milestone for the team.

With more FreshStop stores being added to our network monthly as the FreshStop business expands, we've also started to streamline transport between Food Lover's Market and these stores. By consolidating where possible, we're already sending fewer trucks on smarter routes and this work will carry on well into 2025/2026, saving diesel, CO2 and money.

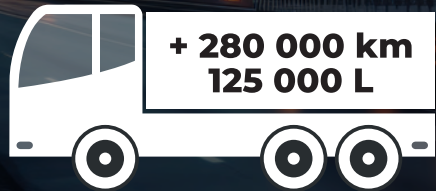
Another area where we've made headway is through inbound logistics – making better use of our trucks on their way back from deliveries. Last year, we completed over 500 inbound trips to collect stock for our buyers, saving around R800 000 in transport costs. This year, we're focusing on building relationships with farmers along those return routes, which should help lower store costs and keep shelf prices down.

LOGISTICS AT A GLANCE

KEY EXPANSIONS

TOOK OVER
KNYSNA & OUDTSHOORN
TRANSPORT

UPINGTON BECAME A
CORPORATE STORE



ASSUMED
FRESHSTOP
OPERATIONS

25
TRUCKS

13 000+
DELIVERIES

DIESEL USAGE

2023-
2024

2024-
2025

± 2 705 984

± 3 629 159

LITRES

LITRES



Increase aligned with
major **service expansion**

REVERSE LOGISTICS HIGHLIGHTS

500+
INBOUND TRIPS
COMPLETED

R800 000
saved for buyers

NETWORK SYNERGIES

CONSOLIDATED
ROUTES ACROSS

FOOD LOVER'S MARKET & FRESHSTOP

ONGOING INTO
FY2025-2026

REDUCING TRUCKS,
KM, AND COST

TECH UPGRADES & STRATEGY

PREPARING
TO SERVICE
SEATTLE COFFEE COMPANY



INSTALLING ROUTE
OPTIMISATION & TELEMATICS

FROZEN TRANSPORT
STRATEGY UNDER REVIEW



FLEET FITTED WITH
AI-CAMERAS
FOR DRIVER BEHAVIOUR
TRACKING

KEEPING PRODUCE COOL WITH THE SUN: SOLAR REFRIGERATION TRUCKS

In 2024/2025, Food Lover's Market expanded its fleet of solar-assisted refrigerated trucks, which use solar panels to power the cooling units while the vehicle itself runs on diesel. These vehicles are used to transport all types of produce across the country, from fresh fruit and vegetables to meat and dairy, with lower emissions and reduced fuel spend.



HERE'S THE IMPACT THIS YEAR:

3 TRUCKS in active use

R157 659 saved

7 530 L of diesel avoided

17.82 TONNES of CO₂ emissions prevented

To date, across 4 trucks, the programme has avoided nearly 8 000 litres of diesel and 18.3 tonnes of CO₂.



PLANS FOR 2025/2026 INCLUDE ADDING THREE MORE TRUCKS, WITH PROJECTED ADDITIONAL SAVINGS OF:

R355 609

17 389 litres of diesel

46.6 TONNES of CO₂

This is a growing part of our logistics strategy to drive efficiency, extend equipment lifespan, and reduce emissions on the road.



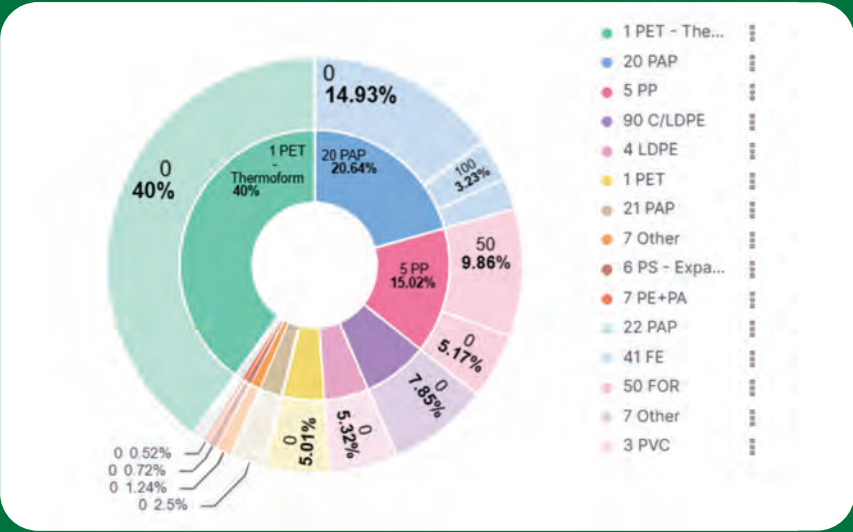
WAR ON PACKAGING

Packaging, and especially offering plastic-free choices, is rooted in our founders' original ethos. From nude walls and gravity-fed systems to hand-selecting spices, nuts, dried fruit, and fresh produce, we encourage customers to embrace a plastic-free shopping experience wherever possible. We've also introduced Scoop, Weigh & Pay stations for frozen berries, vegetables, and seafood, allowing shoppers to serve themselves, weigh their selections, and pay – using significantly less plastic packaging. These additions complement our bulk offerings and extend choice, control, and sustainability across even more of our store offerings. Of course, our commitment doesn't stop there – we're continually reviewing every process to find new ways to reduce plastic reliance even further.

USING DATA TO RETHINK OUR PACKAGING FOOTPRINT

Until recently, packaging data across the Food Lover's Market Group was difficult to consolidate in a way that allowed for clear decision-making. But in 2024, we partnered with BanQu, a data platform that gives us complete visibility into our packaging footprint for the first time. What began as a simple audit has evolved into a strategic tool that's now helping us rethink how we use materials, where we can reduce waste, and how to make better choices across the business.

For the first time, we now have a complete breakdown of the materials we use for packaging. This visibility has been a game-changer: it's highlighted inefficiencies we hadn't previously noticed, and it's provided a clear starting point for making smarter packaging choices across the business.



PURCHASING MATERIAL TYPES:

40% of all packaging used is thermoformed PET – a recyclable plastic, but one that still presents recovery challenges in South Africa's waste ecosystem.

20.64% is paper-based packaging (PAP) – a positive sign, though not all paper packaging is created equal in terms of recyclability or water use in production.

Other common materials include **polypropylene (15.02%)**, **PVC (5.32%)**, and **LDPE (5.17%)**, each with varying environmental trade-offs.

This new level of insight has exposed just how complex our packaging supply chain is, and how much room there is for improvement. We're still early in the journey, but with the BanQu platform, we can now set clear, measurable goals: reducing reliance on problematic plastics, cutting down on unnecessary material layers and increasing the percentage of packaging that is easily recyclable or compostable in the South African context.



WORKING TOGETHER TOWARD CIRCULARITY

Food Lover's Market is a signatory to the SA Plastics Pact, a collaborative initiative working to build a circular economy for plastic packaging in South Africa. The Pact brings together businesses, government and civil society to find practical ways to eliminate problematic plastics, improve recycling systems, and keep materials in use for as long as possible.

Our involvement means aligning our goals with four national targets by 2025, including ensuring 100% of plastic packaging is reusable, recyclable, or compostable and achieving 70% effective recycling of plastic packaging.

PAPER BAGS

Our paper bag offering has experienced incredible growth since we became the first retailer in South Africa to ban all plastic bags in our corporate stores in 2019. This followed our decision to ban plastic straws in all our Food Lover's Market corporate stores in 2018. The 'Get Drastic on Plastic' and 'Withdraw the Straw' campaigns were a remarkable success, not just in terms of cutting single-use plastics, but in the way our customers got behind these campaigns and supported them.

Sales Quantity	2024	2023
FLM PAPER CARRIER BAG	10 351 547	10 168 396
FLM PAPER BAG	136 573	255 521.99
P*FLM PROMO PAPER CARRIER	1 801 260	1 874 623
Grand Total	12 289 380	12 298 540.99



IN SUMMARY

We're incredibly proud of what we've achieved this past year. It's been a year of changing lives through thoughtful action and deep reflection. Many of the initiatives we have implemented weren't just operational wins; they were expressions of our commitment to lead with purpose. Yet we know this is just the beginning. We are on a transformative journey, shifting from extraction to regeneration, from head-led strategies to heart-led action. We continue to ask tough questions, trial pioneering solutions and invite our partners to walk with us. Every drop saved, colleague empowered, supplier developed, meal shared, and ecosystem nurtured moves us closer to our purpose. Together, we are truly changing lives – today, tomorrow, and for generations to come.

