KAL GROUP









ANNUAL CONSOLIDATED FINANCIAL STATEMENTS 2026

Salient features

R22,7 billion
REVENUE

R3,4 billion
GROSS PROFIT

11,1%
689,87
HEADLINE EARNINGS PER SHARE (CENTS)
(2025: 620,98)

12,9%
705,28
RECURRING HEADLINE EARNINGS PER SHARE (CENTS)
(2025: 624,47)

6,4%
R982,7 million
EBITDA
(2025: R923,8 million)

28,6%
270,00
TOTAL DPS (CENTS PER SHARE)
(2025: 210,00)

29,0%
NET INTEREST BEARING DEBT: TOTAL SHAREHOLDERS' EQUITY
(2025: 38,1%)
Ratio calculated on average balances

1,00
NET DEBT: EBITDA
(2025: 1,23)

14,8%
ROIC
(2025: 13,2%)

15,8%
ROE
(2025: 14,1%)

Annual financial statements

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Declaration of directors' responsibility and approval

The directors are responsible for the fair presentation of the annual company financial statements and annual Group financial statements of KAL Group Limited. In conducting this responsibility they rely on the information, assessments and estimates of management. The fair presentation and integrity of the company and Group financial statements are also evaluated on the basis of accounting systems and internal financial control measures which are monitored on an ongoing basis during the financial period. The directors' responsibilities also include implementing adequate controls and security to maintain the integrity of the Company's website.

The company and Group annual Financial Statements are prepared on the historical cost basis, unless otherwise indicated, in accordance with IFRS® Accounting Standards, the IFRS Interpretations Committee interpretations, the requirements of the Companies Act (No. 71 of 2008), as amended, the South African Institute of Chartered Accountants (SAICA) Financial Reporting Guide issued by the Accounting Practices Committee and Financial Reporting Pronouncements as issued by the Financial Reporting Standards Council. These financial statements incorporate accounting policies that have been consistently applied to all periods presented and are consistent with those applied in the previous financial year.

Based on the Group and company financial statements, the present position of the company and the Group, budgets for the coming year and available financing facilities, the directors are satisfied the company and Group have adequate resources to continue trading as a going concern for the foreseeable future. The going concern principle is therefore accepted and applied in the preparation of the Group and company financial statements.

The independent auditing firm Deloitte & Touche ("DT") audited the Group and company financial statements to comply with the relevant requirements of the Companies Act. The auditors had unrestricted access to all financial records and related information, minutes of shareholders, directors and Board committee meetings. The directors are of the opinion that all submissions and management declarations presented to the auditors were correct, valid and relevant.

The unqualified report of the auditors appears on page 8 to 13.

The company and Group annual financial statements on pages 14 to 84 were compiled by S Botes CA(SA) under supervision of GW Sim CA(SA) and approved by the Board of directors on 24 November 2026 and signed on their behalf by:

"electronically signed"

GM Steyn
Chairman

"electronically signed"

JH le Roux
Chief Executive Officer

Responsibility statement of the Chief Executive Officer and Financial Director

Each of the directors, whose names are stated below, hereby confirm that –

(a) the consolidated and separate annual financial statements set out on pages 14 to 84, fairly present in all material respects the financial position, financial performance and cash flows of KAL Group Limited in terms of IFRS;

(b) to the best of our knowledge and belief, no facts have been omitted or untrue statements made that would make the annual financial statements false or misleading;

(c) internal financial controls have been put in place to ensure that material information relating to the issuer and its consolidated subsidiaries have been provided to effectively prepare the financial statements of the issuer;

(d) the internal financial controls are adequate and effective and can be relied upon in compiling the annual financial statements, having fulfilled our role and function as executive directors with primary responsibility for implementation and execution of controls;

(e) where we are not satisfied, we have disclosed to the Audit and Risk committee and the auditors any deficiencies in design and operational effectiveness of the internal financial controls and have remediated the deficiencies; and

(f) we are not aware of any fraud involving directors.

"electronically signed"

JH le Roux
Chief Executive Officer

24 November 2026

"electronically signed"

GW Sim
Financial director

24 November 2026

Declaration by the Company Secretary

In terms of section 88(2)(e) of the Companies Act, 71 of 2008, the Company Secretary hereby certifies that all returns of the company and its subsidiaries, as prescribed by the said Act, have been submitted to the Companies and Intellectual Property Commission (CIPC) and that the said returns are true, correct and up to date.

"electronically signed"

KAL Corporate Services (Pty) Ltd
Company Secretary

24 November 2026

Report of the Audit and Risk committee

to the shareholders of KAL Group Limited

KEY FUNCTIONS AND RESPONSIBILITIES

The responsibilities of the Audit and Risk committee are set out in a formal charter which is revised annually by the Board. The committee has free access to the Chairman of the Board of directors and is empowered to consult independent experts unlimited at company cost. In the execution of its duties according to its mandate and requirements of the Companies Act, the committee is responsible for the discussion and assessment of:

- the effectiveness of internal control systems, risk management and the management of information;
- the internal auditor's audit plan, reports and recommendations;
- the independence, conditions of appointment, audit plan and remuneration of the external auditors;
- the effectiveness and reports of the external auditors;
- the Group's conformance to corporate management rules, risk management and statutory requirements;
- the appropriateness of accounting policies and any matters related to financial reporting;
- the appropriate financial reporting procedures. To ensure they exist and are working, which should include consideration of all entities included in the consolidated group financial statements, to ensure that it has access to all the financial information of the issuer to allow the issuer to effectively prepare and report on the financial statements of the issuer as contemplated in paragraph 5.7(h)(ii) of the Johannesburg Stock Exchange (JSE) Listings Requirements;
- the separate and consolidated annual financial statements, before these annual financial statements are approved by the board for release;
- ensuring that the external auditor is independent of KAL Group Limited, as set out in section 94(8) of the Companies Act, and ensuring that the external auditor is suitable for re-appointment by considering the information as set out in paragraph 5.7(h)(iii) of the JSE Listing Requirements;
- ensuring that the Group Chief Financial Officer, as well as the group finance function, has the appropriate competence, qualifications and experience in terms of paragraph 5.7(h)(i) of the JSE Listings Requirements;
- internal financial controls and reports on the Group's systems of internal financial controls. The committee received assurance on compliance with, and the effectiveness of internal control systems through regular management reviews, engagements, internal audit, as well as from the external auditors who test aspects of these control systems as part of their statutory audit of the annual financial statements; and
- any other prescribed functions the committee is required to perform.

INTERNAL AUDIT

The internal audit function fulfils an important role to give assurance to the Audit and Risk committee that sufficient control measures are in place and are functioning correctly so that the committee can form an opinion on key functions and key responsibilities. Therefore, the internal auditors have direct access to the chairman of the Audit and Risk committee, and the Audit and Risk committee is also responsible to ensure that the internal audit function is independent and that it has the necessary resources, status and authority to perform its duties. The internal and external auditors attend Audit and Risk committee meetings. The committee also regularly meets together and separately with the internal and external auditors to create the opportunity to exchange confidential information. The Audit and Risk committee also oversees the co-operation between internal and external auditors and serves as a link between the Board and these functions.

EXTERNAL AUDIT

The board sets a policy that governs the level and nature of non-audit services, which requires pre-approval by the Audit and Risk committee for all non-audit services. In determining the independence of the external auditors, the committee considers the level and types of non-audit services provided as well as other enquiries and representations. As required by the Companies Act, the committee has satisfied itself that KAL Group Limited's external auditor, DT, was independent of the company, as set out in sections 90(2)(c) and 94(8) of the Companies Act and is thereby able to conduct its audit functions without any undue influence from the company.

The committee has considered the relevant audit quality indicators. The committee was satisfied with the quality of the audit concluded and has nominated, for re-appointment at the annual general meeting, DT as the external auditor of KAL Group Limited for the financial year ending 30 September 2026 and Dr D Steyn as the designated individual registered auditor who will undertake the audit of KAL Group Limited on behalf of DT.

The committee has satisfied itself that DT and Dr D Steyn are suitable for re-appointment as audit firm and appointment as individual auditor and, as required by paragraph 5.7(h)(iv) of the JSE Listings Requirements, ensured that the re-appointment of DT is presented and included as a resolution at the upcoming annual general meeting of the company.

FINANCIAL FUNCTION

The committee was satisfied that the financial reporting function had appropriate resources, skills, expertise, and experience. The committee ensured that the appropriate financial reporting procedures exist and are operating as contemplated in paragraph 5.7(h)(ii) of the JSE Listings Requirements.

The committee also satisfied itself in terms of paragraph 5.7(h)(i) of the JSE Listings Requirements that Mr GW Sim, the Group Financial Director, possesses the appropriate competence, qualifications and experience to meet the responsibilities required for that position during his service as such.

ANNUAL FINANCIAL STATEMENTS

The committee has evaluated the annual financial statements of the company and Group for the year ended 30 September 2026, with specific consideration of the following significant financial reporting matters during the year:

- the provision for expected credit losses recognised on trade receivables;
- the provision for damaged, old and slow moving stock; and
- goodwill impairment testing.

The committee reviewed the estimates used and judgements made by management and determines whether they are reasonable in terms of the current macroeconomic climate and in line with assumptions utilised by comparable third parties.

Based on the information provided to the committee, the committee considers that the Group complies, in all material respects, with the requirements of the Companies Act, as amended, and IFRS Accounting Standards.

OPINION

Given the functions and responsibilities of the committee, as well as the procedures referred to above, the Audit and Risk committee is of the opinion that:

- the Group's internal control measures and risk management are sufficient;
- the experience and expertise of the Financial Director and the financial reporting function was appropriate;
- appropriate financial reporting procedures are in place and are operating;
- the audit was performed with the necessary independence and competence;
- the company and Group annual financial statements were prepared on the historical cost basis, unless otherwise indicated, in accordance with IFRS Accounting Standards, the IFRS Interpretations Committee interpretations, the requirements of the Companies Act (No. 71 of 2008), as amended, the SAICA Financial Reporting Guide issued by the Accounting Practices Committee and Financial Pronouncements as issued by the Financial Reporting Standards Council;
- it has executed the responsibilities under paragraph 5.7 of the JSE Listings Requirements;
- there are no other matters which are to be revealed to shareholders which have not been covered in the annual financial statements; and
- nothing has come to the attention of the committee indicating that the internal financial controls were not operating effectively during the year under review.

"electronically signed"

CA Otto
Chairman: Audit and Risk committee

24 November 2026

Directors' report

for the year ended 30 September

NATURE OF ACTIVITIES

The Group specialises in trading in agricultural-, fuel- and related retail markets in Southern Africa. With its strategic footprint, infrastructure, facilities and client network, it follows a differentiated market approach. In support of the core retail business, the Group also offers grain handling and agency services.

FINANCIAL RESULTS

The profit after tax of the Group amounted to R434,6 million (2025: R447,2 million) while the gross assets increased to R8 537,6 million (2025: R8 229,9 million). The results of the Group are presented in detail in the financial statements.

SHARE CAPITAL

The authorised share capital consists of 1 000 000 000 ordinary shares with no par value of which 71 271 123 (2025: 74 319 837) shares are currently issued, of which 3 708 514 shares are issued to Empowerment and Transformation Investments (Pty) Ltd. These shares are accounted for as treasury shares.

During the financial year, the Company repurchased 3 048 714 of its ordinary shares for a total consideration of R151 million, pursuant to the general authority granted by shareholders at the Annual General Meeting held on 5 February 2026 and in accordance with the Companies Act and JSE Listings Requirements. The average price of the shares bought back was R49.20 per share. The repurchased shares were subsequently cancelled and restored to authorised but unissued share capital.

DIVIDENDS

A gross final dividend of R142,5 million (2025: R114,5 million) has been approved and declared by the board from income reserves, which represents 200 cents (2025: 154,00 cents) per share. The final dividend relating to the issued shares excluding treasury shares is R135,1 million (2025: R108,7 million), refer to note 36. The dividend is payable on 15 February 2027 to shareholders registered on 12 February 2027 (the record date) as shareholders of the company. The last date of trade cum dividend will be 9 February 2027.

The total dividend for the year amounts to R194,6 million (2025: R156,1 million), representing 270,0 cents (2025: 210,0 cents) per share.

SUBSIDIARIES AND JOINT VENTURE

The interests in subsidiaries and joint venture are presented in note 44 of the financial statements.

DIRECTORS

Full details of the directors appear in the integrated report.

DIRECTORS' INTERESTS

The directors' interest in shares of the company appear on page 85.

GOING CONCERN

Based on the financial statements, the present position of the Group, budgets for the coming year and available financing facilities, the directors have no reason to believe that the Group will not be a going concern. The going concern principle is therefore accepted and applied in the preparation of the financial statements.

EVENTS AFTER REPORTING DATE

The directors are not aware of any further matters or circumstances that occurred between the end of the financial year and the date on which the financial statements were approved that have not been dealt with in the Group and company financial statements and which may have a significant influence on the activities of the Group and company or results of those activities.

Independent auditor's report

To the Shareholders of KAL Group Limited

REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

Opinion

We have audited the consolidated and separate financial statements of KAL Group Limited and its subsidiaries (the group and company) set out on pages 14 to 84, which comprise the consolidated and separate statement of financial position as at 30 September 2026; and the consolidated and separate income statement and statement of comprehensive income; the consolidated and separate statement of changes in equity; and the consolidated and separate statement of cash flows for the year then ended; and notes to the consolidated and separate financial statements, including material accounting policy information.

In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of KAL Group Limited and its subsidiaries as at 30 September 2026, and its consolidated and separate financial performance and consolidated and separate cash flows for the year then ended, in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Companies Act of South Africa.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of our report. We are independent of the group and company in accordance with the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors* (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants* (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

In terms of the IRBA Rule on Enhanced Auditor Reporting for the Audit of Financial Statements of Public Interest Entities, published in Government Gazette No. 49309 dated 15 September 2023 (EAR Rule), we report:

Final Materiality

We define materiality as the magnitude of misstatement in the consolidated and separate financial statements that makes it probable that the economic decisions of a reasonably knowledgeable person would be changed or influenced. We use materiality both in planning the nature and extent of our audit work and in evaluating the results of our work.

Based on our professional judgement, we determined materiality for the consolidated and separate financial statements as a whole as follows:

Consolidated Financial Statements	
Overall Materiality	R68.5 million (2025: R56.6 million)
How we determined it	It represents 8% of normalised profit before tax (2025: 8.5% of normalised adjusted profit before tax). Normalised profit before tax is determined by adjusting reported profit before tax for items, which in our judgement, are not reflective of the group's underlying operating performance.
Rationale for how we determined it	A key judgement in determining materiality is the appropriate benchmark to select, based on our perception of the needs of the shareholders. We considered which benchmarks and key performance indicators have the greatest bearing on shareholder decisions. We determined that profit before tax remained the key benchmark and is generally accepted for listed entities.

Separate Financial Statements	
Overall Materiality	R14.8 million (2025: R15 million)
How we determined it	It represents 1.5% of reported total assets (2025: 1.5%)
Rationale for how we determined it	A key judgement in determining materiality is the appropriate benchmark to select, based on our perception of the needs of shareholders. The benchmark that would be of greatest interest to the primary users of the financial statements is Total Assets, since the KAL Group Limited (statutory) entity is a holding company of its various subsidiary companies.

Scope of our audit

Our Group audit was scoped by obtaining an understanding of the Group and its environment, including the structure and organisation of the Group, and assessing the risks of material misstatement at the Group level.

We selected components at which audit work in support of the group audit opinion needed to be performed in order to provide an appropriate basis for undertaking audit work to address the risks of material misstatement. Our selection was informed by taking into account the component's contribution to relevant classes of transactions, account balances or disclosures.

Based on our assessment, work has been performed at 6 components (2025: 7 components), with the remaining components forming the residual value. The following audit scoping was applied:

- 4 components were Audits of the Component's Financial Information.
- 2 Components were Audits of One or More Account Balances of the Component for Group Audit Purposes.
- 3 Components, included in the residual value, were subject to Group analytical review procedures

The detail testing accounts for 92.1% of the group's net assets and 99.7% of the group's revenue.



Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

In terms of the Enhanced Audit Reporting Rule, we are required to report the outcome of audit procedures or key observations with respect to the key audit matters, and these are included below. The Key Audit Matter applies only to the consolidated financial statements, there are no Key Audit Matter to the separate financial statements.

Key Audit Matter	How the matter was addressed in the audit
Impairment of Goodwill, Indefinite useful life Intangible Assets & Right of use Assets (Consolidated)	
Goodwill, indefinite useful life intangible assets and right-of-use ("ROU") assets amount to R2.02 billion, comprising 24% of consolidated total assets and 56% of net assets. This includes goodwill of R1.31 billion, indefinite useful life intangible assets, classified as Fuel Retail Licences, of R193.7 million, and ROU assets of R513.4 million. Refer to note 4 Right of Use Assets and Lease Liabilities, note 5 Intangible Assets and note 7 of the accounting policies to the consolidated financial statements. In line with IAS 36 *Impairment of Assets* ("IAS 36"), the directors are required, on an annual basis, to assess whether goodwill and indefinite useful life intangible assets are impaired. In addition, where indicators of impairment exist, the directors are required to assess other non-financial assets, including ROU assets, for impairment. The impairment assessment is performed at the level of the relevant cash-generating units ("CGUs") to which the assets, including goodwill, indefinite useful life intangible assets and ROU assets, relate. The recoverable amount of the CGUs is determined using the value-in-use technique. These valuations are subjective in nature and require significant judgement by the directors in forecasting future cash flows and determining the key assumptions used in the valuation models. As disclosed in note 5, there are a number of key assumptions and estimates made in determining the inputs into the models which includes: > Pre-tax discount rates ("WACC"); > Revenue growth rates; > Expenses growth rates; and > Terminal growth rate ("TGR").	In evaluating the impairment of goodwill, indefinite useful life intangible assets and ROU assets, we reviewed the value-in-use calculations prepared by management, with a particular focus on the forecasted cash flows, growth rates and discount rates used in determining the recoverable amounts of the relevant cash-generating units ("CGUs"). We performed the following procedures: > Assessed the design and tested the implementation of relevant key controls over management's impairment assessment process; > Held discussions with management to obtain an understanding of the methodology applied, the impairment indicators identified, the allocation of goodwill and other assets to the relevant CGUs and the significant assumptions applied in determining recoverable amounts and evaluated this against the requirements of IAS 36; > Evaluated management's identification of the CGUs and the carrying amounts of the assets included in the impairment assessment, including goodwill, indefinite useful life intangible assets and ROU assets; > Engaged our internal valuation specialists to assess the appropriateness of the valuation methodology and mathematical accuracy of the impairment models, and to independently evaluate the discount and growth rates applied by management with reference to relevant market data; > Assessed the reasonableness of forecast cash flows with reference to historical performance, Board-approved budgets and forecasts, and our understanding of the expected future performance of the relevant CGUs;

Key Audit Matter	How our audit addressed the key audit matter
Impairment of Goodwill, Indefinite useful life Intangible Assets & Right of use Assets (Consolidated) (continued)	
Given the significance of goodwill, indefinite useful life intangible assets and ROU assets, the impairment losses recognised during the year, and the significant judgement and estimation uncertainty associated with forecasting future cash flows and determining appropriate discount and growth rates, we considered the impairment assessment to be a key audit matter.	> Performed sensitivity analyses over key assumptions, including forecast cash flows, growth rates and discount rates, to assess the extent to which reasonably possible changes could result in further impairment; > Evaluated the impairment losses recognised by management, including the allocation of impairment losses between goodwill and other assets within the relevant CGUs, including ROU assets, against the requirements of IAS 36; and > Assessed whether the related financial statement disclosures appropriately reflect the significant judgements, assumptions, impairment recognised and sensitivities arising from the impairment assessment. Based on the audit procedures performed, we did not identify any material differences in the carrying values of goodwill, indefinite useful life intangible assets and right of use assets or in the related disclosures. We consider the disclosure of the accounting policy and estimates used with regard to goodwill, indefinite useful life intangible assets and ROU assets set out in notes 4 and 5 of the consolidated financial statements to be reasonable.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "KAL Group Limited Annual Financial Statements for the year ended 30 September 2026", which includes the Declaration of the directors' responsibility and approval, Responsibility statement of the Chief Executive Officer and Financial Director, Declaration by the Company Secretary, Report of the Audit and Risk Committee, Directors' report, Shareholders Information and Corporate Information, as required by the Companies Act of South Africa. The other information does not include the consolidated or the separate financial statements and our auditor's reports thereon.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Consolidated and Separate Financial Statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements, in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the directors are responsible for assessing the group and company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group and/or company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and/or company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group and/or company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Audit Tenure

In terms of the IRBA Rule published in Government Gazette No. 39475 dated 4 December 2015, we report that Deloitte & Touche has been the auditor of KAL Group Limited for three years.

"electronically signed"

Deloitte & Touche
Registered Auditor

Per: Dr DA Steyn
Partner

24 November 2026

Deloitte & Touche
The Ridge, 6 Marina Road,
Portswood District,
V&A Waterfront,
Cape Town,
8000

Consolidated statement of financial position

at 30 September

	Notes	GROUP 2026 R'000	GROUP 2025 R'000
ASSETS			
Non-current assets			
Property, plant and equipment	3	**1 453 957**	1 330 915
Right-of-use assets	4	**513 369**	642 759
Intangible assets	5	**1 604 367**	1 695 901
Investment in Joint Venture	7	**78 751**	73 438
Loans	8	**36 000**	24 136
Financial assets at fair value through other comprehensive income	9	**6 005**	5 974
Deferred tax	10	**106 359**	66 902
Net investment in finance lease	12	**2 540**	49 819
Trade and other receivables	13	**8 541**	10 429
		3 809 889	3 900 273
Current assets			
Inventory	11	**1 665 929**	1 364 213
Net investment in finance lease	12	**47 372**	95
Trade and other receivables	13	**2 640 740**	2 500 239
Income tax		**8 831**	9 755
Cash and cash equivalents	15	**364 867**	299 560
		4 727 739	4 173 862
Assets classified as held for sale	6	**–**	155 720
		4 727 739	4 329 582
Total assets		**8 537 628**	8 229 855
EQUITY AND LIABILITIES			
Capital and reserves			
Stated Capital	16	**314 942**	466 051
Other reserves	17	**22 826**	26 977
Retained profit		**3 147 396**	2 946 782
Equity attributable to shareholders of the holding company		**3 485 164**	3 439 810
Non-controlling interest		**125 442**	197 301
Total equity		**3 610 606**	3 637 111
Non-current liabilities			
Instalment sale agreements	19	**16 930**	13 948
Lease liabilities	4	**742 415**	758 028
Employee benefit obligations	20	**13 962**	14 302
Deferred taxation	10	**94 712**	74 003
		868 019	860 281
Current liabilities			
Trade and other payables	21	**2 529 114**	2 106 192
Employee accruals	22	**115 313**	104 653
Instalment sale agreements	19	**9 585**	11 305
Lease liabilities	4	**65 387**	55 388
Employee benefit obligations	20	**2 325**	2 296
Financial liability at fair value through profit and loss	14	**–**	41 437
Short-term borrowings	23	**1 311 603**	1 347 779
Income tax		**25 676**	9 259
		4 059 003	3 678 309
Liabilities directly associated with assets classified as held for sale	6	**–**	54 154
		4 059 003	3 732 463
Total liabilities		**4 927 022**	4 592 744
Total equity and liabilities		**8 537 628**	8 229 855

Consolidated income statement

for the year ended 30 September

	Notes	GROUP 2026 R'000	GROUP 2025 R'000
Revenue	28	**22 681 176**	20 305 200
Cost of sales	30	**(19 327 149)**	(17 214 833)
Gross profit		**3 354 027**	3 090 367
Other operating income	29	**342 908**	240 896
Movement on expected credit loss allowance	13	**(11 619)**	(14 583)
Selling and distribution costs	30	**(172 154)**	(166 088)
Administrative expenses	30	**(1 527 433)**	(1 412 001)
Other operating expenses	30	**(1 154 896)**	(886 491)
Operating profit		**830 833**	852 100
Share in profit of joint venture	7	**14 813**	12 412
Finance income		**19 210**	19 492
Finance costs	33	**(204 483)**	(243 597)
Profit before tax		**660 373**	640 407
Income tax	34	**(225 726)**	(193 166)
		434 647	447 241
Profit attributable to shareholders of the holding company		**412 786**	402 712
Non-controlling interest		**21 861**	44 529
Earnings per share – basic (cents)	35	**589,50**	570,33
Earnings per share – diluted (cents)	35	**589,50**	570,33

Consolidated statement of other comprehensive income

for the year ended 30 September

	GROUP 2026 R'000	GROUP 2025 R'000
Profit for the year	**434 647**	447 241
Other comprehensive income:		
Fair value adjustment on investment	**30**	393
Cash flow hedges	**344**	422
Gross	**471**	578
Tax	**(127)**	(156)
	435 021	448 056
Total comprehensive income attributable to shareholders of the holding company	**413 160**	403 527
Non-controlling interest	**21 861**	44 529

Consolidated statement of changes in equity

for the year ended 30 September

	GROUP							
	Stated capital R'000	Fair value reserve R'000	Share-based payment reserve R'000	Hedge reserve R'000	Retained profit R'000	Total R'000	Non-controlling interest R'000	Total equity R'000
Balance 30 September 2024	466 051	–	39 120	(1 140)	2 693 000	3 197 031	184 783	3 381 814
Gross shares issued	489 755							
Treasury shares	(23 704)							
Total comprehensive income	–	393	–	422	402 712	403 527	44 529	448 056
Share-based payments	–	–	(11 818)	–	12 716	898	–	898
Share Incentive scheme – shares purchased (note 14)	–	–	–	–	(22 820)	(22 820)	–	(22 820)
Change in ownership	–	–	–	–	(10 313)	(10 313)	(7 592)	(17 905)
Dividends paid	–	–	–	–	(128 513)	(128 513)	(24 419)	(152 932)
Balance 30 September 2025	466 051	393	27 302	(718)	2 946 782	3 439 810	197 301	3 637 111
Gross shares issued	489 755							
Treasury shares	(23 704)							
Total comprehensive income	**–**	**30**	**–**	**344**	**412 786**	**413 160**	**21 861**	**435 021**
Share-based payments	**–**	**–**	**(4 525)**	**–**	**19 474**	**14 949**	**–**	**14 949**
Share buy-back	**(151 109)**	**–**	**–**	**–**	**–**	**(151 109)**	**–**	**(151 109)**
Share Incentive scheme – shares purchased (note 14)	**–**	**–**	**–**	**–**	**(37 069)**	**(37 069)**	**–**	**(37 069)**
Acquisition of minority shares in subsidiary	**–**	**–**	**–**	**–**	**(44 042)**	**(44 042)**	**(57 573)**	**(101 615)**
Change in ownership	**–**	**–**	**–**	**–**	**7 504**	**7 504**	**5 831**	**13 335**
Dividends paid	**–**	**–**	**–**	**–**	**(158 039)**	**(158 039)**	**(41 978)**	**(200 017)**
Balance 30 September 2026	**314 942**	**423**	**22 777**	**(374)**	**3 147 396**	**3 485 164**	**125 442**	**3 610 606**
Gross shares issued	**338 646**							
Treasury shares	**(23 704)**							
Refer to note	16	17	17	17				

Consolidated statement of cash flows

for the year ended 30 September

	Notes	GROUP 2026 R'000	GROUP 2025 R'000
Cash flow from operating activities		**934 168**	1 031 518
Net cash generated from operating activities before working capital changes	37	**987 883**	933 596
Interest received		**185 475**	189 591
Working capital changes	38	**(12 542)**	132 297
Income tax paid	39	**(226 648)**	(223 966)
Cash flow used in investment activities		**(40 711)**	(92 699)
Purchase of property, plant and equipment and intangibles		**(230 431)**	(132 112)
Proceeds on disposal of property, plant and equipment		**89 052**	9 411
Additions to leasehold improvements		**(12 829)**	–
Acquisition of operations	50	**(38 478)**	(13 162)
Proceeds on disposal of subsidiary	51	**139 837**	44 976
Cash disposed on derecognition of subsidiary		**(2 422)**	(2 461)
Finance lease receivable received		**5 060**	649
Dividends received		**9 500**	–
Cash flow from financing activities		**(828 150)**	(952 819)
Acquisition of shares in subsidiary from non-controlling shareholders		**(91 669)**	(17 802)
Decrease in short-term borrowings	40	**(49 385)**	(170 293)
Increase in long-term borrowings	43	**100 000**	–
Repayment of long-term borrowings	43	**(76 125)**	(268 188)
Lease payments	42	**(59 082)**	(55 653)
Repayment of Instalment sale agreements	41	**(17 774)**	(23 430)
Repayment of low risk retention payment	14	**(42 200)**	–
Shares repurchased		**(151 109)**	–
Share incentive scheme – shares purchased		**(37 069)**	(22 820)
Interest paid		**(203 720)**	(241 702)
Dividends paid		**(200 017)**	(152 931)
Net increase/(decrease) in cash and cash equivalents		**65 307**	(14 000)
Cash and cash equivalents at the beginning of the year		**299 560**	313 560
Cash and cash equivalents at the end of the year		**364 867**	299 560
Comprising of:			
– Bank and cash on hand	15	**364 867**	299 560

Notes to the consolidated annual financial statements

for the year ended 30 September

1 ACCOUNTING POLICIES

The principal accounting policies incorporated in the preparation of these financial statements are set out on pages 68 to 84.

2 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The Group makes estimates and judgements concerning the future. The resulting accounting estimates will, by definition, seldom precisely equal the related actual results. The estimates and judgements that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Estimates

Properties

Properties are depreciated over their useful lives, taking into account their residual values at the end of their useful lives. The residual values and useful lives are estimated and assessed based on industry knowledge and past experience with similar assets, taking into account the location and current condition of the properties. Properties are continuously maintained and kept up to standard. Refer to note 6 of the Group's accounting policy. All property, plant and equipment assets, together with right-of-use assets, are tested per site annually for impairment indicators. Where impairments indicators are identified, valuation calculations are performed.

Expected credit loss allowance on trade receivables

In estimating the loss allowance on trade receivables, management makes certain estimates and judgements relating to the estimated recovery rate of debtors. This includes an assessment of current and expected future payment profiles and customer specific risk factors such as economic circumstances, geographical location and the value of security held. Refer to notes 13 and 25 for more information.

2 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

Judgements

Inventory provisions for slow-moving and obsolete stock

The Group makes certain judgements relating to the provision of inventory, based on the frequency of movement in different inventory types. This determines the rates applied per age bucket in calculating the inventory provision to be recognised.

Goodwill and indefinite useful life assets

The Group makes certain judgements relating to the impairment testing of goodwill and indefinite useful life assets, based on projections and assumed growth rates in income, expenses and terminal growth rates while using a pre-tax discount rate determined by management. These judgements are used to determine if an impairment of goodwill or indefinite useful life assets are applicable. Given that the retail licences remain valid for as long as the licence holder operates as a going concern, the estimated useful life of the individual retail licences is considered to be indefinite. Refer to note 5.

Extension periods with regards to lease contracts

The Group makes certain judgements relating to the extension periods of leases during the IFRS 16 right-of-use asset and lease liabilities calculations. Where the lessee has the unconditional right to the renewal and it is considered more likely than not that the lease will be extended based on all the available factors, the extension option is taken into account in determining the lease term. Most of the rent paid is for Agrimark stores and based on the history of the relationship with lessors and the group's strategies with the stores, the contracts will be extended.

Where the lease is not beneficial to the group, the extension option will not be applied. The lease term is reassessed if an option is actually exercised (or not exercised) or the group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee. As at 30 September 2026, future cash outflows of R994,1 million (2025: R967,5 million) is not included in the lease liability because it is not reasonably certain that it will be extended.

Margin on direct transactions

The Group makes certain judgements relating to direct sales, where goods purchased by clients are directly delivered to the client by the suppliers of the Group. Only the margin earned on direct sales is recognised as revenue. The Group assessed the treatment of these sales and concluded that the Group is acting as an agent, rather than a principal. Refer to note 16 in the accounting policy for further details.

3 PROPERTY, PLANT AND EQUIPMENT

	GROUP	
	2026 R'000	2025 R'000
Cost		
Land and buildings	**974 078**	948 464
Grain silos	**111 332**	92 111
Machinery and equipment	**415 434**	381 709
Vehicles	**114 553**	131 092
Office furniture and equipment	**374 210**	327 604
Assets under construction	**103 875**	49 011
	2 093 482	1 929 991
Accumulated depreciation		
Land and buildings	**(30 510)**	(28 964)
Grain silos	**(60 530)**	(56 456)
Machinery and equipment	**(229 086)**	(203 544)
Vehicles	**(69 013)**	(76 450)
Office furniture and equipment	**(250 386)**	(233 662)
	(639 525)	(599 076)
Total carrying value	**1 453 957**	1 330 915
Depreciation has been allocated in the income statement as follows:		
Cost of sales	**(4 190)**	(10 812)
Other operating expenses	**(64 085)**	(60 800)
	(68 275)	(71 612)
Refer to note 49 for the reconciliation of movements in carrying value.		
Vehicles include the following amounts where the Group has instalment sale agreements:		
Cost	**40 117**	42 661
Accumulated depreciation	**(10 750)**	(12 523)
Total carrying value	**29 367**	30 138

Properties to the value of R499,2 million (2025: R531,1 million) serve as security for the first ranking covering mortgage bonds. Refer to note 23.

4 RIGHT-OF-USE ASSETS AND LEASE LIABILITY

	GROUP 2026 R'000	GROUP 2025 R'000
Right-of-use assets		
Buildings	**471 306**	606 288
Cost price	**854 534**	816 558
Accumulated depreciation and impairment losses	**(383 228)**	(210 270)
Leasehold improvements	**40 662**	33 870
Cost price	**79 110**	66 812
Accumulated depreciation	**(38 448)**	(32 942)
Vehicles	**1 401**	2 601
Cost price	**9 648**	7 007
Accumulated depreciation	**(8 247)**	(4 406)
	513 369	642 759
Reconciliation of movements in carrying value:		
Carrying value at beginning of year	**642 759**	747 903
Additions – Right-of-use asset	**23 664**	18 169
Additions – Leasehold improvements	**12 829**	–
Impairment*	**(111 080)**	(41 353)
Assets held for sale	**–**	(11 319)
Modification of lease contracts	**30 243**	15 124
Depreciation charge of Right-of-use assets	**(85 046)**	(85 765)
Buildings	**(76 993)**	(78 686)
Leasehold improvements	**(6 038)**	(5 385)
Vehicles	**(2 015)**	(1 694)
Carrying value at end of year	**513 369**	642 759
Lease liabilities		
Current	**65 387**	55 388
Non-current	**742 415**	758 028
	807 802	813 416
Interest expense (included in finance costs)	**89 939**	91 414
Expense relating to short-term leases and low value assets (included in administrative expenses)	**14 576**	14 800
Buildings – variable lease payments not included in lease liabilities (included in administrative expenses)	**200 989**	164 486
Cashflow expense for leases and low value and short term leases	**(364 586)**	326 354

* *During the year ended 30 September 2026, the Group recognised an impairment loss of R111,1 million (2025: R41,4 million) on right-of-use assets relating to Cash Generating Units ("CGUs") in the PEG segment. This was assessed on CGU level as part of the loss-making sites assessment performed by management. Refer to note 5 for more detail on the reason of impairment.*

5 INTANGIBLE ASSETS

	GROUP 2026 R'000	GROUP 2025 R'000
Goodwill	**1 311 618**	1 404 584
Fuel retail licences	**193 738**	193 738
Tradename	**12 846**	13 236
Cost	**15 597**	15 597
Accumulated amortisation	**(2 751)**	(2 361)
Customer relations	**–**	513
Cost	**3 077**	3 077
Accumulated amortisation	**(3 077)**	(2 564)
Computer software	**86 165**	83 830
Cost	**151 277**	135 782
Accumulated amortisation	**(65 112)**	(51 952)
	1 604 367	1 695 901
Reconciliation of movements in carrying value:		
Goodwill	**1 311 618**	1 404 584
Carrying value at beginning of year	**1 404 584**	1 380 400
Additions	**5 771**	290
Additions through business combinations	**36 250**	26 394
Disposals	**–**	(2 500)
Impairment	**(134 987)**	–
Fuel retail licence	**193 738**	193 738
Carrying value at beginning of year	**193 738**	193 738
Computer software	**86 165**	83 830
Carrying value at beginning of year	**83 830**	44 088
Reclassification from Property, plant and equipment	**–**	33 755
Additions	**13 121**	14 940
Assets under construction	**3 537**	4 224
Amortisation recognised in profit and loss	**(14 323)**	(13 177)
Tradename	**12 846**	13 235
Carrying value at beginning of year	**13 236**	13 625
Amortisation recognised in profit and loss	**(390)**	(390)
Customer relations	**–**	514
Carrying value at beginning of year	**513**	1 129
Amortisation recognised in profit and loss	**(513)**	(615)
	1 604 367	1 695 901

In order to assess the goodwill and retail fuel licences that originated from business acquisitions in the Agrimark and PEG segments, a value in use calculation was done per Cash Generating Unit ("CGU"). More information with regards to each segment is disclosed below:

The PEG acquisition strategy is cluster based, focusing on increasing scale in identified geographic locations and grouped as such based on geographic location, the nature and how the clusters are managed and monitored. The goodwill and retail fuel licences are monitored for impairment based on these clusters. The fuel clusters are included in the PEG segment.

The retail fuel licences included in the Highway cluster amounts to R193,7 million (2025: R193,7 million).

5 INTANGIBLE ASSETS (CONTINUED)

The most significant clusters to which goodwill has been allocated are listed below:

	GROUP	
	2026 R'000	2025 R'000
Carrying value:		
Eastern Cape cluster	**–**	44 004
Northern Cape cluster	**55 205**	127 108
Northern Province cluster	**–**	193 177
Western Cape cluster	**–**	38 145
Highway cluster	**1 227 465**	975 023

The following table sets out the key assumptions applied in determining the recoverable amount of each CGU used per cluster:

	GROUP	
	2026 %	2025 %
Pre-tax discount rate	**12,2 – 15,0**	12,4 – 13,4
Revenue growth rate	**3,5 – 4,8**	9,0 – 17,3
Expenses growth rate	**5,5 – 6,0**	4,0 – 7,0
Terminal growth rate	**4,0**	5,0

The approved budget for the next financial year was used as base data after which the relevant inputs were extrapolated for the next 4 years with the long-term growth rate being applied in the terminal year. The growth rate in revenue is reflecting the current performance and future views of the CGU's in the fuel industry and applied to each cluster specifically. Expenses increases were similar to the prior year. A pre-tax discount rate was used in the valuations.

During the year the Western Cape cluster was moved to the Highway cluster as the management of the site changed and it now falls within the definition of the Highway cluster. Similarly R71,9 million of the Northern Cape cluster, R23,5 million of the Eastern Cape cluster and R96,0 million of the Northern Province cluster moved to the Highway cluster during the current year.

An impairment charge is required for goodwill when the carrying amount exceeds the recoverable amount. An impairment of R135,0 million was recognised in the current year (2025: Rnil). The remaining goodwill allocated to the Eastern Cape cluster and Northern Province cluster was impaired in full during the year. This was due to these sites' performance falling below expectations, resulting in revised expectations of operating profitability going forward. The underperformance was driven by volumes that have not recovered since Covid-19, the lingering cost impact of load shedding, cost inflation outpacing regulated fuel margins, higher interest rates and fuel prices, and fixed lease rentals that offer no relief when volumes decline.

Management has performed sensitivity analyses on the key assumptions in the impairment model using possible changes in these key assumptions including pre-tax discount rates, gross profit percentage, expenses growth rate and terminal growth rate used. Listed below is the increase/decrease in assumptions percentages applied per year in the forecast in the clusters that has remaining goodwill, required to deplete the headroom after which a portion of goodwill will start to be impaired:

	PRE-TAX DISCOUNT RATE		GROSS PROFIT PERCENTAGE		EXPENSES GROWTH RATE	
	2026	2025	**2026**	2025	**2026**	2025
Eastern Cape cluster	**–**	+12,0%	**–**	-6,4%	**–**	+6,2%
Northern Cape cluster	**+4,4%**	+23,3%	**-3,0%**	-17,8%	**+3,9%**	+17,4%
Northern Province cluster	**–**	+7,0%	**–**	-5,5%	**–**	+5,4%
Western Cape cluster	**–**	+52,1%	**–**	-10,1%	**–**	+10,9%
Highway cluster	**+4,9%**	+17,7%	**-1,8%**	-1,0%	**+2,1%**	+6,7%

If the terminal growth rate is applied as zero for the remaining clusters with goodwill, no impairment is identified. There is sufficient headroom.

The Agrimark acquisition strategy focuses on increasing scale in identified geographic locations and diversifying the business. The goodwill raised through the business combination with Partridge Building Supplies (Pty) Ltd ("PBS") in previous years was tested for impairment using a value in use calculation.

5 INTANGIBLE ASSETS (CONTINUED)

	GROUP	
	2026 R'000	2025 R'000
Carrying value:		
Goodwill – business combination relating to PBS	**22 033**	22 033
Goodwill – business combination relating to Farmsave	**1 186**	1 186
The below table sets out the key assumptions applied in determining the recoverable amount of the goodwill raised:		
Goodwill – business combination relating to PBS and Farmsave		%
Pre-tax discount rate	**12,2 – 13,2**	12,0 – 13,0
Revenue growth rate	**10,0 – 12,0**	10,0 – 12,0
Expenses growth rate	**6,0 – 7,0**	8,0
Terminal growth rate	**5,0**	5,0

The approved budget for the next financial year was used as base data after which the relevant inputs were extrapolated for the next 4 years with the long-term growth rate being applied in the terminal year. The pre-tax discount rate is in line with the rest of the group's pre-tax discount rate. Growth in revenue is in line with prior years. Expenses growth based on inflation and budgeted growth in expenses. No impairment was noted.

Management has performed sensitivity analyses on the key assumptions in the impairment model using possible changes in these key assumptions including pre-tax discount rates, revenue percentage, expenses growth rate and terminal growth rate used. Listed below is the increase/(decrease) in assumptions applied per year in the forecast, required to deplete the headroom after which a portion of goodwill will start to be impaired:

	PRE-TAX DISCOUNT RATE		GROSS PROFIT PERCENTAGE		EXPENSES GROWTH RATE	
	2026	2025	**2026**	2025	**2026**	2025
Business combination relating to PBS	**+5,0%**	+8,7%	**-3,9%**	-4,7%	**+4,7%**	+6,2%

Even if the terminal growth rate is zero, no impairment is identified. Thus, there is sufficient headroom.

The remaining CGU in the Agrimark segment was also assessed for goodwill impairment and sufficient headroom noted. Carrying amount of R2,4 million (2025: R2,4 million).

6 ASSETS HELD FOR SALE

	GROUP	
	2026 R'000	2025 R'000
Assets and liabilities of disposal groups classified as held for sale		
Property, plant and equipment	**–**	13 982
Right-of-use assets	**–**	11 319
Lease liabilities	**–**	(18 166)
Inventory	**–**	81 617
Trade and other receivables	**–**	34 822
Cash and cash equivalents	**–**	6 163
Deferred tax	**–**	7 817
Instalment sale agreements	**–**	(1 465)
Trade and other payables	**–**	(27 524)
Short-term borrowings	**–**	(5 761)
Income tax	**–**	(1 238)
	–	101 566
Assets classified as held for sale	**–**	155 720
Liabilities directly associated with assets classified as held for sale	**–**	(54 154)
	–	101 566

6 ASSETS HELD FOR SALE (CONTINUED)

The Group's subsidiary, Agriplas (Pty) Ltd, that was disclosed as asset held for sale in the prior year, was sold during the current year (effective date 31 January 2026). Refer to note 51.

	GROUP	
	2026 R'000	2025 R'000

7 INVESTMENT IN JOINT VENTURE

Agrimark Operations Namibia (Pty) Ltd – unlisted

Beginning of the year	**73 438**	61 026
Share in total comprehensive income	**14 813**	12 412
Dividends received	**(9 500)**	–
End of the year	**78 751**	73 438
The nature of the business is supplying of farming requisites, general retail and fuel. The Company is incorporated in Namibia.		
Agrimark Operations Namibia (Pty) Ltd		
Number of issued shares: 502 (2025: 502)		
Shareholding: 50% (2025: 50%)		
251 (2025: 251) Shares at cost	**40 156**	40 156
Share in post-acquisition accumulated profit	**38 595**	33 282
	78 751	73 438
Summarised Statement of financial position as prepared under IFRS Accounting Standards		
Non-current assets	**119 613**	105 681
Current assets	**289 722**	278 688
Cash and cash equivalents	**20 760**	29 146
Other current assets	**268 962**	249 542
Total assets	**409 335**	384 369
Non-current liabilities		
Loans and lease liabilities	**20 406**	14 767
Current liabilities	**230 508**	220 680
Short-term borrowings	**2 162**	1 580
Other current liabilities	**228 346**	219 100
Total liabilities	**250 914**	235 447
Net assets	**158 421**	148 922
Group's share in percentage	**50,00%**	50,00%
Group's share in Net assets of joint venture at fair value	**79 211**	74 461
Summarised Income statement		
Revenue	**1 558 695**	1 421 228
Depreciation	**20 482**	19 795
Interest income	**9 044**	7 885
Interest expense	**3 591**	2 676
Profit before taxation	**42 368**	36 152
Income tax	**(12 868)**	(11 330)
Profit attributable to ordinary shareholders	**29 626**	24 822

	GROUP	
	2026 R'000	2025 R'000
7 INVESTMENT IN JOINT VENTURE (CONTINUED)		
Joint Guarantee for bank overdraft facility of investment in joint venture		
Agrimark Operations Namibia (Pty) Ltd	**70 000**	70 000
The Group provides a limited guarantee (limited to R70 million (2025: R70,0 million)) for the bank overdraft facility of Agrimark Operations Namibia (Pty) Ltd at Bank Windhoek.		
Guarantee for suppliers of subsidiaries		
Vivo Energy Namibia Limited	**25 000**	20 000
The Group provides a limited guarantee (limited to R25 million (2025: R20 million)) for the supply of fuel to Agrimark Operations Namibia (Pty) Ltd		
8 LOANS		
Sitrusrand Eiendomme Trust	**36 000**	–
Increase in loan	**36 000**	–
Lionshare Holdings (Pty) Ltd	**–**	24 136
Opening balance	**24 136**	22 756
(Repayment)/Increase in loan	**(24 136)**	1 380
	36 000	24 136
Short-term portion carried over to current assets	**–**	–
	36 000	24 136

The carrying value of the loans approximates their fair value at the reporting date.

Sitrusrand Eiendomme Trust property loan

The loan bears interest of 4.7% and the interest is payable annually. The loan balance is repayable at 30 September 2029. The loan is secured by:

> A first-ranking mortgage bond over the immovable property, held under deed of transfer number T10591/2026.

The expected credit loss allowance was assessed based on the exposure and probability of default and loss given default but based on the security value the expected credit loss allowance was considered immaterial. Refer to accounting policy note 8.

	GROUP	
	2026 R'000	2025 R'000
9 FINANCIAL ASSET AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME		
Signafi Capital (Pty) Ltd – unlisted	**6 005**	5 974
	6 005	5 974
Reconciliation of movements in fair value:		
Opening balance	**5 974**	5 580
Remeasurement to fair value	**31**	394
	6 005	5 974

Information about the Group's exposure to price risk is provided in note 25. For information about the methods and assumptions used in determining the fair value also refer to note 25.

The shares are encumbered as security as set out in note 23.

	GROUP	
	2026 R'000	2025 R'000
10 DEFERRED TAXATION		
Movement of deferred tax		
Balance beginning of year	**(7 101)**	(19 297)
Derecognition on disposal of subsidiary	**(7 685)**	(18 164)
Assets held for sale	**7 817**	(7 817)
Income statement credit	**18 009**	38 854
(Debit)/credit against reserves	**607**	(677)
Balance end of year	**11 647**	(7 101)
Due to the following temporary differences:		
Property, plant and equipment	**(78 096)**	(75 190)
Intangible assets	**(55 690)**	(56 142)
Currency translation differences	**139**	268
Tax loss	**23 005**	26 660
Capital loss	**–**	11 255
Provisions and accrued expenses	**49 331**	49 187
Net investment in finance lease	**27**	26
Right-of-use asset and liability	**72 931**	36 835
Right-of-use asset	**(145 215)**	(182 874)
Lease liability	**218 146**	219 709
	11 647	(7 101)
Movements for the year		
Opening balance	**(7 101)**	(19 296)
Property, plant and equipment	**(2 906)**	18 254
Intangible assets	**453**	453
Currency translation differences	**(127)**	(156)
Tax loss	**(3 655)**	(31 227)
Capital loss	**(11 255)**	11 255
Provisions and accrued expenses	**142**	692
Net investment in finance lease	**–**	26
Right-of-use asset and liability	**36 096**	12 898
Right-of-use asset	**37 660**	24 147
Lease liability	**(1 564)**	(11 249)
	11 647	(7 101)
For purposes of the statement of financial position deferred taxation is presented as follows:		
Non-current assets	**106 359**	66 902
Non-current liabilities	**(94 712)**	(74 003)
	11 647	(7 101)

	GROUP	
	2026 R'000	2025 R'000
11 INVENTORY		
Merchandise	**1 664 043**	1 362 320
Consumable goods	**1 887**	1 893
	1 665 929	1 364 213
Inventory carried at the lower of cost or net realisable value	**73 432**	85 269
Provision for slow-moving and obsolete stock included in inventory	**42 373**	43 977
Inventory written off during the year	**15 591**	17 018

The inventory is encumbered as security as set out in note 23.

12 NET INVESTMENT IN FINANCE LEASE

Finance lease receivable	**56 132**	61 034
Unearned finance income	**(6 220)**	(11 120)
Net investment in finance lease	**49 912**	49 914

Finance lease arrangements
The Group entered into lease arrangements as a lessor that are considered to be finance leases. The Group leases a property and bins given that substantially all risks and rewards of ownership of the assets transfer, they are classified as finance leases.

The maturity analysis of lease receivables, including the undiscounted lease payments to be received are as follows:

Less than 1 year	**52 294**	5 052
1 – 2 years	**682**	52 271
2 – 3 years	**682**	660
3 – 4 years	**682**	660
4 – 5 years	**1 791**	2 391
Total undiscounted lease payments receivable	**56 132**	61 034
Unearned finance income	**(6 220)**	(11 120)
Net investment in finance lease	**49 912**	49 914
Finance lease receivables are presented in the statement of financial position as follows:		
Current	**47 372**	95
Non-current	**2 540**	49 819
Net investment in finance lease	**49 912**	49 914

13 TRADE AND OTHER RECEIVABLES

	GROUP 2026 R'000	GROUP 2025 R'000
Trade Receivables	**2 514 136**	2 389 474
Expected credit loss allowance	**(60 639)**	(64 308)
	2 453 497	2 325 166
VAT	**63 243**	48 651
Property in possession	**–**	33 170
Receivable – Sale of subsidiary	**5 000**	27 685
Deposits	**6 458**	2 525
Other debtors	**121 083**	73 471
	2 649 281	2 510 668
Trade and other receivables – current	**2 640 740**	2 500 239
Trade and other receivables – non-current	**8 541**	10 429
	2 649 281	2 510 668

Included in the non-current portion of trade and other receivables are long-term facilities granted to producers to assist in capital expansion related to the establishment and/or expansion of production. The nature of these accounts are the same as normal trade debtors. These facilities vary in duration between 2 and 5 years, are suitably secured and bear interest in line with the policies regarding interest for all trade receivables and are considered to be market related.

Trade and other receivables are categorised as debt instruments at amortised cost.

The Group applies the simplified approach for providing for expected credit losses prescribed by IFRS 9, which permits the use of a lifetime expected loss provision for all trade receivables. This was based on the fact that no history of defaults on the other debtors and none expected in future as these balances carry very low credit risk.

A loss allowance is recognised for all receivables, in accordance with IFRS 9 Financial Instruments, and is monitored at the end of each reporting period. Refer to note 25 for the detail regarding the process for identifying the specific and contingency loss allowance. In addition to the loss allowance, receivables are written off when there is no reasonable expectation of recovery, for example, when a debtor has been placed under liquidation. Receivables which have been written off are not subject to enforcement activities. The general model was used to identify any expected credit losses for deposits and other receivables and no material loss allowance identified.

The carrying value of trade and other receivables approximates its fair value at the reporting date.

The trade debtors are encumbered as security as set out in note 23.

	GROUP 2026 R'000	GROUP 2025 R'000
Movement in the expected credit loss allowance		
Opening balance	**(64 308)**	(56 653)
Asset held for sale	**–**	618
Movement in the expected credit loss allowance	**3 669**	(8 273)
Bad debts written off	**17 125**	6 310
Additional provision raised	**(13 456)**	(14 583)
Balance at the end of the year	**(60 639)**	(64 308)

	GROUP	
	2026 R'000	2025 R'000
14 FINANCIAL LIABILITY AT FAIR VALUE THROUGH PROFIT OR LOSS		
Low risk retention payment – contingent consideration		
Balance beginning of the year	**41 437**	37 509
Repayment	**(42 200)**	–
Interest	**763**	3 928
	–	41 437
The low risk retention payment resulted with the purchase of the subsidiary PEG Retail Holdings (Pty) Ltd in prior years. A contingent consideration has been allocated in respect of certain sites where a required 5 year renewal of the lease agreement should be obtained. This liability was settled during the current year.		
Share Incentive Scheme – Future Forwards		
Balance beginning of the year	**–**	–
Purchase	**37 069**	22 820
Repayment	**(37 069)**	(22 820)
	–	–
The Group entered into an arrangement with a counter party to acquire KAL shares in the market and deliver these shares directly to the participants of the LTIP scheme on vesting. This financial liability at fair value through profit and loss relate to all the future forwards required for the SIS.		
	–	41 437
15 CASH AND CASH EQUIVALENTS		
Cash on hand	**5 207**	6 067
Bank balances	**359 660**	293 493
	364 867	299 560

The cash balances are encumbered as security as set out in note 23.

The credit quality of cash at bank, excluding cash on hand that is neither past due nor impaired can be assessed by reference to external credit ratings:

- ABSA Bank Limited – counterparty risk rated Baa3 (2025: Ba2) by Moody's
- First National Bank Limited – counterparty risk rated Baa3 (2025: Baa3) by Moody's
- Standard Bank of South Africa Limited – counterparty risk rated Baa3 (2025: Baa3) by Moody's
- Nedbank Limited – counterparty risk rated Baa3 (2025: Baa3) by Moody's

	GROUP	
	2026 R'000	2025 R'000

16 STATED CAPITAL

Authorised:
1 000 000 000 (2025: 1 000 000 000) ordinary shares with no par value
Issued:
71 271 123 (2025: 74 319 837) ordinary shares with no par value

Ordinary shares	**338 646**	489 755
Treasury shares	**(23 704)**	(23 704)
	314 942	466 051

		Number
Total number of ordinary shares – issued	**71 271**	74 320
Treasury shares – issued	**(3 709)**	(3 709)
	67 562	70 611

During the financial year, the Company repurchased 3 048 714 of its ordinary shares for a total consideration of R151 million, pursuant to the general authority granted by shareholders at the Annual General Meeting held on 5 February 2026 and in accordance with the Companies Act and JSE Listings Requirements. The repurchased shares were subsequently cancelled and restored to authorised but unissued share capital.

17 OTHER RESERVES

Hedge reserve Derivative financial instruments that are designated and qualify as cash flow hedges are shown in the statement of financial position at fair value. This includes foreign exchange contracts pertaining to imports of inventory. The effective portion of changes in the fair value are recognised in other comprehensive income in the hedge reserve.	**(374)**	(718)
Share-based payment reserve The equity impact in relation to the management share incentive scheme is shown in the share-based payment reserve.	**22 777**	27 302
Fair value reserve Financial assets at fair value through other comprehensive income are shown in the statement of financial position at fair value. The remeasurement is recognised directly in other comprehensive income in the fair value reserve.	**423**	393
	22 826	26 977

18 EQUITY SETTLED MANAGEMENT SHARE INCENTIVE SCHEME

	2026 Number of options	2025 Number of options
Granted during the year – based on LTIP scheme (NCO's)	**1 636 557**	761 028

The expense recognised in profit or loss is R23 099 602 (2025: R6 370 638).

Share options outstanding at the end of the year have the following expiry dates and exercise prices:

Grant date	**Vesting date**	**Exercise price**	**Fair value at grant date**	**Share options 2026**	Share options 2025
Old LTI scheme					
12 January 2021	1 October 2025	24,53	6,74	**–**	83 325
20 January 2022	1 October 2025	44,44	15,34	**–**	128 223
20 January 2022	1 October 2026	44,44	16,72	**10 773**	128 223
Modified LTIP scheme – Nil Cost Option ("NCO")					
29 September 2022	29 September 2026	–	28,90	**–**	331 195
29 September 2022	29 September 2027	–	26,74	**160 140**	331 195
24 May 2023	24 May 2026	–	30,71	**–**	174 561
24 May 2023	24 May 2027	–	28,97	**106 471**	174 561
24 May 2023	24 May 2028	–	27,24	**106 474**	174 561
24 May 2024	24 May 2026	–	44,00	**–**	164 727
24 May 2024	24 May 2027	–	41,73	**100 637**	164 727
24 May 2024	24 May 2028	–	39,29	**100 635**	164 727
24 May 2024	24 May 2029	–	36,71	**100 637**	164 727
24 May 2025	24 May 2027	–	35,45	**117 141**	190 257
24 May 2025	24 May 2028	–	33,35	**117 141**	190 257
24 May 2025	24 May 2029	–	31,13	**117 141**	190 257
24 May 2025	24 May 2030	–	28,80	**117 141**	190 257
15 May 2026	1 February 2028	–	41,25	**293 766**	–
15 May 2026	1 February 2029	–	38,31	**293 770**	–
15 May 2026	1 February 2030	–	35,20	**293 767**	–
15 May 2026	1 February 2031	–	32,01	**293 771**	–
1 June 2026	1 March 2028	–	39,97	**115 367**	–
1 June 2026	1 March 2029	–	36,87	**115 370**	–
1 June 2026	1 March 2030	–	33,58	**115 369**	–
1 June 2026	1 March 2031	–	30,07	**115 377**	–
				2 790 888	2 945 780

18 EQUITY SETTLED MANAGEMENT SHARE INCENTIVE SCHEME (CONTINUED)

Fair value of options granted

The awards granted during the year are conditional upon specific non-market conditions and the completion of a service period. We refer to the fair value of these awards, prior to taking into account the probability of achieving the non-market performance conditions, as the "unconditional fair value". The shares are obtained for no consideration upon the achievement of the service condition (i.e. no strike price) and award holders will not be entitled to dividends on the ordinary shares underlying their share options prior to the exercise date. The "unconditional fair value" is thus equal to the share price at the grant date, less the present value of estimated dividends paid prior to the time of exercise. Inputs taken into account are share price, life of the option, dividend yield rate and the risk free interest rate.

	GROUP	
	2026	2025
Model inputs:		
LTIP scheme – Nil Cost Option ("NCO")		
Share price at grant date (Rand)	**45,15**	39,30
Expected life of option (years)	**2 – 5**	2 – 5
Expected dividend yield (%)	**4,7 – 8,8**	5,1 – 6,2
Risk-free interest rate (%)	**7,3 – 7,7**	7,1 – 7,7

Participation of the LTIP scheme is limited to the executive directors and other executive committee members, which may also include the Managing Director of a subsidiary. Participants will be awarded NCOs, which are conditional rights to receive Company shares on a future date after the fulfilment of the performance and other conditions, to the extent applicable. The vesting is not dependent on the share price growth. Each year the participants are awarded NCOs, based on a multiple of the participant's annual TGP. The NCOs vest in tranches of 25% each on the later of the 2nd, 3rd, 4th and 5th anniversary of the date of award; and to the extent applicable, the date on which the remuneration committee determines that the performance condition(s) has been met; and to the extent applicable, any other conditions imposed have been satisfied. On the vesting date, shares will be awarded to a participant.

	GROUP	
	2026 R'000	2025 R'000
19 INSTALMENT SALE AGREEMENTS		
Instalment sale agreements liabilities	**26 515**	25 253
Short-term portion Instalment sale agreements liabilities	**(9 585)**	(11 305)
	16 930	13 948
Commitments in relation to Instalment sale agreements payable as follows:		
Within one year	**10 900**	13 596
Later than one year but not later than five years	**15 936**	17 083
Minimum instalment payments	**26 836**	30 679
Future finance charges	**(321)**	(5 426)
Recognised as liability	**26 515**	25 253
The present value of Instalment sale agreements liabilities is as follows:		
Within one year	**9 585**	11 305
Later than one year but not later than five years	**16 930**	13 948
Minimum lease payments	**26 515**	25 253
Instalment sale agreements liabilities include vehicles and forklifts. The nature of instalment sale agreements is that the ownership of assets is already transferred to the Group.		
20 EMPLOYEE BENEFIT OBLIGATIONS		
Post-retirement medical benefits		
Balance beginning of year	**16 598**	17 067
Interest costs recognised in the income statement	**1 151**	1 885
Actuarial gain recognised in the income statement	**838**	–
Employer contributions	**(2 300)**	(2 354)
	16 287	16 598
Short-term portion carried over to current liabilities	**(2 325)**	(2 296)
	13 962	14 302
Amounts recognised in the income statement are shown under other operating expenses.		
Existing provisions are based on the following important assumptions:		
Post-retirement medical benefits		
Cost of medical inflation (%)	**6,25**	6,75
Discount rate (%)	**8,75**	9,50
Average retirement age (years)	**65**	65
Expected membership continuance at retirement (%)	**100**	100
Post-retirement mortality	**2 Years +1%**	2 Years +1%
Weighted average duration of obligation (years)	**6,00**	6,51
Total expected contributions for the coming year (R'000)	**2 325**	2 296

20 EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

Sensitivity analysis:

The method of calculation remains unchanged.

Effect of a 1% movement in the assumed cost of medical inflation and discount rate:

	GROUP	
	+1%	**-1%**
	R'000	**R'000**
Cost of medical inflation		
Aggregate of current service cost and interest cost – increase/(decrease)	**70**	**(65)**
Liability – increase/(decrease)	**810**	**(740)**
Discount rate		
Liability – (decrease)/increase	**(811)**	**903**

	2026	2025	2024	2023	2022
	R'000	R'000	R'000	R'000	R'000
Trend information:					
Present value of liabilities	**16 287**	16 598	17 067	16 186	16 558
Present value of plan assets	**–**	–	–	–	–
Present value of obligations above plan assets	**16 287**	16 598	17 067	16 186	16 558
Experience adjustments:					
Present value of liabilities	**(588)**	–	(1 631)	–	(49)
Actuarial loss before changes in assumptions	**(588)**	–	(1 631)	–	(49)

	GROUP	
	2026	2025
	R'000	R'000

21 TRADE AND OTHER PAYABLES

Trade creditors	**2 378 968**	1 947 756
Other creditors	**150 146**	158 436
	2 529 114	2 106 192

The carrying value of trade and other payables approximate its fair value at the reporting date.

22 EMPLOYEE ACCRUALS

Employee accruals	**115 313**	104 653
	115 313	104 653

The carrying value of employee accruals approximate its fair value at the reporting date.

23 BORROWINGS

	GROUP	
	2026 R'000	2025 R'000
Long-term bank borrowings	**–**	–
Borrowings	**379 125**	355 250
Short-term portion of long-term bank borrowings	**(379 125)**	(355 250)
The current long-term bank facilities bear interest at Johannesburg Interbank Average Rate (JIBAR) plus 2,20%.		
The borrowings are repayable based on a schedule as set out in the agreement between the Company and the bank and will be fully repaid by 30 November 2026.		
Short-term bank borrowings	**1 311 603**	1 347 779
Overdraft facility	**932 478**	992 529
Short-term portion of long-term bank borrowings	**379 125**	355 250
The current short-term bank facilities bear interest from prime less 1,75% to prime less 2,00% and are renewed annually.		

The carrying value of borrowings approximate its fair value at the reporting date.

Refer below for the debt covenants:

	2026	2025
Agrimark Operations Limited covenants*		
Asset Cover Ratio (required to be equal or higher than 1,25)	**–**	4,65
Leverage Ratio (required to be equal or lower than 2,75)	**–**	1,33
Interest Cover Ratio (required to be equal or higher than 4,25)	**–**	6,69
Debt Service Cover Ratio (required to be equal or higher than 1,20)	**–**	2,23
PEG Retail Operations (Pty) Ltd covenants		
Leverage Ratio (required to be equal or lower 2,00 (2025: 2,00))	**0,84**	1,43
Interest Cover Ratio (required to be equal or higher than 3,50 (2025: 3,50))	**11,98**	5,57
Debt Service Cover Ratio (required to be equal or higher than 1,2 (2025: 1,2))	**2,34**	1,36

Leverage Ratio is the consolidated total net borrowings divided by adjusted consolidated EBITDA.

Interest cover ratio is the adjusted consolidated EBITDA divided by consolidated finance costs.

Debt service cover ratio is the consolidated total free cashflow to the consolidated total debt service.

Asset cover ratio is the Primary Lending Facility (PLF) facility covered by the value of debtors and stock.

* *No covenants requirement for the current year as Agrimark Operations Limited has repaid all term loans.*

23 BORROWINGS (CONTINUED)

Securities held:

The bank facilities of R2 289,1 million are secured by:

- A pledge and cession of all shares, securities and other ownership interests in any affiliate, associate company or another person in which it is invested.
- First-ranking covering mortgage bonds over certain immovable property of which KAL Group is the registered owner.
- A cession of all its rights and claims in respect of bank accounts maintained in South Africa.
- A general notarial bond over the stock and moveable assets of Agrimark Operations Limited to the value of R200 million for the facility of Agrimark Operations Limited.
- A cession of trade debtors and stock of Agrimark Operations Limited for the facility of Agrimark Operations Limited (limited to R1 200 million).
- A limited guarantee by Agrimark Operations Limited (limited to R25 million) for the facilities of PEG Retail Operations (Pty) Ltd.
- First-ranking covering mortgage bonds over certain immovable property of Agrimark Operations Limited.
- A cession of all its insurance taken out and any proceeds receivable.
- A cession of bank accounts opened with any bank and all the proceeds standing to the credit of such accounts – PEG Retail Holdings (Pty) Ltd.
- A limited guarantee to the value of R100 million, including cession on behalf of PEG Management Services (Pty) Ltd.
- A cession of all rights, title and interest in the management contracts held of PEG Management Services (Pty) Ltd.

	GROUP	
	2026 R'000	2025 R'000
24 RELATED PARTY TRANSACTIONS		
Transactions with directors and outstanding balances:		
Sales	**69 783**	94 741
Trade receivables	**4 426**	8 044
Transactions with joint venture and outstanding balances		
Agrimark Operations Namibia (Pty) Ltd		
Sales of goods	**13 103**	4 742
Purchases of goods	**899**	–
Trade receivables	**6 129**	485
Trade payables	**59**	–

24 RELATED PARTY TRANSACTIONS (CONTINUED)

Refer to note 7 for disclosures relating to the investment in joint venture.

The relationships between the various companies in the Group are disclosed in note 44.

KAL Group Limited is the ultimate holding company of the group.

Refer to executive directors' remuneration as disclosed in note 31 for key management compensation.

The companies in the Group sell products in the normal course of business to directors and all other related companies on terms and conditions applicable to all clients.

25 FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks like market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

The accounting policy for financial instruments are applied to the following line items according to the statement of financial position: trade and other receivables, financial assets at fair value through other comprehensive income, financial liabilities at amortised cost, derivative financial instruments, cash and cash equivalents, loans, trade and other payables, borrowings, finance lease liabilities and financial liabilities at fair value through profit or loss.

The carrying value according to the statement of financial position differs from the values disclosed in this note because of items included in the carrying value according to the statement of financial position which do not meet the definition of a financial instrument or which are excluded from the scope of IFRS 7: Financial Instruments: Disclosures. These items include statutory receivable (VAT) amounts of R63,3 million (2025: R48,7 million), statutory liabilities of R8,8 million (2025: R9,5 million) and liabilities in respect of employee benefits of R74,7 million (2025: R62,2 million).

Market risk

Foreign currency risk

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US Dollar and the Euro. Foreign exchange risk primarily arises from inventory and asset purchases in other countries. Forward exchange contracts are used to manage the foreign exchange risk.

Agrimark Operations Aussenkehr (Pty) Ltd is currently the only foreign subsidiary within the Group. The functional currency of Agrimark Operations Aussenkehr (Pty) Ltd is the Namibian Dollar. The exchange rate between the Namibian Dollar and South African Rand is fixed at 1 Namibian Dollar for 1 South African Rand. Consequently, no foreign exchange rate differences arise due to the translation of this foreign subsidiary.

All imports in foreign currency are hedged with the corresponding foreign exchange contract asset and liability, and reserves are addressed. No effect on profit or loss, thus foreign currency risk is managed through hedge accounting.

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

Market risk (continued)

Cash flow interest rate risk

The Group finances its operations through a combination of shareholders' funds and bank borrowings. The Group's interest rate exposure and the effective interest rates can be summarised as follows:

	INTEREST-BEARING			
	Rate 2026 %	**Amount 2026 R'000**	Rate 2025 %	Amount 2025 R'000
Assets:				
Trade debtors	**10,75 – 15,75**	**2 453 497**	10,50 – 15,50	2 325 166
Finance Lease receivable	**10,09**	**49 912**	–	–
Loan Lionshare Holdings (Pty) Ltd	**12,75**	**–**	12,00	24 136
Loan Sitrusrand Eiendomme Trust	**4,70**	**36 000**	–	–
Cash and cash equivalents	**7,05**	**258 447**	6,85 – 8,45	189 716
Liabilities:				
Short-term borrowings	**8,75 – 9,00**	**932 478**	8,50 – 8,75	992 529
Low risk retention payment	**–**	**–**	9,50	41 437
Instalment sale agreements	**10,90 – 11,50**	**26 515**	10,65 – 11,25	25 253
Borrowings	**8,95**	**379 125**	9,49	355 250

	NON-INTEREST-BEARING	
	2026 R'000	2025 R'000
Assets:		
Other receivables	**121 083**	73 471
Cash and cash equivalents	**106 420**	109 845
Liabilities:		
Trade and other payables	**2 559 397**	2 135 157

	GROUP	
	2026 R'000	2025 R'000
To illustrate the company's exposure to interest rate changes, the influence of interest rate changes on the carrying values of interest bearing financial assets and financial liabilities and resulting profit after taxation, are illustrated as follows:		
Interest-bearing assets	**2 797 855**	2 539 018
Interest-bearing liabilities	**(1 338 118)**	(1 414 469)
Net interest-bearing assets	**1 459 738**	1 124 549
Increase/(decrease) in profit after tax and equity		
Half a percentage point increase in interest rates	**5 328**	4 105
Half a percentage point decrease in interest rates	**(5 328)**	(4 105)

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

Price risk

Commodities are hedged within the limits approved by the Board of directors. The price risk is deemed low due to the implementation of mitigating controls.

Equity price risk

The equity price risk exposure arises from the investment made in Signafi Capital (Pty) Ltd shares. Equity price risk is the risk that the fair values of equities decrease or increase as a result of changes in the levels of equity indices and the value of individual stocks. Please refer to note 9 for the investment. A 10% difference in the share price could affect other comprehensive income with R600,461.

Credit risk

Potential concentrations of credit risk consist mainly within cash and cash equivalents, deposits, all other receivables, loans receivables and trade debtors.

In terms of IFRS 9: Financial Instruments, all financial assets at amortised cost need to be assessed for expected credit losses. Refer to the accounting policy note 10 for more information.

The Group limits its counterparty exposures arising from cash current accounts by only dealing with well-established financial institutions of high-quality credit standing. Refer to note 15.

Expected credit loss allowances on cash and cash equivalents, deposits and all other receivables were assessed based on the general model and no expected credit loss allowance was created as this was immaterial. Refer to note 13 and 15.

Trade receivables

Trade debtors consist of a large number of clients, the majority of whom are long standing reputable clients with strong trading history with the business. Clients are well diversified across geographical regions as well as product types, thus lowering the concentration risk. The cash flows are also spread throughout the year as the clients are well diversified and the different product types results in different seasons with the cash flows, not happening all at one point in time, thus lowering the concentration risk. Credit is granted to customers in the form of facilities to purchase from KAL Group outlets and not in the form of loan funding. The terms of credit is monthly to seasonal accounts plus limited establishment credit (longer term).

Credit terms, interest rates and other applicable terms are determined based on the calculated risk profile of the credit taker(s). A strict credit policy is followed which includes the ongoing revision of credit limits, security assessments and credit evaluations of the financial position of clients. The credit policy is approved by the finance committee, which meets three times per year to review the credit positions. The largest credit default risks are associated with natural causes or sequestration and are mitigated through these actions. The Group is of the opinion that these measures reduce residual credit risk to acceptable levels. Considering that the vast majority of the trade debtors are associated with the agricultural sector, the recoverability of these financial assets can be negatively influenced by natural disasters, consecutive poor production seasons and lower than expected commodity prices. These factors have been taken into consideration on an individual and collective basis when determining the recoverability of debtors. Steps for collection are immediately implemented if a debtor does not conform to his limit or repayment terms.

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

Trade receivables (continued)

The Group has a specific expected credit loss allowance and a contingency expected credit loss allowance. Refer to note 10 in the accounting policy for more information.

	GROUP	
	2026 R'000	2025 R'000
The total expected credit loss allowance is made up of		
– specific expected credit loss allowance	**(49 607)**	(54 221)
– contingency expected credit loss allowance	**(11 032)**	(10 087)
Balance at the end of the year calculated under IFRS 9	**(60 639)**	(64 308)

The credit risks related to trade debtors are further limited by taking up a wide range of securities as shown below. The nature of the security held is a determining factor in the size of the facility granted, as well as to the value attributed to such security in the credit risk assessment. The value of the securities are determined based on the type of security. The securities that are readily convertible into cash, are for example bank guarantees, deed of pledge, cessions and bonds.

The spread across the different forms of security:

	Surety	**Guarantee/ Indemnity**	**Bond**	**Cession**	**Deed of pledge**	**General**
Security type – 2026	**55%**	**3%**	**9%**	**22%**	**1%**	**10%**
Security type – 2025	56%	4%	11%	22%	0%	7%

General securities include bank guarantees and credit guarantees.

	Rate 2026	Rate 2025	Rate 2024	Rate 2023
Bad debts written off – default rate	**0,68%**	0,26%	0,41%	0,14%

Trade debtors are presented net of the loss allowance recognised. Interest on trade debtors is calculated on a base rate plus a factor for the risk associated with each client. Overdue debtors incur a penalty interest charge.

Trade debtors are divided into the following categories: Debtors within terms and not credit impaired, Debtors outside terms but not credit impaired and Debtors which are credit impaired. The identification of the respective risk categories is based on the agricultural commodity sectors in which the respective debtors operate. Debtors within a specific agricultural commodity sector are considered to have similar risk characteristics.

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

Trade receivables (continued)

	Grain R'000	Fruit R'000	Other Agri R'000	Non-Agri R'000	Total R'000
30 September 2026					
Debtors within terms					
Balance	597 851	907 536	472 055	274 656	2 252 098
Debtors for which collateral are held	(551 767)	(720 407)	(373 146)	(85 818)	(1 731 138)
Exposure to credit risk	46 084	187 129	98 909	188 838	520 960
Debtors outside terms but not credit impaired					
Balance	53 521	64 253	40 470	7 354	165 599
Debtors for which collateral are held	(50 030)	(54 461)	(33 886)	(2 974)	(141 350)
Exposure to credit risk	3 491	9 792	6 584	4 380	24 249
Debtors which are credit impaired					
Balance	15 856	53 038	22 705	4 841	96 440
Debtors for which collateral are held	(12 449)	(32 422)	(10 830)	(1 344)	(57 045)
Exposure to credit risk	3 407	20 616	11 875	3 497	39 395

The contingency loss allowance per category (included in the total expected credit loss allowance as disclosed below) is as follows:

	Grain R'000	Fruit R'000	Other Agri R'000	Non-Agri R'000	Total R'000
Balance of debtors not specifically provided for	651 373	971 789	512 526	282 008	2 417 696
Expected credit loss risk factor	0,44%	0,43%	0,33%	0,80%	0,46%
Total contingency loss allowance	2 897	4 183	1 692	2 261	11 033
Total specific loss allowance	9 361	25 202	13 236	1 808	49 607
Total expected credit loss allowance	(12 258)	(29 384)	(14 928)	(4 069)	(60 639)
Balance beginning of year	(13 082)	(32 321)	(15 805)	(3 099)	(64 307)
Provision written back/ (created)	824	2 937	877	(970)	3 668
Total balance	667 229	1 024 827	535 231	286 849	2 514 136
Total collateral held	(614 246)	(807 290)	(417 862)	(90 135)	(1 929 533)
Total loss allowance	(12 258)	(29 385)	(14 928)	(4 069)	(60 640)

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

Trade receivables (continued)

	Grain R'000	Fruit R'000	Other Agri R'000	Non-Agri R'000	Total R'000
30 September 2025					
Debtors within terms					
Balance	610 463	806 121	425 415	239 684	2 081 683
Debtors for which collateral are held	(560 668)	(584 884)	(333 311)	(68 768)	(1 547 631)
Exposure to credit risk	49 795	221 237	92 104	170 916	534 052
Debtors outside terms but not credit impaired					
Balance	54 750	83 408	65 059	3 742	206 959
Debtors for which collateral are held	(52 484)	(76 125)	(49 162)	(2 000)	(179 771)
Exposure to credit risk	2 266	7 283	15 897	1 742	27 188
Debtors which are credit impaired					
Balance	18 230	53 815	23 194	5 593	100 832
Debtors for which collateral are held	(7 005)	(10 692)	(5 693)	(484)	(23 874)
Exposure to credit risk	11 225	43 123	17 501	5 109	76 958

The contingency loss allowance per category (included in the total expected credit loss allowance as disclosed below) is as follows:

	Grain R'000	Fruit R'000	Other Agri R'000	Non-Agri R'000	Total R'000
Balance of debtors not specifically provided for	665 214	889 529	490 473	243 426	2 288 641
Expected credit loss risk factor	0,48%	0,47%	0,45%	0,22%	0,44%
Total contingency loss allowance	3 179	4 163	2 199	545	10 086
Total specific loss allowance	9 903	28 158	13 606	2 554	54 221
Total expected credit loss allowance	(13 082)	(32 321)	(15 805)	(3 099)	(64 307)
Balance beginning of year	(13 345)	(26 658)	(12 452)	(4 199)	(56 654)
Provision written back/ (created)	263	(5 663)	(3 353)	1 102	7 654
Total balance	683 443	943 344	513 667	249 019	2 389 474
Total collateral held	(620 157)	(671 701)	(388 166)	(71 252)	(1 751 276)
Total loss allowance	(13 082)	(32 321)	(15 805)	(3 099)	(64 308)

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

Liquidity risk

In order to mitigate any liquidity risk that the Group may face, the Group's policy has been to maintain substantial unutilised banking facilities and reserve borrowing capacity. The Group tends to have significant fluctuations in short-term borrowings due to seasonal factors. Consequently, the Group policy requires that sufficient borrowing facilities are available to provide sufficient liquidity during projected peak borrowing periods.

	GROUP	
	2026 R'000	2025 R'000
The Group's unutilised borrowing facilities are as follows:		
Total borrowing facilities	**2 315 640**	2 285 503
Interest-bearing debt	**(1 338 118)**	(1 373 031)
	977 522	912 472

The contractual maturity periods of the Group's liabilities on reporting date are as follows:

	Carrying amount R'000	Contractual cash flows R'000	0 to 12 months R'000	13 to 60 months R'000	More than 60 months R'000
30 September 2026					
Non-derivative financial liabilities					
Trade and other payables	**2 559 397**	**2 559 397**	**2 559 397**	**–**	**–**
Lease liabilities	**807 803**	**1 300 641**	**149 776**	**554 870**	**595 995**
Short-term borrowings	**932 478**	**1 003 237**	**1 003 237**	**–**	**–**
Instalment sales agreements	**26 515**	**26 836**	**10 900**	**15 936**	**–**
Financial guarantees	**–**	**95 000**	**95 000**	**–**	**–**
Borrowings	**379 125**	**382 433**	**382 433**	**–**	**–**
	4 705 317	**5 367 544**	**4 200 743**	**570 806**	**595 995**
Derivative financial liabilities/(assets)					
Outflow	**470**	**(39 394)**	**(39 394)**	**–**	**–**
Inflow	**(470)**	**39 394**	**39 394**	**–**	**–**
	–	**–**	**–**	**–**	**–**

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

Liquidity risk (continued)

	Carrying amount R'000	Contractual cash flows R'000	0 to 12 months R'000	13 to 60 months R'000	More than 60 months R'000
30 September 2025					
Non-derivative financial liabilities					
Trade and other payables	2 135 157	2 135 157	2 135 157	–	–
Financial liability at fair value through profit or loss	41 437	42 535	42 535	–	–
Lease liabilities	813 416	1 395 114	144 606	549 121	701 388
Short-term borrowings	992 529	1 088 959	1 088 959	–	–
Instalment sales agreements	25 253	30 678	13 596	17 082	–
Financial guarantees	–	90 000	90 000	–	–
Borrowings	355 250	376 888	376 888	–	–
	4 363 042	5 159 331	3 891 741	566 203	701 388
Derivative financial liabilities/(assets)					
Forward exchange contracts					
Outflow	578	(66 561)	(66 561)	–	–
Inflow	(578)	66 561	66 561	–	–
	–	–	–	–	–

The standard credit terms for trade creditors are 30 days with the exception that some are deferred to 60 days, it is expected that most trade and other payables will be settled within 0 to 60 days.

Fair value estimation

Investments and derivative financial instruments

Level 1

> Quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2

> Inputs (other than quoted prices included within level 1) that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices);

Level 3

> Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Please refer to the equity risk disclosure for more information regarding the investment in Signafi Capital (Pty) Ltd at fair value. The investment in Signafi Capital (Pty) Ltd is a level 3 financial instrument as the shares are not listed and unobservable. The fair value is based on a proportionate net asset value approach, applying the Group's shareholding to Signafi's reported net equity. The financial liability at fair value through profit or loss comprising the redemption obligation for a written put option is recorded at fair value.

	GROUP	
	2026 R'000	2025 R'000
Level 3 – Loans and investments	**6 005**	24 136

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

Trade debtors and trade creditors

The nominal value of trade receivables, less expected credit losses, and trade payables are assumed to approximate their fair values.

Financial liabilities

The nominal value of financial liabilities for disclosure purposes are assumed to approximate their fair values.

Capital maintenance

The Group considers total equity, which includes share capital, reserves and treasury shares, as capital. The ratio between capital and debt is the capital ratio. Debt includes short-term borrowings. The Group's objective with the management of the capital ratio is to ensure that the Group continues to trade as a going concern and to create wealth for its shareholders and other stakeholders. The influence on the capital ratio is considered with decisions on the declaration of dividends, repurchase of shares, issue of shares, purchase and disposal of assets and investments and the acquiring or repayment of debt. The movement in capital is presented in the Statement of changes in equity.

	GROUP	
	2026	2025
Ratios		
Total shareholders' equity: Total assets employed	**43,22%**	42,7%
Net interest bearing debt: Total assets employed	**12,52%**	16,3%
EBITDA: Net assets	**22,82%**	21,7%

Net interest-bearing debt includes bank borrowings and cash balances.

EBITDA is the headline earnings before interest, tax, depreciation and amortisation.

Net assets are total assets (excluding accumulated depreciation and amortisation) less total liabilities.

	GROUP	
	2026 R'000	2025 R'000
26 LOW VALUE AND SHORT-TERM LEASE COMMITMENTS		
Lease payments		
Payable within one year	**12 319**	11 012
Payable between one and five years	**7 249**	6 467
	19 568	17 479

Within various lease contracts, the Group has the option to renew.

27 CAPITAL COMMITMENTS

Contracted	**123 692**	160 490

These commitments have been approved by the board of directors. The commitments will be financed by own and borrowed funds. The Group remains focused on disciplined cash management, specifically in the areas of working capital, capital expenditure and cost control.

	GROUP	
	2026 R'000	Re-presented 2025 R'000
28 REVENUE FROM CONTRACTS WITH CUSTOMERS		
Sales of goods	**22 472 748**	19 984 298
– Agrimark*	**9 666 658**	8 712 632
– PEG	**12 744 309**	11 042 999
– Manufacturing	**61 781**	228 667
Sale of services	**26 988**	134 075
– Agrimark	**26 988**	134 075
Margin on direct transactions	**181 440**	186 827
– Agrimark	**181 440**	186 827
	22 681 176	20 305 200

* *During the current year, the Group reassessed its operating segments in accordance with IFRS 8 Operating Segments. As the Grain operations are managed and reviewed by the Chief Operating Decision Maker as an integrated part of the Agrimark business for purposes of performance assessment and resource allocation, Grain is no longer presented as a separate reportable segment and has been included within the Agrimark segment. The comparatives have been re-presented accordingly.*

Refer to note 16 in the accounting policy and note 45 for details regarding the different revenue streams.

29 OTHER OPERATING INCOME		
Interest received	**173 816**	171 950
– Trade debtors that are not impaired	**160 376**	167 937
– Trade debtors that are impaired	**341**	634
– Banks	**214**	28
– Finance income on the net investment in finance lease	**4 962**	472
– Other	**7 923**	2 879
Profit on sale of property, plant and equipment	**53 848**	3 568
Profit on sale of investment in subsidiary	**49 894**	4 146
Rent received	**18 017**	14 312
Bad debts recovered	**38**	81
Manufacturing income	**3 652**	2 797
AgriSETA and Employment Tax Incentive (ETI) income	**5 461**	4 367
Training income	**604**	544
Weighbridge income	**592**	695
Commission received	**6 998**	8 721
Profit with termination of IFRS 16 lease contracts	**1 125**	1 102
Other income	**28 863**	28 613
	342 908	240 896

30 EXPENSES BY NATURE

	GROUP 2026 R'000	GROUP 2025 R'000
Cost of products sold	**19 199 050**	17 062 982
Foreign exchange differences	**–**	–
Depreciation	**153 320**	157 377
Amortisation of intangible assets	**15 226**	14 182
Directors' emoluments	**23 080**	16 769
Staff costs	**1 380 227**	1 295 114
– Salaries, wages and bonuses	**1 271 163**	1 204 718
– Equity settled management share incentive scheme	**23 100**	6 371
– Employer's contribution to pension fund (defined contribution plan)	**60 100**	59 196
– Employer's contribution to medical benefits	**2 300**	2 450
– Movement in provision for post-retirement medical benefits	**(311)**	(469)
– Increase in provision for leave	**8 777**	9 779
– Training expenses	**15 098**	13 069
Skills development levy	**10 570**	11 179
Auditor's remuneration	**14 394**	13 119
– For audit	**13 667**	12 639
– Other services	**733**	31
– Under provision previous year	**(6)**	449
Rent paid	**215 565**	179 286
– Buildings (variable lease payments)	**196 862**	161 763
– Vehicles	**5 407**	4 463
– Machinery and equipment	**13 296**	13 060
Other occupancy expenses	**312 190**	293 824
– Repairs and maintenance	**63 204**	60 098
– Water, electricity and municipal services	**190 998**	177 099
– Insurance and security	**57 988**	56 627
Information technology expenses	**120 978**	103 654
Marketing related expenses	**191 179**	183 019
Transport/distribution	**89 063**	90 842
Other administrative expenses	**158 516**	144 083
Corporate transactions related expenses	**10 788**	2 467
Impairment of assets	**246 066**	41 353
Loss with sale of investment in subsidiary	**–**	26 062
Other expenses	**41 420**	44 102
	22 181 632	19 679 414

	Number 2026	Number 2025
Number of employees in service at year-end	**6 682**	6 848

31 REMUNERATION PAID TO DIRECTORS

	Salary R'000	Bonuses R'000	Share Incentive Scheme vested R'000	Pension contri-butions R'000	Directors' fees R'000	Expense allowance R'000	Total R'000
2026							
Executive directors							
G W Sim	**4 492**	**2 337**	**4 103**	**338**	**–**	**21**	**11 291**
S Walsh[1]	**2 827**	**3 612**	**21 793**	**213**	**–**	**69**	**28 514**
JH le Roux[2]	**3 689**	**–**	**–**	**278**	**–**	**34**	**4 001**
	11 008	**5 949**	**25 897**	**829**	**–**	**124**	**43 807**
Non-executive directors							
BS du Toit					**–**	**2**	**2**
D du Toit					**575**	**2**	**577**
T Kabalin					**484**	**6**	**490**
JH le Roux*					**252**	**1**	**253**
B Mathews[3]					**463**	**–**	**463**
EA Messina					**858**	**2**	**860**
CA Otto					**910**	**5**	**915**
AJ Mouton					**318**	**2**	**320**
T Nkosi					**462**	**6**	**468**
GM Steyn					**973**	**1**	**974**
					5 294	**27**	**5 321**
Total							**49 128**
2025							
Executive directors							
G W Sim	4 293	–	3 307	323	–	7	7 929
S Walsh	6 632	–	7 251	499	–	36	14 418
	10 925	–	10 558	822	–	43	22 347
Non-executive directors							
I Chalumbira					58	16	74
D du Toit					550	3	553
T Kabalin					464	4	468
B Mathews[3]					443	4	447
JH le Roux*					579	2	581
EA Messina					821	1	823
CA Otto					871	5	876
AJ Mouton					304	3	307
GM Steyn					931	2	933
					5 021	40	5 062
Total							27 409

The terms of service of the executive directors are coupled to their terms of service as employees, while the non-executive directors rotate on a three-year basis. The remuneration of the non-executive directors consists of a fixed annual remuneration for services as a director, an additional fixed remuneration for duties on committees and reimbursement for travelling and other costs. The remuneration of executive directors consists of remuneration as employees, and they receive no additional remuneration as directors.

There are no further prescribed officers in the view of the Board.

1 *Retired as Chief Executive Officer on 28 February 2026*
2 *Appointed as Chief Executive Officer on 01 March 2026*
3 *Deceased on 12 August 2026*
* *Payable to Zeder Corporate Services (Pty) Ltd*

32 DIRECTORS' EQUITY SETTLED SHARE INCENTIVE SCHEME OPTIONS

	Grant date	Vesting date	Exercise price	Fair value at grant date	**Share options 2026**	Share options 2025
S Walsh	*Old LTI scheme*					
	12 January 2021	1 October 2025	24,53	6,74	**–**	37 647
	20 January 2022	1 October 2025	44,44	15,34	**–**	58 756
	20 January 2022	1 October 2026	44,44	16,72	**–**	58 756
	Modified LTIP scheme – Nil Cost Option ("NCO")					
	29 September 2022	29 September 2026	–	28,90	**–**	133 115
	29 September 2022	29 September 2027	–	26,74	**–**	133 115
	24 May 2023	24 May 2026	–	30,71	**–**	68 092
	24 May 2023	24 May 2027	–	28,97	**–**	68 091
	24 May 2023	24 May 2028	–	27,24	**–**	68 092
	24 May 2024	24 May 2026	–	44,00	**–**	64 092
	24 May 2024	24 May 2027	–	41,73	**–**	64 093
	24 May 2024	24 May 2028	–	39,29	**–**	64 093
	24 May 2024	24 May 2029	–	36,71	**–**	64 093
	24 May 2025	24 May 2027	–	35,45	**–**	73 116
	24 May 2025	24 May 2028	–	33,35	**–**	73 116
	24 May 2025	24 May 2029	–	31,13	**–**	73 116
	24 May 2025	24 May 2030	–	28,80	**–**	73 116
GW Sim	*Old LTI scheme*					
	12 January 2021	1 October 2025	24,53	6,74	**–**	19 253
	20 January 2022	1 October 2025	44,44	15,34	**–**	28 440
	20 January 2022	1 October 2026	44,44	16,72	**28 440**	28 440
	Modified LTIP scheme – Nil Cost Option ("NCO")					
	29 September 2022	29 September 2026	–	28,90	**–**	63 460
	29 September 2022	29 September 2027	–	26,74	**63 460**	63 460
	24 May 2023	24 May 2026	–	30,71	**–**	35 606
	24 May 2023	24 May 2027	–	28,97	**35 605**	35 605
	24 May 2023	24 May 2028	–	27,24	**35 606**	35 606
	24 May 2024	24 May 2026	–	44,00	**33 612**	33 612
	24 May 2024	24 May 2027	–	41,73	**33 613**	33 613
	24 May 2024	24 May 2028	–	39,29	**33 612**	33 612
	24 May 2024	24 May 2029	–	36,71	**33 613**	33 613
	24 May 2025	24 May 2027	–	35,45	**38 437**	38 437
	24 May 2025	24 May 2028	–	33,35	**38 437**	38 437
	24 May 2025	24 May 2029	–	31,13	**38 437**	38 437
	24 May 2025	24 May 2030	–	28,80	**38 437**	38 437
	15 May 2026	1 February 2028	–	41,25	**42 467**	–
	15 May 2026	1 February 2029	–	38,31	**42 467**	–
	15 May 2026	1 February 2030	–	35,20	**42 467**	–
	15 May 2026	1 February 2031	–	32,01	**42 467**	–
JH le Roux	*Modified LTIP scheme – Nil Cost Option ("NCO")*					
	15 May 2026	1 February 2028	–	41,25	**117 685**	–
	15 May 2026	1 February 2029	–	38,31	**117 685**	–
	15 May 2026	1 February 2030	–	35,20	**117 685**	–
	15 May 2026	1 February 2031	–	32,01	**117 685**	–

For more information on the equity settled share incentive scheme refer to note 18.

	GROUP	
	2026 R'000	2025 R'000
33 FINANCE COSTS		
Banks and other	**113 781**	148 255
Lease liabilities	**89 939**	91 414
Redemption liabilities (refer to note 14)(non-cash)	**763**	3 928
	204 483	243 597
34 INCOME TAX		
Tax expenditure:		
Current taxation – current year	**(245 710)**	(231 954)
Current taxation – previous year over provided	**1 975**	(65)
Deferred taxation – current year	**18 009**	38 853
Taxation for the year	**(225 726)**	(193 166)
	%	%
The tax on the company's profit before tax differs from the theoretical amount that would arise using the statutory rate as follows:		
Statutory tax rate	**27,00**	27,00
Adjusted for:		
Non-deductible expenses of a capital nature	**9,57**	3,76
Non-taxable Employment Tax Incentive	**(0,18)**	(0,16)
Learnership allowances	**(0,54)**	(0,83)
Capital gain on sale of assets	**(0,79)**	0,87
Share in profit of joint venture	**(0,61)**	(0,52)
Over provision previous year	**(0,30)**	0,01
Different tax rates used in companies	**0,03**	0,03
Effective rate	**34,18**	30,16

Non-deductible expenses of a capital nature include legal, consultation fees relating to new business development, impairment of goodwill and non-deductible interest.

35 EARNINGS PER SHARE

Basic
Basic earnings per share is calculated by dividing the profit attributable to equity holders of the Group by the weighted average number of ordinary shares in issue during the year, excluding ordinary shares purchased by the Group and held as treasury shares.

Reconciliation between earnings and headline earnings

	GROUP	
	2026 R'000	2025 R'000
Net profit	**434 647**	447 241
Attributable to shareholders of the holding Company	**412 786**	402 712
Non-controlling interest	**21 861**	44 529
Net (profit)/loss on disposal of assets	**(90 003)**	16 030
Gross	**(103 742)**	18 348
Tax effect	**13 739**	(2 318)
Impairment of assets	**216 984**	30 188
Gross	**246 066**	41 353
Tax effect	**(29 082)**	(11 165)
Headline earnings	**561 628**	493 459
Attributable to shareholders of the holding Company	**483 069**	438 477
Non-controlling interest	**78 559**	54 982
Non-recurring items	**10 788**	2 467
Non-recurring expenses	**10 788**	2 467
Recurring headline earnings	**572 416**	495 925
Attributable to shareholders of the holding Company	**493 857**	440 943
Non-controlling interest	**78 559**	54 982

	Number	
Weighted average number of ordinary shares ('000)	**70 023**	70 611
Weighted average number of diluted ordinary shares ('000)	**70 023**	70 611

	Cents	
Earnings per share	**589,50**	570,33
Diluted earnings per share	**589,50**	570,33
Headline earnings per share	**689,87**	620,98
Diluted headline earnings per share	**689,87**	620,98
Recurring headline earnings per share	**705,28**	624,47

Headline earnings are calculated based on Circular 1/2023 issued by SAICA.

Non-recurring expenses consists predominantly of costs associated with corporate transactions (legal and external consultation costs).

		GROUP	
		2026 R'000	2025 R'000
36	**DIVIDEND PER SHARE**		
	Interim		
	70,00 cents per share (2025: 56,00 cents per share)	**49 298**	39 543
	Final		
	200,00 cents per share (2025: 154,00 cents per share)	**135 125**	108 741
		184 423	148 284
	Dividends payable are not accounted for until they have been declared by the Board of directors. The Statement of Changes in Equity does not reflect the final dividend payable in respect of the current year. The final dividend for the year ended 30 September 2026 will be accounted for as an appropriation of retained profit in the year ending 30 September 2027.		
37	**NET CASH GENERATED FROM OPERATING ACTIVITIES**		
	Operating profit per income statement	**830 833**	852 100
	Adjusted for:		
	– Interest received	**(168 854)**	(171 478)
	– Depreciation	**153 320**	157 377
	– Amortisation of intangible assets	**15 226**	14 182
	– Profit on disposal of property, plant and equipment	**(53 848)**	(3 568)
	– (Profit)/loss on disposal of investment in subsidiary	**(49 894)**	21 916
	– Profit on modifications of IFRS 16	**(1 125)**	(1 102)
	– Finance income on the net investment in finance lease	**(4 962)**	(472)
	– Impairment of goodwill and assets	**246 066**	41 353
	– Increase/(decrease) in share based payment reserve	**14 215**	(21 402)
	– Increase in provisions	**6 906**	44 690
		987 883	933 596
38	**WORKING CAPITAL CHANGES**		
	Increase in inventory	**(293 670)**	(11 148)
	Increase in trade and other receivables	**(122 566)**	(45 127)
	Increase in trade and other payables	**403 694**	188 572
		(12 542)	132 297
39	**INCOME TAX PAID**		
	Balance owing at the beginning of the year	**496**	3 377
	Derecognition of subsidiary	**984**	3 173
	Assets held for sale	**(1 239)**	1 238
	Income tax expense in income statement	**(243 734)**	(231 258)
	Balance owing at the end of the year	**16 845**	(496)
		(226 648)	(223 966)

	GROUP	
	2026 R'000	2025 R'000
40 DECREASE IN OVERDRAFT FACILITY/ SHORT-TERM BORROWINGS		
Opening balance	**991 104**	**1 162 419**
Sale of subsidiary	**(10 246)**	**(1 425)**
Asset held for sale	**–**	**402**
Drawdowns	**16 971 205**	**18 669 076**
Repayments	**(17 097 727)**	**(18 937 985)**
Interest	**78 142**	**98 617**
Closing balance	**932 478**	**991 104**
41 REPAYMENT OF INSTALMENT SALE AGREEMENTS		
Opening balance	**25 253**	**38 301**
Assets held for sale	**1 465**	**(1 465)**
New instalment sale agreements	**17 572**	**11 847**
Capital repayment	**(17 774)**	**(23 430)**
Instalments	**(20 891)**	**(26 974)**
Interest	**3 117**	**3 544**
Closing balance	**26 516**	**25 253**
42 LEASE PAYMENTS		
Opening balance	**813 416**	**854 965**
New leases	**23 664**	**14 868**
Modifications and cancellations	**29 804**	**(764)**
Capital repayment	**(59 082)**	**(55 653)**
Lease payments	**(149 021)**	**(147 067)**
Interest	**89 939**	**91 414**
Closing balance	**807 802**	**813 416**
43 DECREASE IN BORROWINGS		
Opening balance	**355 250**	**625 469**
Interest non-cash flow	**–**	**(2 031)**
Increase in borrowings	**100 000**	**–**
Repayment	**(76 125)**	**(268 188)**
Closing balance	**379 125**	**355 250**

44 INTEREST IN RELATED ENTITIES

	NUMBER OF ISSUED SHARES		SHAREHOLDING (%)	
	2026	2025	**2026**	2025
Name of subsidiary				
Directly held:				
Shares held by KAL Group Limited				
Agrimark Operations Limited	**74 170 277**	74 170 277	**100,00**	100,00
PEG Retail Operations (Pty) Ltd	**125 825 126**	125 825 126	**70,68**	58,20
Agriplas (Pty) Ltd	**–**	7 000	**–**	100,00
KAL Corporate Services (Pty) Ltd	**100**	100	**100,00**	100,00
Partridge Building Supplies (Pty) Ltd	**–**	14 400	**–**	15,00
Shares held by Agrimark Operations Limited				
Agrimark Operations Aussenkehr (Pty) Ltd	**100**	100	**100,00**	100,00
Partridge Building Supplies (Pty) Ltd	**–**	14 400	**–**	85,00
Shares held by PEG Retail Operations (Pty) Ltd				
PEG Retail Holdings (Pty) Ltd	**6 667**	6 667	**100,00**	100,00
Indirectly held:				
Shares held by Empowerment and Transformation Investments (Pty) Ltd				
PEG Retail Operations (Pty) Ltd	**125 825 126**	125 825 126	**3,19**	3,19
Name of joint venture				
Shares held by Agrimark Operations Limited				
Agrimark Operations Namibia (Pty) Ltd	**502**	502	**50,00**	50,00

The shares indirectly held are held by an empowerment trust which, for accounting purposes, is considered to be controlled by the Group as the Group has the ability to direct the relevant activities of the trust and, as such, it is consolidated by the Group.

44 INTEREST IN RELATED ENTITIES (CONTINUED)

Details of non-wholly owned subsidiaries that have material non-controlling interests ("NCI").

	2026 R'000	2025 R'000
PEG Retail Operations Group		
Ownership held by NCI (%)	**26,13%**	38,61%
Accumulated NCI interest in statement of financial position	**125 442**	197 301
Profit allocated to NCI	**(4 835)**	18 719
Summarised financial information in respect of the Group's subsidiaries that have material NCI is set out below. The summarised financial information below represents amounts before inter-group eliminations.		
Non-current assets	**2 240 674**	2 380 241
Current assets	**709 799**	498 601
Non-current liabilities	**(761 112)**	(817 732)
Current liabilities	**(1 740 178)**	(1 511 999)
Revenue	**12 750 432**	11 048 972
Profit/(loss) for the year	**(37 451)**	115 648
Net cash inflow from operating activities	**513 768**	303 584
Net cash outflow from investing activities	**(14 182)**	(41 031)
Net cash outflow from financing activities	**(443 012)**	(275 161)
Increase/(decrease) in cash and cash equivalents	**56 810**	(13 198)
Dividends paid	**(50 366)**	(24 419)
Included in the PEG Retail Operations Group figures above is the subsidiary, PEG Retail Holdings (Pty) Ltd.		
PEG Retail Holdings Consolidated Group		
Ownership held by NCI (%)	**18,67%**	14,36%
Accumulated NCI interest in statement of financial position	**42 744**	32 610
Profit allocated to NCI	**26 696**	25 809
Summarised financial information in respect of the Group's subsidiaries that have material NCI is set out below. The summarised financial information below represents amounts before inter-group eliminations.		
Non-current assets	**743 169**	459 434
Current assets	**516 363**	329 570
Non-current liabilities	**(139 023)**	(135 881)
Current liabilities	**(1 513 348)**	(931 636)
Revenue	**10 275 092**	7 582 052
Profit for the period	**142 988**	179 781
Net cash inflow from operating activities	**353 204**	223 762
Net cash outflow from investing activities	**(107 567)**	(63 330)
Net cash outflow from financing activities	**(211 076)**	(203 722)
Net decrease in cash and cash equivalents	**34 561**	(43 290)
Dividends paid	**(29 037)**	(22 501)

45 INFORMATION ABOUT OPERATING SEGMENTS

Management has determined the operating segments based on the reports reviewed by the Executive Committee (whom are considered to be the Chief Operating Decision Maker (CODM)) that are used to make strategic decisions as well as the fact that they share similar economic characteristics. The Executive Committee considers the business from a divisional perspective. The performance of the following divisions are separately considered: Agrimark, PEG, as well as Manufacturing (Manufacturing was exited during 2025 and 2026, thus going forward this segment won't be disclosed any more). The performance of the operating segments are assessed based on a measure of revenue and net profit before taxation.

Agrimark provides a complete range of production inputs, mechanisation equipment and services, and other goods to agricultural producers as well as the general public. It also includes the sale of grain products and provides a complete range of services including storage and handling of grain products.

45 INFORMATION ABOUT OPERATING SEGMENTS (CONTINUED)

PEG provides a full retail fuel offering to a diverse range of customers and includes convenience store and quick service restaurant outlets.

Manufacturing, manufactures and sells dripper pipe, other irrigation equipment, food grade plastic bulk bins for the agricultural market and distributes other irrigation parts. Manufacturing was exited on 31 January 2026, thus going forward this segment will no longer be disclosed.

Corporate includes all assets and liabilities not specifically used by the other identified segments to generate income or expenses.

	GROUP			
	SEGMENT REVENUE		SEGMENT PROFIT BEFORE TAX	
	2026 R'000	Re-presented 2025 R'000	**2026 R'000**	Re-presented 2025 R'000
Segment revenue and profit before tax				
Agrimark*	**9 875 086**	9 033 534	**645 143**	550 443
PEG	**12 744 309**	11 042 999	**45 846**	147 731
Manufacturing	**61 781**	228 667	**56 118**	6 529
Total for reportable segments	**22 681 176**	20 305 200	**747 107**	704 703
Corporate	**–**	–	**(86 734)**	(64 296)
Total external revenue	**22 681 176**	20 305 200	**–**	–
Profit before tax			**660 373**	640 407
Income tax			**(225 726)**	(193 166)
Profit after tax			**434 647**	447 241

Included in the Agrimark segment's results is a share in profit of joint venture of R14,8 million (2025: profit of R12,4 million). Refer to note 7.

The following inter-segmental sales were removed at consolidation level as these represent intergroup transactions. Manufacturing sales to Agrimark R2,4 million. PEG sales to Agrimark R6,1 million. Agrimark sales to PEG R42,4 million. Agrimark sales to Manufacturing R270 775.

	GROUP			
	SEGMENT ASSETS		SEGMENT LIABILITIES	
	2026 R'000	Re-presented 2025 R'000	**2026 R'000**	Re-presented 2025 R'000
Segment assets and liabilities				
Agrimark*	**5 418 406**	5 014 788	**2 427 973**	2 250 617
PEG	**2 786 078**	2 774 250	**2 385 287**	2 201 021
Manufacturing	**–**	160 788	**–**	73 248
Total for reportable segments	**8 204 484**	7 949 826	**4 813 260**	4 524 886
Corporate	**226 785**	205 310	**71 791**	46 978
Deferred taxation	**106 359**	74 718	**41 971**	20 879
	8 537 628	8 229 854	**4 927 022**	4 592 743

Included in the Agrimark segment's assets is an Investment in Joint Venture of R78,8 million (2025: R73,4 million). Refer to note 7.

45 INFORMATION ABOUT OPERATING SEGMENTS (CONTINUED)

	GROUP			
	CAPITAL EXPENSES		DEPRECIATION	
	2026 R'000	Re-presented 2025 R'000	**2026 R'000**	Re-presented 2025 R'000
Other segment information				
Agrimark*	**134 371**	76 952	**66 412**	58 034
PEG	**79 613**	36 064	**77 669**	77 185
Manufacturing	**195**	1 328	**(4)**	10 253
Total for reportable segments	**214 179**	114 344	**144 076**	145 472
Corporate	**34 752**	28 303	**9 244**	11 905
	248 931	142 647	**153 320**	157 377

	GROUP			
	COST OF SALES		INVENTORY	
	2026 R'000	Re-presented 2025 R'000	**2026 R'000**	Re-presented 2025 R'000
Other segment information				
Agrimark*	**8 463 340**	7 709 760	**1 444 577**	1 214 444
PEG	**10 825 764**	9 365 920	**221 352**	149 769
Manufacturing	**38 045**	139 153	**–**	81 617
Total for reportable segments	**19 327 149**	17 214 833	**1 665 929**	1 445 830

	GROUP			
	SELLING AND DISTRIBUTION COSTS		EMPLOYEE COSTS	
	2026 R'000	Re-presented 2025 R'000	**2026 R'000**	Re-presented 2025 R'000
Other segment information				
Agrimark*	**117 765**	114 320	**667 340**	615 525
PEG	**50 914**	42 300	**698 828**	629 871
Manufacturing	**3 475**	9 468	**14 059**	49 716
Total for reportable segments	**172 154**	166 088	**1 380 227**	1 295 112

* *During the current year, the Group reassessed its operating segments in accordance with IFRS 8 Operating Segments. As the Grain operations are managed and reviewed by the Chief Operating Decision Maker as an integrated part of the Agrimark business for purposes of performance assessment and resource allocation, Grain is no longer presented as a separate reportable segment and has been included within the Agrimark segment. Comparatives have been represented accordingly.*

Geographical revenue for the Group is attributed to countries on the basis of the customers' location. No single customer contributes more than 10% of the Group's revenue.

Geographical revenue for the Group is as follows:

	GROUP	
	2026 R'000	2025 R'000
South Africa	**22 567 692**	20 200 176
Namibia	**113 484**	105 024
Total	**22 681 176**	20 305 200
Non-current assets (excluding deferred taxation) are located in the following countries:		
South Africa	**3 636 197**	3 771 984
Namibia	**67 332**	61 387
Total	**3 703 529**	3 833 371

46 CONTRACTUAL PURCHASE COMMITMENT

With the sale of interest in subsidiary in the prior year the Group entered into a manufacturing agreement with a third party to purchase a minimum quantity of goods for resale for a period of five years, of which four years are remaining. The value of the contingent liability over the four year period is expected to be approximately R24,1 million per year. This does not take into account the resale value, only the purchase commitment value.

47 GOING CONCERN

Based on the financial statements, the present financial position of the Group, budgets for the coming year and available financing facilities, the directors have no reason to believe that the Group will not be a going concern. The going concern principle is therefore accepted and applied in the preparation of the financial statements.

48 EVENTS AFTER REPORTING DATE

A gross final dividend of 200 cents (2025: 154,00 cents) per share has been approved and declared by the Board from income reserves, for the year ended 30 September 2026.

The directors are not aware of any further matters or circumstances that occurred since the end of the financial year up to the date of this report that have not been dealt with in the report or financial statements and which may have a significant influence on the activities of the group or the results of those activities.

49 RECONCILIATION OF MOVEMENTS IN CARRYING VALUE

	Total R'000	Land and buildings R'000	Grain silos R'000	Machinery and equipment R'000	Vehicles R'000	Office furniture and equipment R'000	Assets under construction R'000
30 September 2026							
Carrying value at 1 October 2025	**1 330 915**	**919 500**	**35 655**	**178 165**	**54 642**	**93 942**	**49 011**
Additions	**225 795**	**23 120**	**2 701**	**30 402**	**15 230**	**55 262**	**99 080**
Additions through business combinations	**777**	**–**	**–**	**–**	**–**	**777**	**–**
Transfers	**–**	**21 162**	**16 800**	**4 973**	**1 048**	**233**	**(44 216)**
Disposals	**(35 255)**	**(18 668)**	**–**	**(169)**	**(16 369)**	**(49)**	**–**
Depreciation	**(68 275)**	**(1 546)**	**(4 354)**	**(27 023)**	**(9 011)**	**(26 341)**	**–**
Carrying value 30 September 2026	**1 453 957**	**943 568**	**50 802**	**186 348**	**45 540**	**123 824**	**103 875**
30 September 2025							
Carrying value at 1 October 2024	1 435 774	936 610	39 089	257 298	56 161	111 524	35 092
Additions	121 551	28 730	–	14 560	12 912	41 636	23 713
Additions through business combinations	1 642	–	–	–	–	–	1 642
Derecognised on sale of subsidiary	(55 861)	–	–	(55 721)	–	(134)	(6)
Assets held for sale	(13 981)	–	–	(8 238)	(1 438)	(4 305)	–
Transfers	–	3 259	–	7 356	–	815	(11 430)
Disposals	(52 842)	(47 415)	–	(1 793)	(3 407)	(227)	–
Reclassification to intangible assets	(33 755)	–	–	–	–	(33 755)	–
Depreciation	(71 613)	(1 683)	(3 434)	(35 296)	(9 587)	(21 613)	–
Carrying value 30 September 2025	1 330 915	919 500	35 655	178 165	54 642	93 942	49 011

50 BUSINESS COMBINATIONS

30 September 2026

In line with the Group's growth strategy to acquire businesses in the fuel sector, certain retail fuel operations were acquired by PEG. Goodwill on acquisition was paid on these businesses which represents synergies within the Group and have future earnings potential.

In the PEG segment, improved synergies contribute to either a lower cost per litre to serve or a higher cents per litre income, thus enhancing returns on invested capital. Synergies exist as a result of:

- Shared operational structures
- Improved systems that can be utilised across all fuel sites
- Improved skills applied by management team
- Alignment of franchise trading terms
- Enhanced logistical services

Based on the purchases in the fuel sector a provisional purchase price allocation ("PPA") as required by IFRS 3: Business combinations was performed and no other intangible assets (other than goodwill) were identified. The Group assessed all intangible assets that can typically be expected in a business combination of this nature, the most relevant of which are tradenames and customer relations. No tradename was recognised as there was no tradename acquired as part of these transactions. In addition, any payments made in relation to the brand are considered to be market related. No customer relations were recognised as the Group did not acquire any customer list, they are commercial sites offering products to clients that could be purchased anywhere.

The Group acquired the following assets through business combinations in the fuel sector:

- Amatola – December 2025
- Brentwood – March 2026

The assets and liabilities at the date of acquisition can be summarised as follows:

	TOTAL R'000	AMATOLA R'000	BRENTWOOD R'000
Fair value			
Assets			
Plant and equipment	**777**	**777**	**–**
Inventory	**3 959**	**905**	**3 054**
Cash and cash equivalents	**17**	**–**	**17**
Net identifiable assets acquired	**4 753**	**1 682**	**3 071**
Add: Goodwill	**36 250**	**11 000**	**25 250**
Net assets acquired	**41 003**	**12 682**	**28 321**
Purchase consideration			
– Paid in cash (current year)	**38 478**	**12 682**	**25 796**
– Paid in cash (previous year)	**2 525**	**–**	**2 525**
Shareholding held by PEG Retail Holdings Proprietary Limited		**100%**	**100%**

30 September 2025

In the prior year, the Group acquired the following assets through business combinations in the fuel sector:

- Sherwoods 1-Plus – July 2025
- Shell Ultra City Klerksdorp – September 2025

The assets and liabilities at the date of acquisition can be summarised as follows:

	TOTAL R'000	SHERWOODS 1-PLUS R'000	SHELL ULTRA CITY KLERKSDORP R'000
Fair value			
Assets			
Plant and equipment	1 642	–	1 642
Net identifiable assets acquired	1 642	–	1 642
Add: Goodwill	26 394	12 800	13 594
Net assets acquired	28 036	12 800	15 236
Purchase consideration			
– Paid in cash (2025)	13 162	11 520	1 642
– Paid in cash (2024)	1 280	1 280	–
– Payable raised	13 594	–	13 594
Shareholding held by PEG Retail Holdings Proprietary Limited		100%	100%

51 SALE OF INTEREST IN SUBSIDIARY

30 September 2026

	AGRIPLAS R'000
Fair value	
Assets	
Plant and equipment	**13 912**
Right-of-use assets	**11 319**
Deferred tax	**7 685**
Inventory	**79 133**
Trade and other receivables	**13 941**
Cash and cash equivalents	**2 422**
Liabilities	
Lease liabilities	**(17 575)**
Trade and other payables	**(9 664)**
Short-term borrowings	**(10 246)**
Income tax	**(984)**
Net identifiable assets sold	**89 943**
Net assets sold	**89 943**
Profit/(loss) on disposal of investment in subsidiary	**49 894**
Proceeds on disposal of subsidiary	**139 837**
Proceeds – cash	**139 837**

During this period the Group disposed of its subsidiary Agriplas (Pty) Ltd which was previously classified as an asset held for sale, as part of KAL Group's intention to exit non-core manufacturing operations and concentrate on its core Agrimark and PEG Operations as part of its growth strategy. The Agriplas sale was concluded with effective date 31 January 2026.

30 September 2025

During the prior year the most material sale of subsidiaries related to the sale of Tego Plastics (Pty) Ltd. Tego Plastics (Pty) Ltd was sold as part of KAL Group's intention to exit non-core manufacturing operations. The Tego sale transaction was concluded on 30 September 2025. The fuel site BP M1 Oasis was sold due to the site not achieving the necessary return on the invested capital.

	TOTAL R'000	SUMMERVILLE TRADING 13 T/A BP M1 OASIS R'000	TEGO PLASTICS (PTY) LTD R'000
Fair value			
Assets			
Plant and equipment	55 861	309	55 552
Intangible assets	2 500	2 500	–
Deferred tax	18 164	189	17 975
Inventory	21 806	886	20 920
Trade and other receivables	2 603	100	2 503
Cash and cash equivalents	2 461	–	2 461
Liabilities			
Trade and other payables	(3 356)	(1 626)	(1 730)
Short-term borrowings	(1 425)	(1 425)	–
Income tax	(3 934)	–	(3 934)
Net identifiable assets sold	94 680	933	93 747
Less: Non-controlling interest	(103)	(103)	–
Net assets sold	94 577	830	93 747
Profit/(loss) on disposal of investment in subsidiary	(21 916)	4 146	(26 062)
Proceeds on disposal of subsidiary	72 661	4 976	67 685
Proceeds – cash	44 976	4 976	40 000
Deferred receivable	27 685	–	27 685

KAL Group Limited

Statement of financial position

at 30 September

	Notes	COMPANY 2026 R'000	COMPANY 2025 R'000
ASSETS			
Non-current assets			
Investment in subsidiary companies	2	**1 060 324**	959 463
		1 060 324	959 463
Current assets			
Trade and other receivables	3	**5 000**	7 500
		5 000	7 500
Assets classified as held for sale		**–**	43 486
Total assets		**1 065 324**	1 010 449
EQUITY AND LIABILITIES			
Capital and reserves			
Stated Capital	4	**314 942**	466 051
Retained profit		**742 896**	537 690
Total equity		**1 057 838**	1 003 741
Current liabilities			
Trade and other payables	5	**7 392**	6 708
Income tax	6	**94**	–
		7 486	6 708
Total liabilities		**7 486**	6 708
Total equity and liabilities		**1 065 324**	1 010 449

Statement of comprehensive income

for the year ended 30 September

	Notes	COMPANY 2026 R'000	COMPANY 2025 R'000
Revenue	9	**301 671**	544 666
Other income	10	**74 467**	5 062
Administrative expenses*		**(5 321)**	(5 062)
Loss with sale of investment in subsidiary		**–**	(227 040)
Profit before taxation		**370 816**	317 626
Income tax		**(94)**	–
Net profit for the year		**370 722**	317 626

* *The administrative expenses relate to the directors costs of KAL Group Limited paid through the subsidiary company and subsequently recovered.*

Statement of changes in equity

for the year ended 30 September

	COMPANY	
	Stated Capital R'000	Retained Profit R'000
Balance 30 September 2024	466 051	354 650
Net profit for the year	–	317 626
Dividend declared	–	(134 586)
Balance 30 September 2025	**466 051**	**537 689**
Net profit for the year	**–**	**370 722**
Dividend declared	**–**	**(165 515)**
Share buy-back	**(151 109)**	**–**
Balance 30 September 2026	**314 942**	**742 896**

Notes to the financial statements

for the year ended 30 September

1 ACCOUNTING POLICIES

The principal accounting policies incorporated in the preparation of these financial statements, are set out on pages 68 to 84, these are consistent with that of the Group unless otherwise indicated.

The preparation of financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The area below involve a higher degree of judgement or complexity, or is an area where assumptions and estimates are significant to the financial statements of the company.

Investment in subsidiaries are tested for impairment indicators on an annual basis.

	COMPANY	
	2026 R'000	2025 R'000
2 INVESTMENT IN SUBSIDIARY COMPANY		
Unlisted:		
Agrimark Operations Limited		
Number of issued shares: 74 170 277 (2025: 74 170 277)		
Shareholding: 100% (2025: 100%)		
Shares at cost	**634 709**	634 708
PEG Retail Operations (Pty) Ltd*		
Number of issued shares: 125 825 126 (2025: 125 825 126)		
Shareholding: 70,68% (2025: 58,20%)		
Shares at cost	**425 615**	324 001
Opening balance	**324 000**	–
Acquisition of shares from non-controlling interests	**101 615**	–
Investment in subsidiary – unbundling	**–**	324 001
Agriplas (Pty) Ltd**		
Number of issued shares: Nil (2025: 7 000)		
Shareholding: Nil% (2025: 100%)		
Opening balance	**–**	43 486
Asset held for sale	**–**	(43 486)
KAL Corporate Services (Pty) Ltd		
Number of issued shares: 100 (2025: 100)		
Shareholding: 100% (2025: 100%)	**–**	–
Partridge Building Supplies (Pty) Ltd***		
Number of issued shares: Nil (2025: 2 160)		
Shareholding: Nil% (2025: 15%)		
Shares at cost	**–**	754
The Company KAL Group Limited holds 15% directly in Partridge Building Supplies (Pty) Ltd, and 85% indirectly through its subsidiary, Agrimark Operations Limited.		
	1 060 324	959 463

* *During the year, the Company acquired an additional 12.48% interest in PEG Retail Operations (Pty) Ltd, increasing its effective interest from 58.20% to 70.68%. As the Company retained control of the subsidiary, the transaction was accounted for as an equity transaction.*

** *KAL Group Limited's shareholding in Agriplas (Pty) Ltd was sold with an effective date of 31 January 2026.*

*** *During the year, Partridge Building Supplies (Pty) Ltd was deregistered.*

	COMPANY	
	2026 R'000	2025 R'000
3 TRADE AND OTHER RECEIVABLES		
Receivable – Sale of subsidiary	**5 000**	7 500
	5 000	7 500

Trade and other receivables are categorised as debt instruments at amortised cost.

The carrying value of trade and other receivables approximates its fair value at the reporting date.

	COMPANY	
	2026 R'000	2025 R'000
4 STATED CAPITAL		
Authorised: 1 000 000 000 (2025: 1 000 000 000) ordinary shares with no par value		
Issued: 71 271 123 (2025: 74 319 837) ordinary shares with no par value	**314 942**	466 051

During the year, the Company repurchased 3 048 714 of its own ordinary shares (2025: nil) for a total consideration of R151 million.

	COMPANY	
	2026 R'000	2025 R'000
5 TRADE PAYABLES		
Other creditors	**7 392**	6 708
	7 392	6 708

The carrying value of trade and other payables approximate its fair value at the reporting date.

	COMPANY	
	2026 R'000	2025 R'000
6 INCOME TAX		
Tax expenditure:		
SA Current taxation – current year	**(94)**	–
Taxation for the year	**(94)**	–

7 RELATED PARTY TRANSACTIONS

Refer to notes 2 and 9.

8 FINANCIAL RISK MANAGEMENT

The company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the company's financial performance.

The company's interest rate exposure can be summarised as follows:

	NON-INTEREST-BEARING	
	Amount 2026 R'000	Amount 2025 R'000
Assets		
Other receivables	**5 000**	7 500
Liabilities:		
Trade and other payables	**7 392**	6 708

Fair value estimation:

Investments and derivative financial instruments

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. The quoted market price used for financial assets held by the company is the current bid price.

Trade debtors and trade creditors

The nominal value less impairment provision of trade receivables and payables are assumed to approximate their fair values.

Financial liabilities

The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the company for similar financial instruments.

Capital maintenance

The company considers total equity, which includes share capital and reserves, as capital. The ratio between capital and debt is the capital ratio. The company's objective with the management of the capital ratio is to ensure that the company continues to trade as a going concern and to create wealth for its shareholders and other stakeholders. The influence on the capital ratio is considered with decisions on the declaration of dividends, repurchase of shares, issue of shares, purchase and disposal of assets and investments and the acquiring or repayment of debt. The movement in capital is presented in the statement of changes in equity.

9 REVENUE

	COMPANY	
	2026 R'000	2025 R'000
Dividends received – cash	**299 679**	219 277
Dividends received – in specie	**–**	324 001
Dividends forfeited	**1 992**	1 388
	301 671	544 666

Dividends received from subsidiaries of the company.

The revenue reflected is not considered to be Revenue from Contracts with Customers in terms of IFRS 15 considering the nature of the revenue earned (dividends received).

	COMPANY	
	2026 R'000	2025 R'000
10 OTHER INCOME		
Interest received other	**349**	–
Profit on sale of subsidiary	**68 797**	–
Other income	**5 321**	5 062
	74 467	5 062

11 GOING CONCERN

Based on the financial statements, the present financial position of the company and budgets for the coming year, the directors have no reason to believe that the company will not be a going concern. The going concern principle is therefore accepted and applied in the preparation of the financial statements.

12 EVENTS AFTER REPORTING DATE

A gross final dividend of 200,00 cents (2025: 154,00 cents) per share has been approved and declared by the Board from income reserves, for the period ended 30 September 2026.

The directors are not aware of any matter or circumstance that occurred since the end of the financial year up to the date of this report that has not been dealt with in the report or financial statements and which may have a significant influence on the activities of the company or the results of those activities.

Accounting policies to the consolidated and company annual financial statements

for the year ended 30 September

1 BASIS OF PREPARATION

The consolidated and separate annual financial statements are prepared on the going concern and historical cost basis, unless otherwise indicated, in accordance with IFRS Accounting Standards® as issued by the International Accounting Standards Board, the requirements of the Companies Act (No. 71 of 2008), as amended, the SAICA Financial Reporting Guide issued by the Accounting Practices Committee, the Financial Reporting Pronouncements as issued by the Financial Reporting Standards Council and the JSE Listings Requirements.

These financial statements incorporate accounting policies that have been consistently applied to all periods presented and are consistent with those applied in the previous financial year. Various other changes in IFRS became effective for the financial year under review but had no material impact on the Group.

The preparation of financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in the notes of the accounting policies.

2 NEW, AMENDED AND IMPROVED ACCOUNTING STANDARDS AND INTERPRETATIONS EFFECTIVE DURING THE CURRENT FINANCIAL YEAR

The following standards, amendments and interpretations have been adopted by the Group and became effective for the current reporting period beginning on 1 October 2025:

Amendments to Standards

Amendments to the SASB standards to enhance their international applicability (effective 1 January 2025)

The amendments remove and replace jurisdiction-specific references and definitions in the SASB standards, without substantially altering industries, topics or metrics.

Lack of Exchangeability (Amendments to IAS 21) (effective 1 January 2025)

The amendments contain guidance to specify when a currency is exchangeable and how to determine the exchange rate when it is not.

The amendments listed above had no significant effect on the Group's financial results.

The following standards are not yet mandatory in South Africa and have not been adopted by the Group.

IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (effective 1 January 2024)

IFRS S1 sets out overall requirements for sustainability-related financial disclosures with the objective of requiring an entity to disclose information about its sustainability-related risks and opportunities that are useful to primary users of general-purpose financial reports in making decisions relating to providing resources to the entity.

2 NEW, AMENDED AND IMPROVED ACCOUNTING STANDARDS AND INTERPRETATIONS EFFECTIVE DURING THE CURRENT FINANCIAL YEAR (CONTINUED)

Amendments to Standards (continued)

IFRS S2 – Climate-related Disclosures (effective 1 January 2024)

IFRS S2 sets out the requirements for identifying, measuring and disclosing information about climate-related risks and opportunities that are useful to primary users of general-purpose financial reports in making decisions relating to providing resources to the entity.

Management will consider the above accounting standards for implementation in the next financial year.

3 NEW AND AMENDED ACCOUNTING STANDARDS AND INTERPRETATIONS THAT ARE NOT YET EFFECTIVE

The following standards, amendments and interpretations are not yet effective and have not been early adopted by the Group (the effective dates stated below refer to financial reporting periods beginning on or after the stated dates).

Unless otherwise stated for a specific standard, amendment or interpretation below, management is still assessing the potential impact of the new and amended accounting standards and interpretations that are not yet effective on the annual financial statements of the Group and the Company.

Amendments to Standards

Amendments IFRS 9 and IFRS 7 regarding the classification and measurement of financial instruments (effective 1 January 2026)

The amendments address matters identified during the post-implementation review of the classification and measurement requirements of IFRS 9 Financial Instruments.

Annual Improvements to IFRS Accounting Standards – Volume 11 (effective 1 January 2026)

The IASB issued the following amendments to IFRS Accounting Standards as part of its annual improvements process:

IFRS 1 First-time Adoption of International Financial Reporting Standards
- Hedge accounting by a first-time adopter

IFRS 7 Financial Instruments: Disclosures
- Gain or loss on derecognition
- Disclosure of deferred difference between fair value and transaction price
- Credit risk disclosures

IFRS 9 Financial Instruments
- Derecognition of lease liabilities
- Transaction price

IFRS 10 Consolidated Financial Statements
- Determination of a ‘de facto agent’

IAS 7 Statement of Cash Flows
- Cost method

3 NEW AND AMENDED ACCOUNTING STANDARDS AND INTERPRETATIONS THAT ARE NOT YET EFFECTIVE (CONTINUED)

Amendments to Standards (continued)

IFRS 18, 'Presentation and Disclosure in Financial Statements' (effective 1 January 2027)

The new standard, IFRS 18, replaces IAS 1 Presentation of Financial Statements while carrying forward many of the requirements in IAS 1. The standard will impact disclosure as it will result in changes to the presentation to the primary statements. The Group is still in the process of assessing the impact.

IFRS 19, 'Subsidiaries without Public Accountability: Disclosures' (effective 1 January 2027)

IFRS 19 specifies the disclosure requirements an eligible subsidiary is permitted to apply instead of the disclosure requirements in other IFRS Accounting Standards.

Amendments to the Fair Value Option for Investments in Associates and Joint Ventures (Amendments to IAS 28) (effective 1 January 2027)

The amendments provide clarity about which entities are eligible to measure investments using the fair value option in IAS 28.

The following new accounting standards, interpretations and amendments will not have a material impact on the financial statements:

Amendments to IFRS 9 and IFRS 7 - Contracts Referencing Nature-dependent Electricity (effective 1 January 2025)

This standard address how to account for contracts that reference the price or delivery of electricity generated from renewable sources (such as wind or solar), where the amount or timing of delivery is dependent on natural phenomena (e.g., wind speed, sunlight hours). This is not applicable to the Group, as they do not have contracts of this nature.

Amendments to IFRS 9 and IFRS 7 regarding power purchase arrangements (effective 1 January 2026)

The amendments aim at enabling entities to include information in their financial statements that in the IASB's view more faithfully represents contracts referencing nature-dependent electricity.

Translation to a Hyperinflationary Presentation Currency (Amendments to IAS 21) (effective 1 January 2027)

The amendments clarify how companies should translate financial statements from a non-hyperinflationary currency into a hyperinflationary one.

IFRS 20 Regulatory Assets and Regulatory Liabilities (effective 1 January 2029)

IFRS 20 requires an entity that is subject to a regulatory agreement to provide information about its regulatory assets, regulatory liabilities, regulatory income and regulatory expense.

Management considered all new accounting standards, interpretations and amendments to IFRS that were issued prior to 30 September 2026 but not yet effective on that date.

4 BASIS OF CONSOLIDATION

Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group and are deconsolidated from the date that control ceases.

The acquisition method of accounting is used to account for business combinations by the Group. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree, and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of the acquiree's identifiable net assets.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with IFRS 9: Financial Instruments in profit or loss. Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in profit or loss.

Inter-company transactions, balances, income and expenses on transactions between Group companies are eliminated. Profits and losses resulting from inter-company transactions that are recognised in assets are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

In the stand-alone financial statements of the holding company, the investments in subsidiaries are accounted for at cost less impairment. Cost is adjusted to reflect changes in consideration arising from contingent consideration amendments. Cost also includes direct attributable costs of investments.

Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions, that is, transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

4 BASIS OF CONSOLIDATION (CONTINUED)

Disposal of subsidiaries

When the Group ceases to have control, any retained interest in equity is remeasured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset.

In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

Treasury shares

The cost of treasury shares is presented as a deduction from equity. Shares under option already allocated to employees and unallocated shares are considered as treasury shares and are consolidated as such as part of the Group's results.

Joint ventures

Under IFRS 11, investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor. The Group has assessed the nature of its joint arrangements and determined them to be joint ventures. Joint ventures are accounted for using the equity method.

Under the equity method of accounting, interests in joint ventures are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits and losses and movements in other comprehensive income. When the Group's share of losses in a joint venture equals or exceeds its interests in the joint ventures (which includes any long-term interests, that, in substance, form part of the Group's net investment in the joint ventures), the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint ventures.

Unrealised gains on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interest in the joint ventures. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the assets transferred. Any additional capitalisation or increase in the investment (not resulting in a change in the percentage equity held) are accounted for at cost. Accounting policies of the joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

Consolidation of Special Purpose Entities

The special purpose entities ("SPEs") established in terms of the B-BBEE equity transaction implemented in 2011 have been consolidated in the Group results. The substance of the relationship between the company and these entities has been assessed and the conclusion was made that they are controlled entities, mainly due to the fact that the Group retains residual or ownership risks relating to the SPEs.

5 SEGMENT REPORTING

Operating segments are reported in a manner consistent with the internal reporting provided to the Executive committee. The Executive committee is responsible for allocating resources and assessing performance of the operating segments and is therefore considered to be the Chief Operating Decision Maker of the Group.

6 PROPERTY, PLANT AND EQUIPMENT

Land and buildings mainly comprise retail outlets and offices. Property, plant and equipment is stated at historical cost less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Cost may also include transfers from equity of any gains/losses on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to write off the cost to a value equal to the residual values over their estimated useful lives, as follows:

> Buildings	50 years
> Grain silos	10 – 50 years
> Machinery and equipment	4 – 10 years
> Injection moulding machines	5 – 20 years
> Vehicles	4 – 5 years
> Office furniture and equipment	2 – 10 years

Assets under construction is defined as assets still in the construction phase and not yet available for use. These assets are carried at initial cost and are not depreciated. Depreciation on these assets commences when they become available for use and depreciation periods are based on management's assessment of their useful lives.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals of fixed assets are determined by comparing proceeds with the carrying amounts and are included in the income statement as other operating income or other operating expenses.

7 INTANGIBLE ASSETS

Goodwill

Goodwill is determined as the consideration paid, plus the fair value of any shareholding held prior to obtaining control, plus non-controlling interest and less the fair value of the identifiable assets and liabilities of the acquiree.

Goodwill on acquisition of subsidiaries is included in intangible assets. Goodwill on acquisition of associates/joint venture is included in investment in associated companies/joint ventures. Separately recognised goodwill is reviewed annually for impairment and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units that are expected to benefit from the business combination in which the goodwill arose.

Customer relations

Customer relations consist of non-contractual customer relationships. Customer relations acquired in a business combination are recognised at fair value at the acquisition date.

The customer relations have a finite useful life and are carried at cost less accumulated amortisation and accumulated impairment. Amortisation is calculated on the straight-line method to allocate the cost of customer relations over the estimated useful life of five years.

7 INTANGIBLE ASSETS (CONTINUED)

Tradename

A tradename has been recognised by the Group as part of a business combination. Tradenames are capitalised at the fair value initially identified and amortised on a straight-line basis over their estimated useful lives of 10 to 50 years. Tradenames are carried at cost less accumulated amortisation and accumulated impairment. Expenditure to maintain tradenames is accounted for as an expense in the income statement.

Fuel retail licences

The fuel retail licences are contractual in nature and has been recognised by the Group as part of a business combination. Given that the fuel retail licences remain valid for as long as the licence holder operates as an going concern, the estimated useful life of the individual fuel retail licences are considered to be indefinite. This intangible assets is reviewed annually for impairment and carried at cost less accumulated impairment losses.

Computer software

Internally generated computer software is initially measured at cost, comprising all directly attributable costs necessary to create, produce, and prepare the asset to be capable of operating in the manner intended by management. After initial recognition, internally generated computer software is carried at cost less accumulated amortisation and any accumulated impairment losses. Amortisation is charged on a straight-line basis over the estimated useful life of the software, which is typically between 2 and 10 years. The amortisation period and method are reviewed at each reporting date, with any changes accounted for prospectively. The carrying amount of internally generated computer software is reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Any impairment loss is recognised in profit or loss. Internally generated computer software is derecognised on disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from derecognition is recognised in profit or loss.

8 IMPAIRMENT OF NON-FINANCIAL ASSETS

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

9 LEASES

The Group leases various retail stores, storage sites and vehicles. Rental contracts are typically made for fixed periods of 3 to 12 years but may have extension options as described below. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants but leased assets may not be used as security for borrowing purposes.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group. Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- Fixed payments
- Lease payments to be made under reasonably certain extension options

9 LEASES (CONTINUED)

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

The Group is exposed to potential future increases in lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

Lease payments are allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- The amount of the initial measurement of lease liability
- Any lease payments made at or before the commencement date

Leasehold improvements are accounted for as part of right-of-use assets and are depreciated over the period of the lease.

Payments associated with short-term leases and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets mostly comprise information technology equipment and other similar assets.

Right-of-use assets are depreciated over the lowest of the lease term (including the extension period if applicable) or the useful life.

To determine the incremental borrowing rate, the Group uses recent third-party financing received by the lessee as a starting point and adjusts the rate to reflect changes in financing conditions since the third-party financing was received. The Group also adjusts the rate relating to the specific lease based on the term and security and nature of the asset.

The lease term is determined as the non-cancellable period of the lease, together with the periods covered by an option to extend the lease where there is reasonable certainty that the option will be exercised.

The majority of the extension and termination options held are exercisable only by the Group and not by the respective lessor. In determining the lease term, all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option, are considered.

The assessment of the lease term is revised if there is a change in the non-cancellable lease period.

A lease modification is a change in the scope of a lease, or the consideration for a lease, that was not part of the original terms and conditions of the lease. The group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) when:

- there has been a change to the lease term, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate; and
- there has been a change to the lease payments due to a change in an index or a rate, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).

10 OTHER FINANCIAL INSTRUMENTS

Initial recognition and measurement

Financial instruments are recognised when the Group becomes a party to the contractual provisions of the instrument. Initial recognition is measured at fair value including directly attributable transaction costs for financial instruments not measured at fair value through profit and loss. Transaction costs of financial instruments carried at fair value through profit and loss are expensed in profit or loss.

10 OTHER FINANCIAL INSTRUMENTS (CONTINUED)

Derecognition

Financial assets are derecognised when the contractual rights to the cash flows from the financial assets expire or have been transferred and the Group has transferred substantially all risks and rewards of ownership. Financial liabilities are derecognised when they are extinguished, i.e. when the contractual obligation is discharged, cancelled, expires or when a substantial modification of the terms occurs.

Offsetting

Financial assets and liabilities are offset, and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

Classification and subsequent measurement

Financial assets

The Group classifies its financial assets in the following measurement categories:

- Financial assets measured subsequently at fair value (either through other comprehensive income (FVOCI) or through profit or loss (FVPL))
- Financial assets measured at amortised cost

The classification depends on the business model for managing the financial assets and the contractual term of the cash flows. Management determines the classification of its investment at initial recognition. For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For investments in debt instruments, this will depend on the business model in relation to the instrument held. For investments in equity instruments, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI).

Equity instruments

The Group subsequently measures all equity investments at fair value. Changes in the fair value of financial assets at fair value through other comprehensive income (OCI) are recognised in OCI in the statement of comprehensive income. Where management has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss. Upon derecognition of these equity investments, any balance within the FVOCI reserve is reclassified to retained earnings. Dividends from such investments are recognised in profit or loss as other gains and losses when the Group's right to receive payments is established. Currently the Group has elected to designate equity instruments at FVOCI.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are two measurement categories into which the Group classifies its debt instruments:

Amortised cost: Assets that are held for collection of contractual cash flows representing solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income under other operating income using the effective interest rate method. Trade receivables, cash and cash equivalents and loans receivable are classified as debt instruments measured at amortised cost.

Fair value through profit or loss (FVPL): Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss is recognised in profit or loss and presented in the income statement as part of other gains and losses in the period in which it arises. Interest income from these financial assets is included in finance income. Debt instruments are included in current assets, except for maturities greater than 12 months after the reporting date, which are classified as non-current assets.

10 OTHER FINANCIAL INSTRUMENTS (CONTINUED)

Impairment

The Group has the following financial assets that are subject to the expected credit loss impairment model in terms of IFRS 9:

- Trade and other receivables
- Loans receivable
- Cash and cash equivalents

The Group determines loss allowances by considering available forward-looking information which could adversely impact a debtor's ability to pay.

Financial assets subject to impairment are written off when there is no reasonable expectation of recovery, and the amount is recognised in profit or loss within 'operating expenses'.

Trade receivables

The Group elected to apply the simplified approach for measuring impairment provisions for trade receivables. In terms of this approach, the loss allowances are calculated with reference to lifetime expected credit losses. The Group determines expected credit loss allowances both on a specific (credit impaired) and a contingency (not credit impaired) basis.

Credit terms, interest rates and other applicable terms are determined based on the calculated risk profile of the credit taker(s). A strict credit policy is followed which includes the ongoing revision of credit limits, security assessments and credit evaluations of the financial position of clients. These factors have been taken into consideration on an individual and collective basis when determining the recoverability of debtors. The Group has a specific loss allowance and a contingency loss allowance. The group defines "outside terms" debtors as all debtors more than 90 days outside terms. The specific loss allowance is determined on all "outside terms" debtors as their risks are different than the rest of the debtors' book within terms and they are assessed individually. The assessment for the specific loss allowance considers security held, reputation and expected payments in the future to determine the value of the specific loss allowance. Regarding the contingency loss allowance, the group divides the rest of the debtors' book (after considering the specific loss allowance) into different categories with risk factors applied to each category. The categories are based on different type of produce commodities mostly in the agricultural sector (grain, fruit, other agri and non-agri). The percentage expected credit loss applied to each category depends on the forward-looking risk of default and expectations on macro-economic factors including market share, competitor strength, industry risk, profitability, price volatility risks and climate changes.

Cash and cash equivalents

Cash comprises cash on hand and cash at banks. Cash equivalents are short-term highly liquid investments that are readily convertible to known amounts of cash and are subject to an insignificant risk of change in value. Interest on cash and cash equivalents is recognised in the statement of comprehensive income as interest received from bank account balances. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

Other financial assets

Loss allowances relating to loans receivable, cash and cash equivalents, deposits and other receivables are determined in terms of the general expected credit loss model, considering a 12-month expected credit loss.

In terms of this model the Group considers whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at the reporting date compared to the credit risk at initial recognition date. It considers available reasonable and supportive forwarding-looking information that could be indicative of a deterioration in the counterparty's ability to pay. The Group assesses factors such as credit ratings, actual/adverse conditions in the industry or changes in value of security held.

10 OTHER FINANCIAL INSTRUMENTS (CONTINUED)

Other financial assets (continued)

For these financial assets, the Group accounts for its credit risk by appropriately providing for expected credit losses. In calculating the expected credit loss rates, the Group considers the exposure at default, probability of default and loss given default. The impact of the adoption of IFRS 9 and at the end of the reporting period was not material for other financial assets.

Property in possession is measured at the lower of its carrying amount or its fair value less costs to sell. This is classified under trade and other receivables.

Financial liabilities

Financial liabilities are classified as subsequently measured at amortised cost, using the effective interest rate method. The effective interest rate amortisation is recognised in the statement of comprehensive income as finance costs.

Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the income statement over the period of the borrowings using the effective interest rate method.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Instalment sale agreements

Instalment sale agreements are recognised where the Group will become the legal owner of the assets after the purchase payment agreement is completed. The instalment sale agreements are recognised as a financial liability from the date of recognition and measured at amortised cost using the effective interest rate method. Instalment sale agreements are classified as current liabilities, unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date. Any subsequent remeasurements is recognised in the income statement as finance costs.

Trade payables

Trade payables are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade payables are recognised initially at fair value. Trade payables are subsequently stated at amortised cost using the effective interest rate method.

Trade payables are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Contingent consideration

The Group shall classify an obligation to pay contingent consideration that meets the definition of a financial instrument as a financial liability.

Changes in the fair value of contingent consideration that the Group recognises after the acquisition date may be the result of additional information that the Group obtained after that date about facts and circumstances that existed at the acquisition date. Such changes are measurement period adjustments. However, changes resulting from events after the acquisition date, such as meeting an earnings target, reaching a specified share price or reaching a milestone, are not measurement period adjustments.

Changes in the fair value of contingent consideration, that are not measurement period adjustments, which falls within the scope of IFRS 9 shall be measured at fair value at each reporting date and changes in fair value shall be recognised in profit or loss in accordance with IFRS 9.

11 INVENTORY

Merchandise, raw materials and consumable goods are valued at the lower of cost, calculated on the average cost basis, or net realisable value, taking into account obsolescence and saleability. Implement stock (included in merchandise) is valued at the specific cost price or net realisable value, whichever is the lower. Finished goods (included in merchandise) are valued at the lower of cost, including cost of raw materials, direct costs and related production overheads, but excluding finance costs, determined on the average cost basis, or net realisable value. Net realisable value is the estimate of the selling price in the ordinary course of business, less the cost of completion and selling expenses.

12 STATED CAPITAL

Ordinary shares are classified as equity. Additional costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Where any company in the Group purchases the company's equity share capital (treasury shares), the consideration paid, including any directly attributable additional costs (net of income taxes) is deducted from equity attributable to the Group's equity holders until the shares are cancelled, re-issued, or disposed of. Where such shares are subsequently sold or re-issued, any consideration received, net of any directly attributable additional transaction costs and the related income tax effects, is included in equity attributable to the Group's shareholders.

13 PROVISIONS

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources which entail economic benefits will be required to settle the obligation, and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation.

14 DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING ACTIVITIES

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value. The method of recognising the resulting gain or loss depends on whether the derivatives are designated as hedging instruments, and if so, the nature of the item being hedged. The Group designates certain derivatives as either hedges of the fair value of recognised assets or liabilities (fair value hedge) or hedges of a particular risk associated with a recognised asset or liability or a highly probable forecast transaction (cash flow hedge).

The Group documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objectives and strategy for undertaking various hedge transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of hedged items.

Fair value hedge

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the income statement, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

If the hedge no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of a hedged item for which the effective interest rate method is used, is amortised to profit or loss over the period to maturity.

14 DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING ACTIVITIES (CONTINUED)

Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are recognised in other comprehensive income. The gain or loss relating to the ineffective portion is recognised immediately in the income statement.

Amounts accumulated in equity are recycled to the income statement in the periods when the hedged item affects profit or loss. However, when the forecast transaction that is hedged results in the recognition of a non-financial asset (for example inventory) or a non-financial liability, the gains and losses previously deferred in equity are transferred from equity and included in the initial measurement of the cost of the asset or liability.

When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at the time remains in equity and is recognised when the forecast transaction is ultimately recognised in the income statement. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the income statement.

Certain derivatives do not qualify for hedge accounting. Changes in the fair value of any derivative instruments that do not qualify for hedge accounting are recognised immediately in the income statement.

15 EMPLOYEE BENEFITS

Pension scheme arrangements

The Group operates a pension fund consisting of a defined contribution plan registered in terms of the Pension Funds Act, 1956, and the assets are administered separately by trustees. Funding is in terms of conditions of employment by means of contributions by the participating subsidiaries in the Group as well as employees. The Group has no further obligations to the fund once the contributions have been paid. Contributions are recognised in the income statement when they are due.

Post-retirement medical benefits

Certain in-service members and retired employees are members of the post-retirement medical subsidy scheme of the Group. The Group pays the monthly contributions in respect of the retired members over to the medical fund. The valuation method used to value the liability is the projected unit method. The expected costs of these benefits are accrued over the period of employment, using an accounting methodology similar to that for defined benefit pension plans. Valuations of these obligations are carried out by independent qualified actuaries. Any actuarially determined profits or losses are recognised in the income statement.

In terms of the Group's present policy the benefits are only available to certain in-service members and retired staff and not to future employees.

Profit sharing and bonus plans

A liability for employee benefits in the form of profit sharing and bonus plans is recognised under accounts payable when there is no realistic alternative but to settle the liability, and at least one of the following conditions is met:

- there is a formal plan; or
- past practice has created a valid expectation by employees that they will receive a bonus or profit share.

It is expected that the liability will be paid within 12 months.

15 EMPLOYEE BENEFITS (CONTINUED)

Equity settled management share incentive scheme

The Group operates an equity settled management share incentive scheme ("the scheme"). In terms of IFRS 2, the fair value of the equity instrument is determined at grant date and the corresponding expense is recognised over the vesting period. The fair value of the grant is determined using the Black-Scholes-Merton model using six different inputs that would have an effect on the fair value of the grant. The inputs are the exercise price of the option, the current share price, the expected life of the option, the expected volatility, the expected dividend yield and the risk-free interest rate.

16 REVENUE FROM CONTRACTS WITH CUSTOMERS (IFRS 15) AND OTHER OPERATING INCOME

According to IFRS 15, revenue is recognised at a point in time or over time depending on the performance obligations linked to separate elements of the contract with the customer. Revenue is recognised when the Group satisfies performance obligations and transfers control of goods or services to its customers at an amount that reflects the consideration the Group expects to be entitled to in exchange for these goods or services. The Group's revenue consists mostly of sales of products delivered to customers at the point of sale and does not have multiple element arrangements included in it.

Revenue comprises the fair value of the consideration received or receivable for the sale of goods and services in the ordinary course of the Group's activities. Revenue is shown, net of value-added tax and trade discounts and after elimination of sales within the Group. Revenue is recognised as follows:

Sales of goods

The Group specialises in trading in agricultural-, fuel- and related retail markets in Southern Africa. At the point-of-sale in the trade and manufacturing environment, the client takes ownership of the goods bought. Revenue is thus recognised at that point when control of the products has transferred, the customer has accepted inventory risk related to the products and there is no unfulfilled obligation that could affect the customer's acceptance of the products and the Group has a present right to payment. In these segments, prices are determined centrally. Fuel sales follow the same principles as the client takes ownership once the product is sold and transferred to the customer. Fuel prices are regulated. Grain sales follow a similar process as over-the-counter sales as the product is delivered to the client and the revenue is recognised at that point in time when the customer takes ownership of the goods sold. Grain sales prices are based on fixed contract SAFEX prices. Invoicing occurs as soon as control of the goods has been transferred to the customer.

Revenue for the sale of merchandise from ordinary Group-operating activities, net of value added tax and trade discounts and after eliminating sales within the Group are recognised at a point in time, upon delivery of products and customer acceptance. Customers have a choice to pay cash (via cash, debit card or credit card) or on account. Related card transaction costs are recognised in the income statement as other expenses.

Payment terms for normal over the counter credit sales are mostly 30 days. Seasonal accounts are provided to agricultural debtors on longer terms, these terms do not exceed 12 months.

Limited establishment accounts are also provided on longer terms (up to five years) with the purpose to assist the customer in establishing farming operations. Interest is charged on these accounts at market related rates and accounted for accordingly.

Sales of services

Sale of services include grain handling revenue which is revenue received for the storage and handling of the client's grains. The other services are provided within the mechanisation division where labour is invoiced as a service to repair and maintain client's machinery or vehicles. Revenue received for these services is recognised over time. Revenue is recognised at a fair value (determined based on a fixed price per tonnage/hour charged) of services rendered and are invoiced on a regular basis as the services are rendered.

16 REVENUE FROM CONTRACTS WITH CUSTOMERS (IFRS 15) AND OTHER OPERATING INCOME (CONTINUED)

Variable consideration

The Group assessed if the contracts entered into include variable consideration, but none were noted, other than trade discounts provided at the point-of-sale.

Other operating income is recognised as follows:

Margin on direct transactions

Direct sales relate to sales made, where goods purchased by clients are directly delivered to the client by the suppliers of the Group. Only the margin earned on direct sales is recognised as revenue. The margin is recognised on delivery of products by the supplier to the customer. The group assessed the treatment of these sales as agent or principal in terms of IFRS 15.

The supplier has the primary responsibility for providing the goods to the client.

KAL Group has no control before the product is delivered to the client and the Group does not recognise the inventory in their books.

The supplier takes the inventory risk up until inventory is delivered to the client.

The price is determined by the supplier. The Group acts as intermediary and earns commission on the transaction. All the indicators according to the standard indicate that the Group is acting as an agent, rather than a principal, thus the net amount is recognised as revenue. Thus, the treatment under IFRS 15 stays consistent to the prior year.

Interest income

Under IFRS 9, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance). When a receivable is written off, the Group reduces the carrying amount to its recoverable amount. Interest is recognised using the original effective interest rate.

Interest income is recognised as other income as it is an incidental benefit from the group's ordinary activities.

Dividend income

Dividend income is recognised when the right to receive payment is established and is treated as revenue for the company but is not considered to be revenue from contracts with customers (IFRS 15).

Dividend in specie is recognised as revenue for the Company when it receives non-cash assets as a dividend at the fair value of the underlying assets that was distributed.

17 BORROWING COSTS

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset until such time as the asset is ready for its intended use. The amount of borrowing costs eligible for capitalisation is determined as follows:

- Actual borrowing costs on funds specifically borrowed for the purpose of obtaining a qualifying asset less any temporary investment of those borrowings.
- Weighted average of the borrowing costs applicable to the entity on funds generally borrowed for the purpose of obtaining a qualifying asset. The borrowing costs capitalised do not exceed the total borrowing costs incurred.

The capitalisation of borrowing costs commences when:

- Expenditures for the asset have occurred.
- Borrowing costs have been incurred.
- Activities that are necessary to prepare the asset for its intended use or sale are in progress.

Capitalisation is suspended during extended periods in which active development is interrupted. Capitalisation ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete. All other borrowing costs are recognised as an expense in the period in which they are incurred.

18 FOREIGN CURRENCY TRANSACTIONS

Functional and presentation currency

Items included in the financial statements of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The consolidated financial statements are presented in Rand, which is the holding company's functional and presentation currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement, except when deferred in other comprehensive income as qualifying cash flow hedges.

19 CURRENT AND DEFERRED INCOME TAX

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the reporting date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided, using the liability method, for all temporary differences arising between the tax bases of assets and liabilities and their carrying values. However, deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination, that at the time of the transaction, affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates and laws that have been enacted or substantially enacted by the reporting date and are expected to apply when the related deferred income tax asset is realised, or the deferred income tax liability is settled.

Deferred income tax assets relating to unused tax losses are recognised to the extent that it is probable that future taxable profits will be available against which the unused losses can be utilised.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates/joint venture, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

The Group determines the deferred income tax asset and deferred income tax liability that arise on the initial recognition of a lease to be integrally linked and recognise the temporary difference on a net basis.

20 RECURRING HEADLINE EARNINGS

Recurring headline earnings is a Non-IFRS measure. Non-IFRS measures are measures that (i) are not defined by IFRS; (ii) are not uniformly defined or used by all entities and (iii) may not be comparable with similar labelled measured and disclosures provided by other entities. The executive committee are responsible for compiling the non-IFRS performance measures, used by the CODM and the executive committee.

The Group monitors headline earnings as earning less non-recurring costs to increase comparability of the performance of the group from one year to another. Non-recurring costs are defined as once off costs or transactions as a result of ad hoc transactions or IFRS valuations that do not form part of ordinary business operations, and which causes fluctuations year-on-year.

21 DIVIDEND DISTRIBUTIONS

Dividend distributions to the company's shareholders are recognised as a liability in the company's financial statements in the period in which the dividends are approved.

22 RELATED PARTIES

Individuals, as well as their close family members, or entities are related parties if one party has the ability, directly or indirectly, to control or jointly control the other party or exercise significant influence over the other party in making financial and/or operating decisions or if the parties are jointly controlled in a joint venture.

23 NON-CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

Non-current assets classified as held for sale non-current assets and/or disposal groups are classified as assets held for sale and are stated at the lower of the carrying amount and fair value less costs of disposal if their carrying amount will be recovered principally through a sale transaction rather than through continued use and this sale is considered highly probable.

An impairment loss is recognised for any initial or subsequent write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset (or disposal group) is recognised at the date of derecognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

Non-current assets classified as held for sale and the assets of a disposal group classified as held for sale are presented separately from the other assets in the statement of financial position.

The liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the statement of financial position.

Assets and liabilities of abandoned disposal groups are not classified as held for sale because the carrying amounts will not be recovered principally through a sale transaction.

When a non-current asset ceases to be classified as held for sale, it should be measured at the lower of:

- its carrying amount before the asset was classified as held for sale, adjusted for any depreciation, amortisation or revaluations that would have been recognised had the asset not been classified as held for sale; and
- its recoverable amount at the date of the subsequent decision not to sell or distribute.

Shareholder information

SHAREHOLDERS' PROFILE

Spread	Number of shareholders	Number of shares	Percentage held
1 to 1 000 shares	**7 138**	**1 489 645**	**2,1%**
1 001 to 10 000 shares	**2 416**	**7 867 343**	**11,0%**
10 001 to 100 000 shares	**477**	**12 910 498**	**18,1%**
100 001 to 1 000 000 shares	**60**	**17 278 984**	**24,2%**
More than 1 000 000 shares	**14**	**31 724 653**	**44,5%**
Total	**10 105**	**71 271 123**	**100,0%**
Type of shareholder			
Public	**10 090**	**65 502 411**	**91,9%**
Non-public	**15**	**5 768 712**	**8,1%**
Directors and associates of the company	**12**	**1 941 594**	**2,7%**
Empowerment and Transformation Investments (Pty) Ltd	**1**	**3 708 514**	**5,2%**
The Fruit Workers Development Trust	**2**	**118 604**	**0,2%**
	10 105	**71 271 123**	**100,0%**
Major beneficial shareholders The following shareholders have a holding equal to or greater than 5% of the issued shares of the company.			
Investec		**6 026 205**	**8,5%**
JF Mouton Familietrust		**5 321 577**	**7,5%**
PSG Financial Services		**4 802 727**	**6,7%**
Granate Asset Management		**4 216 905**	**5,9%**
Empowerment and Transformation Investments (Pty) Ltd		**3 708 514**	**5,2%**
		24 075 928	**33,8%**

	Number			
Shareholding of directors – 2026*	**Direct**	**Indirect**	**Total**	**%**
JH le Roux	**–**	**207 964**	**207 964**	**0,3%**
EA Messina	**5 000**	**25 000**	**30 000**	**0,0%**
CA Otto	**116 524**	**694 000**	**810 524**	**1,1%**
GW Sim	**226 686**	**–**	**226 686**	**0,3%**
AJ Mouton	**–**	**40 033**	**40 033**	**0,1%**
GM Steyn^	**–**	**3 546**	**3 546**	**0,0%**
S Walsh#	**622 841**	**–**	**622 841**	**0,9%**
Total	**971 051**	**970 543**	**1 941 594**	
Percentage of issued shares			**2,7%**	

Shareholding of directors – 2025	Direct	Indirect	Total	%
JH le Roux	–	67 884	67 884	0,1%
EA Messina	5 000	25 000	30 000	0,0%
CA Otto	115 124	694 000	809 124	1,1%
GW Sim	144 105	–	144 105	0,2%
AJ Mouton	–	40 033	40 033	0,1%
GM Steyn^	–	41 905	41 905	0,1%
S Walsh#	389 376	–	389 376	0,5%
Total	653 605	868 822	1 522 427	
Percentage of issued shares			2,0%	

There has been no change in the directors' interest from the financial year-end of the company on 30 September 2026 up until the approval of the financial statements.

* *Directors' shareholding includes vested and exercised shares in the process of being delivered on 30 September 2026*

\# *Retired on 28 February 2026*

^ *KAL Group Chairman, Mr GM Steyn, previously held 38 359 ordinary shares in the company via a family entity and associate. As part of the diversification of the family's financial exposure, this shareholding was restructured to an investor fund, in exchange for units in that fund. As a result, together with 3 546 shares held directly, Mr GM Steyn will continue to have an exposure to KAL Group, albeit indirectly via the fund.*

Corporate information

KAL GROUP LIMITED ("KAL GROUP")

Incorporated in the Republic of South Africa
Registration number: 2011/113185/06
Income tax number: 9312717177
JSE share code: KAL
ISIN code: ZAE000244711

Directors

GM Steyn (Chairman)#*
CA Otto#*
D du Toit#*
EA Messina#*
AJ Mouton^#
T Kabalin#*
B Mathews#@*
NR Nkosi#*
A Fuchs#^*
MB Makhubedu#^*
S Walsh (Chief Executive Officer)[1]
JH le Roux (Chief Executive Officer)[2]
GW Sim (Financial Director)

* *Non-executive*
\# *Independent*
^ *The appointments of A Fuchs and MB Makhubedu on 07 October 2026 are subject to shareholder approval at the upcoming AGM*
@ *Deceased on 12 August 2026*
[1] *Retired as Chief Executive Officer on 28 February 2026*
[2] *Appointed as Chief Executive Officer on 01 March 2026*

Company Secretary

KAL Corporate Services (Pty) Ltd

Registered address

1 Westhoven Street, Paarl, 7646
Suite 110, Private Bag X3041, Paarl, 7620
Telephone number: 021 860 3750

Website: www.kalgroup.co.za

Auditors

For the financial year ended 30 September 2026
– Deloitte & Touche

Transfer Secretary

Computershare Investor Services (Pty) Ltd
Registration number: 2004/003647/07
Rosebank Towers, 15 Biermann Avenue,
Rosebank, Johannesburg, 2196
Private Bag X9000, Saxonwold, 2132
Fax number: 086 636 7200

Sponsor

PSG Capital (Pty) Ltd
Registration number: 2006/015817/07
1st Floor, Ou Kollege Building, 35 Kerk Street,
Stellenbosch, 7600
PO Box 7403, Stellenbosch, 7599

and

No. 1, Sandton Drive, 1st Floor, The Place,
Sandton, 2196

#20260



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