REMUNERATION REPORT

Background Statement

I am pleased to present the Lewis Group Remuneration Report, which consists of the Background Statement set out below, the Remuneration Policy and the Implementation Report. The board, through the remuneration committee (the committee), continues to strive to create a performance-oriented culture which fairly rewards staff for their contribution to achieving the Group's strategic, financial and operational objectives.

Scope of report

The Remuneration Report for the 2025 financial year covered the period ended 31 May 2025. Consequently, this year's report covers the period from 1 June 2025 to the date of this report, being 30 June 2026.

Committee composition and meetings

The committee met on 26 May 2025, 11 March 2026 and 25 May 2026.

The composition of the committee to the date of this report was as follows:

DIRECTOR	STATUS
Prof. Fatima Abrahams	Independent non-executive director (chairperson)
Adheera Bodasing	Independent non-executive director
Brendan Deegan	Independent non-executive director
Daphne Motsepe	Independent non-executive director
Tapiwa Njikizana	Independent non-executive director
Hilton Saven	Independent non-executive director
Mholi Shandu[1]	Independent non-executive director

[1] *Appointed 1 April 2026.*

The chief executive officer attends meetings at the invitation of the committee.

Committee meeting attendance

MEMBER/INVITEE	26 May 2025	11 March 2026	25 May 2026
Prof. Fatima Abrahams[1]	✓	×	✓
Adheera Bodasing	✓	✓	✓
Brendan Deegan	✓	✓	✓
Daphne Motsepe	✓	✓	✓
Tapiwa Njikizana	✓	✓	✓
Hilton Saven	✓	✓	✓
Mholi Shandu[2]	N/A	N/A	✓
Johan Enslin[3]	✓	✓	✓

[1] *Chairperson*
[2] *Appointed 1 April 2026*
[3] *By invitation*
× *Absence due to medical reasons.*

Non-binding advisory votes

At the AGM held on 24 October 2025, the Remuneration Policy was endorsed by shareholders and received 95.9% (2025: 90.8%) of the votes cast, while the Implementation Report received 95.8% support (2025: 91.2%), both being non-binding votes.

In accordance with recent amendments to the Companies Act, the Remuneration Policy and the Remuneration Report are required to be approved by a binding vote, and such approval will require the passing of an ordinary resolution. This will be implemented for the first time at the upcoming AGM to be held on 23 October 2026.

Committee activities

The main areas of focus of the committee during the year were as follows:

- Considered executive and non-executive remuneration survey conducted against comparable companies (mainly in the retail sector) performed by REM Solutions, an independent remuneration consultancy
- Considered and approved the total guaranteed pay for executive directors and the internal audit executive for the 2027 financial year
- Reviewed and approved the Remuneration Report included in the 2026 Integrated Annual Report
- Set the Group's performance targets for all share incentive schemes, the cash-settled plan and cash-based performance bonus for the 2027 financial year
- Considered the measurement of the actual performance against targets for the 2026 financial year for the Lewis 2019 Executive Performance Scheme (2019 LEPS), the Lewis 2021 Executive Performance Scheme (2021 LEPS), the Lewis 2023 Executive Performance Scheme (2023 LEPS) and the Lewis 2022 Cash-Settled Executive Performance Plan (2022 CSPP)
- Considered the measurement of the actual performance against targets for the 2026 financial year for the cash-based performance bonus
- Approved the awards to be granted in the 2027 financial year under the Lewis 2025 Retention Scheme (2025 LERS), 2023 LEPS and the Lewis 2025 Executive Performance Scheme (2025 LEPS).

The committee is satisfied that it has fulfilled the requirements of its charter, that the objectives of the Remuneration Policy have been met and that the report has been presented in accordance with sections 30A and 30B of the Companies Act, where appropriate.

Prof. Fatima Abrahams
Chairperson

30 June 2026

REMUNERATION REPORT continued

Remuneration Policy

Remuneration philosophy

Lewis Group strives to create a performance-oriented culture which fairly rewards staff for their contribution to achieving the Group's strategic, financial and operational objectives. Key to the Group's remuneration philosophy is recognising employees' contribution to the success of the business. The growth and sustainability of the business is dependent on the Group's ability to attract, retain and motivate competent people.

Remuneration principles

Remuneration practices are structured to encourage sustainable, long-term wealth creation through the following:

- Aligning remuneration practices with the Group's strategy
- Aligning executive reward systems with the interests of stakeholders
- Promoting a performance-based culture across the business
- Offering appropriate short-term and long-term performance-related rewards that are fair and achievable
- Attracting and retaining talented individuals in the furniture retail and financial services industries
- Rewarding, retaining and motivating talented people while still managing employment costs effectively.

Remuneration governance

The board is accountable for the remuneration philosophy, policy and practices. Responsibility for oversight of the Group's remuneration policies and practices has been delegated to the committee.

The committee is chaired by an independent non-executive director, and the chief executive officer attends meetings at the invitation of the committee. The committee may, at its discretion, invite other executives or external advisers to attend meetings, but no executive may be present during any discussion on their own performance or remuneration.

The responsibilities of the committee are as follows:

- Ensuring the Remuneration Policy is aligned with the Group's strategic objectives and encourages superior individual performance
- Reviewing and approving compensation of executive management, executive and non-executive directors and the internal audit executive
- Ensuring executive directors are equitably rewarded based on market trends, surveys, individual performance and contribution
- Reviewing incentive and bonus schemes to ensure continued alignment with the enhancement of shareholder value
- Approving the award of share incentives for equity and cash-settled schemes
- Approving the performance targets for the incentive and bonus schemes
- Ensuring employee benefits are suitably disclosed
- Recommending non-executive directors' fees for shareholder approval based on market information
- Ensuring practices are compliant with relevant legislation and regulation.

Shareholder approval

In the past, the Group's Remuneration Policy and Implementation Report were subject to non-binding advisory votes by shareholders at the AGM each year. In the event that either the Remuneration Policy or the Implementation Report were not supported by at least 75%, the committee would follow a shareholder engagement process and take proactive measures to address shareholders' concerns.

However, with the introduction of section 30A and 30B of the Companies Act, the Remuneration Policy and the Remuneration Report will be subject to a binding shareholder vote and approval will be required by ordinary resolution (i.e. greater than 50%). Should the Remuneration Policy and/or Remuneration Report not be approved, the Companies Act sets out a process to be followed in subsequent AGMs' or meetings specifically called for this purpose. The implementation of the binding vote on the Remuneration Policy and Remuneration Report in terms of the Companies Act will be done for the first time at the upcoming AGM on 23 October 2026.

This enables shareholders to express their views on the Remuneration Policy and the Remuneration Report, and for the board and the committee to take these views into account.

Remuneration benchmarking

Remuneration is market-based and competitive owing to the portability of skills in the retail and financial services sectors. External remuneration surveys are used to benchmark executive and non-executive remuneration in comparable positions. Market surveys assist in ensuring executives are competitively rewarded in line with their performance and contribution.

Remuneration packages are determined by considering market trends, the importance of a position relative to the Group's business, the required skills set, job-specific expertise, performance and contribution of individuals.

Remuneration structure

Remuneration is optimised through a combination of annual guaranteed pay, benefits, and short- and long-term incentives.

EXECUTIVE DIRECTORS AND SENIOR MANAGEMENT

The remuneration structure of executive directors and senior management is closely linked to the achievement of the Group's financial and operating targets, and is therefore closely aligned with the interests of shareholders.

Executive director and senior management remuneration packages comprise the following elements, with a significant portion of remuneration being performance-related:

1. Annual guaranteed pay
2. Annual cash-based performance bonus
3. Medium- and long-term share-based incentives.

The chief executive officer and chief financial officer have employment contracts which are subject to 24-month and 12-month notice periods from either party respectively.

ANNUAL GUARANTEED PAY

Annual guaranteed pay includes a cash salary and Company contributions to retirement and healthcare funding. Cash salaries are benchmarked against peers in comparable positions in similar companies. Salaries are reviewed annually by the committee, and the level of increase is merit-based in relation to individual and Group performance, and also considers market pay movements. Increases are effective from 1 April, at the start of the financial year.

ANNUAL CASH-BASED PERFORMANCE BONUS

Executive directors and senior management participate in a performance bonus scheme which is linked to their salary. No portion of any participant's bonus is guaranteed. Bonus payments are based on the Group's performance relative to board-approved budgeted targets. The following performance measures are applied:

- Revenue
- Gross profit margin
- Operating cost management
- Satisfactory paid customers
- Collection rates
- Net profit before taxation.

The individual performance of the executive directors and senior management is also evaluated against personal performance and bonuses are adjusted downwards where targets are not met.

The actual performance against the above targets for the 2026 financial year is disclosed on page 75. The above targets for the 2027 financial year are not disclosed as this is considered by the board to be market and price-sensitive information.

The sustainability of the Group's business is critical in determining remuneration and performance targets and are designed to discourage increased risk-taking by the executives.

The bonus conditions for the executive team in respect of the 2026 financial year were:

- Below 90% of target results, no bonus would accrue
- Between 90% and 100% of target, 25% of cash salary increasing *pro-rata* to 75% (for the chief executive officer: 95%) of cash salary at 100% of target
- In the event of target results being exceeded by 6%, the bonus amount would result in a *pro-rata* increase from 75% (for the chief executive officer: 95%) to 150% of cash salary (for the chief executive officer: 190%) at 106%.

REMUNERATION REPORT continued

ANNUAL CASH-BASED PERFORMANCE BONUS FOR EXECUTIVE DIRECTORS AND SENIOR MANAGEMENT

PERCENTAGE OF ANNUAL CASH SALARY FOR PERFORMANCE BONUS	Below threshold (<90% of target)	Between 90% and 100% of target	Between 100% and 106% of target
Chief executive officer, chief financial officer and executive team (based on total guaranteed pay)	0%	25% increasing *pro-rata* to 75% (Chief executive officer – 95%)	75% (Chief executive officer – 95%) increasing *pro-rata* to 150% (Chief executive officer – 190%)
Senior management (based on cash salary)	0%	12.5% to 17.5% increasing *pro-rata* to 25% to 35%	25% to 35% increasing *pro-rata* to 50% to 70%

The achievement of targets is reviewed by the committee before any incentive payments are made to executive directors. Bonuses are paid at the end of the first quarter of the following financial year.

MEDIUM- AND LONG-TERM SHARE-BASED INCENTIVES

Share incentive schemes are aimed at motivating executive directors and senior management to contribute to the long-term growth and sustainability of the Group, attracting and retaining talented people and aligning rewards with shareholder interests. The Group's equity-settled share schemes are operated through the Lewis Employee Incentive Scheme Trust (trust) specifically for this purpose. Awards will only be paid if the participant is in the employ of the Group at the time of vesting, other than in the event of death, ill-health, retirement or retrenchment.

The Group has adopted cash-settled schemes from May 2019, which mirrors many of the terms and conditions of the equity-settled schemes operated through the trust. The main difference is that, instead of delivery of shares, the value of shares is paid in cash.

Participation in both the equity and cash-settled schemes is at the discretion of the committee and limited to the executive directors of Lewis Group and the directors, general managers and selected senior management of Lewis Stores, the Group's main operating subsidiary. Awards are usually made annually in June. Special awards can be made when the committee deems it appropriate.

Incentive awards to the management group are split into two groups, those participating in the equity-settled schemes and the remainder in the cash-settled scheme. This limits the shareholder dilution.

Lewis 2025 Executive Retention Scheme (2025 LERS) and Lewis 2022 Executive Retention Scheme (2022 LERS) (collectively as "Executive Retention Schemes")

This section deals with the 2025 LERS and the 2022 LERS collectively as the terms and conditions for these schemes are substantially the same.

The 2025 LERS was approved by shareholders at the AGM on 24 October 2025 and the first award was granted on 25 June 2026.

The 2022 LERS was approved by shareholders at the AGM on 28 October 2022. The awards granted under this scheme include those made on 18 July 2024 and 30 June 2025.

Executive Retention Schemes are aimed at retaining executives who play a key role in the operation of Lewis Group and can influence the performance of the business. Lewis Group operates a cash-based performance bonus scheme in terms of which bonuses are determined and paid annually based on Lewis Group's performance relative to board-approved targets. Executives will be offered the opportunity to invest a portion of their net after tax annual performance bonus in the Company's shares. The maximum percentage that can be invested in the scheme is set by the committee, which can be between 25% and 100% of the net bonus payable.

Selected executives will be required to hold (or, additionally, provide an irrevocable undertaking to hold) a beneficial interest in respect of a prescribed number of Company shares before such executive may be eligible to participate in the scheme. This requirement was introduced to ensure even greater alignment between the interests of the executives and the Company's shareholders.

The formula to determine the qualification shares is as follows:

A = [(B x 12) x C] / D

where

A = the minimum number of qualifying shares

B = monthly cash salary in the calendar month prior to the month in which the award is granted

C = in respect of the chief executive officer, C shall be equal to 2; in respect of the chief financial officer, C shall equal to 1.5; and in respect of any other executive, C shall be equal to 1

D = the market value of the shares, which shall be the average closing price of the shares over the last three business days during which shares were traded on the JSE prior to the relevant date determined by the remuneration committee.

The qualifying shares must be held as follows:

- Hold direct beneficial shares in Lewis Group, but which exclude invested shares which form part of the various retention schemes
- Provide an irrevocable undertaking for all or portion of the matching share options which can be exercised no later than six months after the beginning of the financial year in which the award is to be made and the invested shares related to that matching award, such that the shares subject to the undertaking will be transferred into the executive's name as a direct beneficial holding on vesting.

Executives elect the percentage of their net bonus to be invested in shares, subject to a minimum of 10% of their respective net bonuses and the maximum being the percentage of the bonus set by the committee for each participant. Shares are then purchased on the market on behalf of the executive. These invested shares are held on the executive's behalf in a nominee capacity for a period of three years, whereafter the registered ownership of the shares is transferred to the executive. These invested shares are exposed to normal market fluctuations like any other shareholder.

Where invested shares are acquired, the Company issues matching share options to the executive at no consideration in a pre-determined ratio, such that the value of the matching share option at the date of grant is equivalent to the percentage of the gross bonus which the executive elected to invest. As executives have already met the performance targets and/or standards determined by the committee, there is an additional requirement to hold qualification shares for the duration of the award. The matching share options vest on the third anniversary of the date of grant of the matching share options, provided that the executive remains in the employ of the Lewis Group.

The trust will purchase shares for the purpose of the Executive Retention Schemes on the open market to avoid dilution of ordinary shareholders. It is Company policy not to allow the trust to purchase shares on the open market during closed periods. The Company will utilise a maximum of 1.2 million shares for the 2025 LERS and 1.5 million for the 2022 LERS irrespective of the source of those shares. The maximum number of shares that can be awarded to an individual executive over the lifetime is 720 000 shares for the 2025 LERS and 600 000 shares for the 2022 LERS.

The Group is entitled to a clawback of shares through the repurchase and cancellation of shares held by the participant and/or an equivalent in money where shares have not been repurchased and cancelled where the executive:

- is dismissed for misconduct involving fraud, misrepresentation and/or dishonesty and failure to materially perform their duties
- is accused of serious misconduct that would warrant dismissal, he/she resigns from his/her employment prior to the outcome of the disciplinary proceedings.

REMUNERATION REPORT continued

Lewis 2019 Executive Retention Scheme (2019 LERS)

The final outstanding award made under this scheme was on 6 July 2022 which vested on 7 July 2025. No further awards under this scheme will be made as the scheme limits have been reached.

This scheme contains substantially the same terms as were contained in the Executive Retention Schemes, except that selected executives were not required to hold (or, additionally, provide an irrevocable undertaking to hold) a beneficial interest in respect of a prescribed number of Company shares before such executive may be eligible to participate in the scheme. This requirement was introduced for the first time under the 2022 LERS.

Lewis 2025 Executive Performance Scheme (2025 LEPS), Lewis 2023 Executive Performance Scheme (2023 LEPS), Lewis 2021 Executive Performance Scheme (2021 LEPS) and Lewis 2019 Executive Performance Scheme (2019 LEPS) (collectively as "Executive Performance Schemes")

This section deals with the 2025 LEPS, 2023 LEPS, 2021 LEPS and the 2019 LEPS collectively as the terms and conditions for these schemes are substantially the same.

The 2025 LEPS was approved by shareholders at the AGM on 24 October 2025. The first award under this scheme was granted on 8 June 2026.

The 2023 LEPS was approved by shareholders at the AGM on 12 October 2023 and has outstanding short-term awards on 12 June 2024, 10 June 2025 and 8 June 2026 and a long-term award on 10 June 2025.

The 2021 LEPS was approved by shareholders at the AGM on 22 October 2021. The outstanding awards under this scheme include short-term awards granted on 12 June 2024 and 10 June 2025 and long-term awards granted on 6 July 2022 and on 10 June 2025.

The 2019 LEPS was approved by shareholders at the AGM held on 25 October 2019. All awards have vested and no further awards will be made as the scheme limit has been reached.

The purpose of the Executive Performance Schemes is to:

- motivate executives to continue to contribute to the growth and sustainability of the Lewis Group and to maintain a performance-oriented culture
- align executive rewards with the interests of stakeholders
- attract and retain talented individuals in the furniture retail and financial services industries
- offer appropriate short-term and long-term performance-related rewards that are fair and achievable.

Granting awards to executives provides them with the opportunity to acquire shares, thereby aligning the interests of Lewis Group and its stakeholders.

Awards made under the Executive Performance Schemes offer executives the right to acquire shares for no consideration, subject to the achievement of performance targets determined by the committee.

The following awards may be granted in terms of the Executive Performance Schemes:

Short-term awards

- Three-year awards which vest on or before the third anniversary of the grant date.

Long-term awards

- Four-year awards which vests as follows:
  - 50% on the third anniversary of the grant date
  - 50% on the fourth anniversary of the grant date.
- Five-year awards which vests as follows:
  - One-third on the third anniversary of the grant date
  - One-third on the fourth anniversary of the grant date
  - One-third on the fifth anniversary of the grant date.
- Alternate awards on such vesting dates as the committee may determine. It is anticipated that this type of award will only be used in exceptional circumstances.

Performance targets for short-term awards

Performance targets can either be set at the grant date for the entire performance period or for each financial year during the performance period, which shall be determined by the committee within three months after the commencement of each financial year or such later date as the committee may determine if extraordinary circumstances exist, as determined by the committee.

The committee shall select any or all of the following performance criteria for determining the performance targets in respect of short-term awards:

- Headline earnings per share
- Quality of the debtors book
  - satisfactory paid customers
  - debtor costs as a percentage of debtors at gross carrying value
- Gross profit margin.

Performance targets for long-term awards

Performance targets will be set for the performance period as at the grant date. The performance criteria set by the committee shall be as follows:

- Headline earnings per share (mandatory)
- At least one of the following performance criteria:
  - return on average shareholders' equity
  - after tax return on average capital employed
  - before tax return on average assets managed
  - gearing ratio.

General

The committee has the discretion to determine what portion of an award shall relate to a particular performance target, such that if some, but not all of the performance targets are met, then only the specified portion shall vest. Furthermore, the committee has the ability to allocate a greater proportion of an award to performance targets which the executive has the ability to influence, having due regard to their employment responsibilities.

Performance targets may be adjusted, where material changes (both positive and negative) have been made to accounting policies resulting from IFRS becoming effective after the grant date. The committee shall be entitled in exceptional circumstances (both positive and negative) to amend performance targets, having regard to all circumstances including, but not limited to, changes to international and national macroeconomic circumstances, the performance of Lewis Group relative to the industry in which it operates, and any corporate actions undertaken by Lewis Group during the relevant performance period.

The scheme allows for a vesting at certain percentages where the performance target has not been met. The table below sets out the percentages:

Equal or greater than 100% of target	100% vested
97.5% to 100% of target	25% vested
95% to 97.5% of target	10% vested
Less than 95% of target	No vesting

The trust will purchase shares for the purpose of the Executive Performance Schemes on the open market to avoid dilution of ordinary shareholders.

It is Company policy not to allow the trust to purchase shares on the open market during closed periods. The Company will utilise a maximum of 1.4 million shares for the 2025 LEPS, 1.75 million shares for the 2023 LEPS, 1.75 million shares for the 2021 LEPS and 2.25 million shares for purposes of the 2019 LEPS. The maximum number of shares that can be awarded to an individual executive is 840 000 shares for the 2025 LEPS, 875 000 shares for the 2023 LEPS, 700 000 shares for the 2021 LEPS and 850 000 shares for 2019 LEPS over the lifetime of the schemes.

The Group is entitled to a clawback of shares through the repurchase and cancellation of shares held by the participant and/or an equivalent in money where shares have not been repurchased and cancelled where the executive:

- is dismissed for misconduct involving fraud, misrepresentation and/or dishonesty and failure to materially perform their duties
- where the executive is accused of serious misconduct that would warrant dismissal, they resign from their employment prior to the outcome of the disciplinary proceedings.

REMUNERATION REPORT continued

Lewis 2022 Cash-Settled Executive Performance Plan (2022 CSPP)

The committee approved a cash-settled plan, being the 2022 CSPP which is aligned with the 2025 LEPS, 2023 LEPS, 2021 LEPS and 2019 LEPS, other than the requirement of a cash-settled plan to pay the value of shares in cash at the date of vesting, rather than delivery of shares. The outstanding awards under this plan are on 12 June 2024, 10 June 2025 and 8 June 2026.

It is the intention of the Group to continue to use the scheme to incentivise management and to eliminate the dilution of shareholders that is a consequence of equity-settled schemes. The Group will voluntarily disclose the number of notional shares issued under this plan and the Lewis Cash-Settled Long-Term and Short-Term Executive Performance Scheme to provide equivalent disclosure required for equity-settled schemes.

Setting of performance targets

Targets are set for the bonus and share incentive schemes in a rigorous manner, both for short-term and long-term targets. All targets are realistic stretch targets and are based on what is achievable at the time of setting the target. The targets are set and approved by the committee prior to the annual audited results being released.

For short-term targets, a budget for the next year is prepared. As a starting point, the Company's budget is based on the prior year and is adjusted for all once-off items and other IFRS adjustments not likely to recur, to determine a revised base, irrespective of whether the adjustment is positive or negative. Assumptions of the main drivers of the Company's growth, namely sales growth and collections, are added to form the basis of the new budget. These assumptions are subject to an assessment of the economic environment (in particular, the state of consumer spending), the cyclical nature of the industry and Company-specific factors at the time of setting the target.

For long-term targets, a five-year budget is prepared taking into consideration the long-term and medium-term targets of the Company and the required returns of the shareholders.

Management

Managers and selected staff of Lewis Stores receive an annual guaranteed salary, which includes retirement and healthcare benefits. They may also participate in the annual performance bonus scheme and the medium- and long-term share-based incentive schemes described above, at the discretion of the committee. Salaries are reviewed annually and the level of increase is based on Group and individual performance.

Staff

Staff receive a base salary, performance-linked incentives and/or a 13th cheque, retirement and healthcare funding. The Group subsidises membership of designated healthcare schemes in South Africa and Namibia. Staff benefits include educational bursaries, discounts on staff purchases and low-cost funeral and personal accident insurance. Membership of one of the Group's retirement funds is compulsory for all permanent staff. Salaries are reviewed annually and the level of increase is based on Group and individual performance.

Sales staff earn a commission on gross profit once a gross profit threshold is exceeded. Operational management are incentivised on a balanced set of targets including sales, collections, debtor write-offs, stock management and expense control.

Non-executive directors

Non-executive directors are paid a fee for their services as directors. In addition, fees are paid for serving on board committees. The fees are benchmarked externally against comparable companies and based on an assessment of the non-executive director's time commitment and increased regulatory and governance obligations.

In line with best governance and remuneration practice, non-executive directors do not participate in the Group's incentive schemes. None of the non-executive directors have service contracts with the Group.

Benchmarking exercises were performed this year by REM Solutions, an independent remuneration consultancy, to ensure that the non-executive directors' remuneration is aligned with the market. The remuneration of non-executive directors is reviewed annually by the committee and recommended to shareholders for approval at the AGM.

REMUNERATION REPORT continued

Implementation Report 2026

Approvals granted by shareholders

The Group's Remuneration Policy and Implementation Report were proposed to shareholders for non-binding advisory votes at the AGM on 24 October 2025. The Remuneration Policy and Implementation Report were endorsed by shareholders and received 95.9% and 95.8% support, respectively, as set out below:

Resolution	Votes for % 2025	Votes for % 2024	Votes against % 2025	Votes against % 2024	Abstentions % 2025	Abstentions % 2024
Approval of the Company's Remuneration Policy	**95.9**	90.8	**4.1**	4.9	**0.0**	4.3
Approval of the Company's Implementation Report	**95.8**	91.2	**4.2**	4.3	**0.0**	4.5

Shareholders also approved the fees payable to non-executive directors for the 2026 financial year by a vote of 89.0%.

Annual salary increase

The average staff increase was 4.9% for April 2026 (2025: 5.3%). Increases for senior management and executives were merit-based and averaged 5.8% in April 2026 (2025: 6.1%). Increases as a result of promotions were excluded from these averages.

Total remuneration disclosure

The Company being Lewis Group Limited, has no employees and therefore, is not required to present the disclosure in terms of section 30B. However, in the spirit of the legislation, the Group prepared the disclosure required in terms of section 30B for its South African employees as follows:

Category of remuneration	2026 Financial year
Highest paid remuneration	R58 900 794
Top 5% average remuneration	R982 008
Average remuneration	R166 390
Median remuneration	R112 045
Bottom 5% average remuneration	R69 103
Lowest paid remuneration	R61 859
Remuneration gap ratio: top 5% average remuneration to bottom 5% average remuneration	14.2

The remuneration reflected above includes total guaranteed pay (including Company contributions to retirement funds and health care funding), variable remuneration such as commission and bonuses and the value of the equity and cash-settled share incentives that have vested during the year. Remuneration paid to employees over a period of less than a year have been annualised to provide comparability.

Employees included in the calculation are permanent employees and temporary employees (i.e. employees engaged on contracts varying from several weeks to one year). Excluded from the calculation are those employees on learnerships whose remuneration is statutorily determined and agents who are independent and are remunerated on a sales-based commission.

The Group's operational structure employs a substantial number of unskilled and semi-skilled employees and a relatively small number of specialists, management and executives. However, the Group has provided extensive training to its employees to upskill and provide them with opportunities to be developed and promoted within the Group. For the current year, the Group conducted 32 480 training interventions (2025: 23 570) compared to our permanent employee component of 10 942. This demonstrates the Group's policy and commitment to developing its people and providing a sustainable pipeline of leadership and management talent from within the organisation.

Our human resources strategy has been set out in the Sustainability Report on pages 22 to 35.

As the Group has a performance-oriented culture, a substantial portion of the remuneration paid to executives and management is of a variable nature and therefore, their remuneration can fluctuate significantly.

2026 remuneration benchmarking survey

Remuneration benchmarking surveys were conducted in 2025 and 2026 by independent remuneration specialists, REM Solutions, who were appointed on the recommendation of the committee. The scope of both remuneration surveys was to benchmark the total guaranteed pay, short-term and long-term incentives, remuneration mix and performance levels in relation to short-term incentives with a peer group which included mainly listed retail companies. A review of non-executive directors' fees was also included.

In the 2025 survey, the total guaranteed pay of the chief executive officer was below the 25th percentile of the peer group. In order to align the guaranteed pay of the chief executive officer to the 25th percentile, a once-off increase of 23% was required. The committee, at its discretion, decided to align the chief executive officer's total guaranteed pay over a number of years and granted an increase of 12.3% effective 1 April 2025.

In the 2026 survey, the review of the non-executive directors' fees indicated that the level of non-executive director remuneration was in line with the peer group, with the exception of the base fee for directors and the fee applicable to the chairperson of the risk committee. In order to achieve closer alignment with peer group remuneration levels, these proposed fees were increased above the average non-executive remuneration adjustment, effective 1 July 2026.

REMUNERATION REPORT continued

Non-executive directors' remuneration

2026 FINANCIAL YEAR

The non-executive fees earned by the directors during the financial year ended 31 March 2026 are set out below per director and per office held:

Non-executive directors' fees

2026	Directors' fees R'000	Audit committee member R'000	Risk committee member R'000	Remuneration committee member R'000	Nomination committee member R'000	SET committee member R'000	Monarch directors' fees R'000	Monarch audit and risk committee member R'000	Total non-executive directors' fees R'000
H Saven	950*	181	140	100	140*	100	342*	103	**2 056**
F Abrahams	428	181	140	201*	60	201*	237	207*	**1 655**
A Bodasing	428	181	140	100	60				**909**
B Deegan	428	181	140	100	60		237	103	**1 249**
D Motsepe	428	420*	234*	100	60	100			**1 342**
T Njikizana	428	181	140	100	60				**909**
M Shandu[(1)]							237	103	**340**
Total	**3 090**	**1 325**	**934**	**701**	**440**	**401**	**1 053**	**516**	**8 460**

* *Chairperson.*
[(1)] *Appointed as non-executive director of Lewis Group Limited on 1 April 2026.*

2025	Directors' fees	Audit committee member	Risk committee member	Remuneration committee member	Nomination committee member	SET committee member	Monarch directors' fees	Monarch audit and risk committee member	Total non-executive directors' fees
H Saven	892*	171	124	94	132*	95	372*	49	**1 929**
F Abrahams	400	171	124	191*	57	190*	225	195*	**1 553**
A Bodasing	400	171	124	94	57				**846**
B Deegan	400	171	124	94	57		225	97	**1 168**
D Motsepe	400	397*	199*	94	57	95			**1 242**
T Njikizana	400	171	124	94	57				**846**
M Shandu[(1)]							225	97	**322**
Total	**2 892**	**1 252**	**819**	**661**	**417**	**380**	**1 047**	**438**	**7 906**

* *Chairperson.*
[(1)] *Appointed as non-executive director of Lewis Group Limited on 1 April 2026.*

PROPOSED FEES FOR 2027 FINANCIAL YEAR

Non-executive directors' fees proposed for the 2027 financial year are set out below. These proposed fees will be subject to shareholder approval by special resolution (requires shareholder approval of 75% or greater) at the forthcoming AGM to be held on 23 October 2026. These fees will be effective from 1 July 2026.

Proposed non-executive directors' fees for 2027

Board/committee position	% Increase	Proposed fees for 2027 R'000	Fees earned for 2026 R'000
Non-executive chairperson	3.6%	**1 000**	**965**
Non-executive director	7.8%	**468**	**434**
Audit committee chairperson	4.0%	**442**	**425**
Audit committee member/invitee	3.8%	**190**	**183**
Risk committee chairperson	20.4%	**295**	**245**
Risk committee member	4.2%	**150**	**144**
Remuneration committee chairperson	4.4%	**213**	**204**
Remuneration committee member	4.0%	**105**	**101**
Nomination committee chairperson	5.6%	**150**	**142**
Nomination committee member	3.3%	**63**	**61**
Social, ethics and transformation committee chairperson	3.9%	**212**	**204**
Social, ethics and transformation committee member	4.0%	**105**	**101**

REMUNERATION REPORT continued

Executive directors' remuneration

The remuneration for the executive directors of the Company is set out below:

Executive director's remuneration	Number of shares	Share price	J Enslin (Chief executive officer) 2026 R'000	J Enslin (Chief executive officer) 2025 R'000	Number of shares	J Bestbier (Chief financial officer) 2026 R'000	J Bestbier (Chief financial officer) 2025 R'000
Cash remuneration							
Total guaranteed pay (GP)			**8 715**	7 760		**4 630**	4 300
Cash performance bonus (CPB)			**14 744**	10 100		**6 450**	5 172
Total GP and CPB			**23 459**	17 860		**11 080**	9 472
Share awards							
LERS – matching award			**11 709**	6 428		**7 167**	3 965
- Face value of award	144 536	48.67	**7 035**	4 231	88 469	**4 306**	2 610
- Share price performance	144 536	32.34	**4 674**	2 197	88 469	**2 861**	1 355
LSPS – three-year award			**17 617**	10 280		**7 692**	6 280
- Face value of award	226 518	48.77	**11 048**	6 767	98 898	**4 824**	4 134
- Performance criteria	(9 061)	48.77	**(442)**		(3 956)	**(193)**	
- Share price performance	217 457	32.24	**7 011**	3 513	94 942	**3 061**	2 146
LSPS – five-year award			**6 116**	–		**2 136**	–
- Face value of award	75 506	48.77	**3 682**	–	26 373	**1 286**	–
- Performance criteria							
- Share price performance	75 506	32.24	**2 434**	–	26 373	**850**	–
Total share awards			**35 442**	16 708		**16 995**	10 245
Total earned remuneration			**58 901**	34 568		**28 075**	19 717
As a percentage of total remuneration							
Total GP			**14.8%**	22.5%		**16.5%**	21.8%
Performance-related compensation			**85.2%**	77.5%		**83.5%**	78.2%
CPB			**25.0%**	29.2%		**23.0%**	26.2%
Value of shares vested			**60.2%**	48.3%		**60.5%**	52.0%
Total earned remuneration			**100.0%**	100.0%		**100.0%**	100.0%

Please note the following:

(1) The bonus paid reflects the bonus actually paid in June 2025 (2025: June 2024).

(2) The value of shares vested is calculated with reference to the number of shares that vest and the price per share at the date of vesting. The vesting occurred in July 2025 (2025: June 2024).

Annual cash-based performance bonus scheme

The comparison of actual performance against the targets is set out below:

Measure	Targets	Actual	
Revenue	R10 310 million	R10 320 million	Achieved
Gross profit	40.5%	43.7%	Achieved
Operating costs	R3 561 million	R3 510 million	Achieved
Satisfactory paid customers	79.0%	82.6%	Achieved
Collection rates	77.0%	78.1%	Achieved
Profit before taxation	R1 030 million	R1 135 million	Achieved

The profit before taxation target was exceeded by 10.2%, and consequently, in terms of the rules of the scheme, executives and senior management qualified for maximum cash bonuses.

Executive retention schemes

LEWIS 2025 EXECUTIVE RETENTION SCHEME

The 2025 LERS allows executives, who have the requisite qualification shares, to invest their net cash bonus in Lewis Group shares and the Company issues matching share options to executives at no cost. The matching share options vest on the third anniversary, subject to the executive still being in the employ of the Company. The first award under this scheme was made on 25 June 2026. Below are the outstanding awards under the scheme as at 30 June 2026:

Year	Vesting date	Average share price of award	Total shares purchased for executives	Total matching share awards
June 2026 awards	25/06/2029	R91.56	258 648	470 270

LEWIS 2022 EXECUTIVE RETENTION SCHEME

The 2022 LERS has similar terms and conditions to the 2025 LERS, including the requirement for qualifying shares. The details of the outstanding awards as at 30 June 2026 are reflected below:

Year	Vesting date	Average share price of award	Total shares purchased for executives	Total matching share awards
June 2025 awards	30/06/2028	R82.59	293 471	533 583
July 2024 awards	18/07/2027	R55.92	327 273	595 041

REMUNERATION REPORT continued

LEWIS 2019 EXECUTIVE RETENTION SCHEME

This scheme is similar to the 2022 LERS with the exception that the scheme does not have a requirement for qualification shares for the executive to be eligible to participate. The last award under this scheme vested on 6 July 2025.

Executive performance schemes

SHORT-TERM AWARDS – THREE-YEAR AWARDS

The performance targets are set by the remuneration committee at the beginning of each of the three years and are based on a weighting set for each executive, depending on their employment responsibilities, of the following:

- Headline earnings per share
- Quality of the debtors book
  - Level of satisfactory paid customers
  - Debtor costs as a percentage of debtors at gross carrying value
- Gross profit margin

Below are the targets that were set for the 2023 LEPS, 2021 LEPS and 2019 LEPS schemes which are all performance-related schemes. For details of these schemes, refer to the Remuneration Policy.

2026 FINANCIAL YEAR

The targets and actual results for the 2026 financial year are as follows:

	2026 Target	2026 Actual	2026 Award
Headline earnings per share	1 559 cents	1 753.4 cents	Achieved
Quality of the debtors book			
– Level of satisfactory paid customers	>= 79.0%	82.6%	Achieved
– Debtor costs as a percentage of debtors at gross carrying value	<= 14.5%	14.3%	Achieved
Gross profit margin	>= 40.5%	43.7%	Achieved

PRIOR YEARS

The targets and actual results for the prior years are as follows:

2025 Financial year

The targets and actual results for the 2025 financial year are as follows:

	2025 Target	2025 Actual	2025 Award
Headline earnings per share	921.6 cents	1 482.5 cents	Achieved
Quality of the debtors book			
– Level of satisfactory paid customers	>= 77.0%	83.5%	Achieved
– Debtor costs as a percentage of debtors at gross carrying value	<= 17.0%	15.0%	Achieved
Gross profit margin	>= 40.5%	43.4%	Achieved

2024 Targets

	2024 Target	2024 Actual	2024 Award
Headline earnings per share	680.8 cents	924.6 cents	Achieved
Quality of the debtors book			
– Level of satisfactory paid customers	>= 77.0%	81.3%	Achieved
– Debtor costs as a percentage of debtors at gross carrying value	<= 15.5%	17.6%	Not Achieved
Gross profit margin	>= 40.6%	43.1%	Achieved

2023 Targets

	2023 Target	2023 Actual	2023 Award
Headline earnings per share	789.3 cents	856.9 cents	Achieved
Quality of the debtors book			
– Level of satisfactory paid customers	>= 76.0%	80.4%	Achieved
– Debtor costs as a percentage of debtors at gross carrying value	<= 13.5%	12.3%	Achieved
Gross profit margin	>= 40.5%	40.6%	Achieved

LONG-TERM AWARDS – FIVE-YEAR AWARDS

Long-term awards being a five-year award were granted to executives on 6 July 2022 under the 2021 LEPS and on 10 June 2025 under the 2023 LEPS and the 2021 LEPS respectively, details of which are set out below.

As required by the scheme rules, the performance target for long-term awards is set at the grant date for the whole period of the award. The five-year award has three vesting dates being: the third anniversary of the grant, the fourth anniversary and the fifth anniversary. One-third of the award shall vest at each vesting date, subject to the performance targets below.

The performance targets are based on weightings of the following:

Performance measure	6 July 2022 weighting	10 June 2025 weighting
Return on shareholders' equity (ROE)	50%	40%
Headline earnings per share (HEPS)	30%	25%
Gearing ratio	20%	35%

The performance targets at each vesting date are as follows:

6 July 2022 award

Measure	Third anniversary	Fourth anniversary	Fifth anniversary
ROE	13.6%	14.2%	15.0%
HEPS (cents)	1 240	1 425	1 654
Gearing ratio	50%	50%	50%

10 June 2025 award

Measure	Third anniversary	Fourth anniversary	Fifth anniversary
ROE	16.1%	16.9%	17.5%
HEPS (cents)	1 927	2 184	2 443
Gearing ratio	50%	50%	50%

6 July 2022 award

With respect to the 6 July 2022 award, there were two vesting dates, namely 7 July 2025 and 6 July 2026, i.e. the third and fourth anniversary. Below are the achievements for the 2025 and 2026 financial years respectively in comparison to the performance targets set at the date of the award:

Measure	2025 Target	2025 Actual	First vesting date (7 July 2025)
ROE	13.6%	15.4%	Achieved
HEPS (cents)	1 240	1 482.5	Achieved
Gearing ratio	50%	36.6%	Achieved

Measure	2026 Target	2026 Actual	Second vesting date (6 July 2026)
ROE	14.2%	16.2%	Achieved
HEPS (cents)	1 425	1753.4	Achieved
Gearing ratio	50%	40.0%	Achieved

REMUNERATION REPORT continued

Equity and cash-settled share schemes

2025 LEPS

Awards made under the 2025 LEPS offer executives the right to acquire shares for no consideration, subject to the achievement of performance targets determined by the committee. This scheme's rules have been detailed in the Remuneration Policy. A short-term award of 211 139 shares at R92.83, calculated in terms of the rules of the scheme, was made on 8 June 2026.

2023 LEPS

Awards made under the 2023 LEPS offer executives the right to acquire shares for no consideration, subject to the achievement of performance targets determined by the committee. This scheme's rules have been detailed in the Remuneration Policy. The outstanding awards as at 31 March 2026 under this scheme are as follows:

2023 LEPS	2024 Share Award	2025 Share Award	Total Share Awards
Share price at award date	R50.78 Number of shares	R82.95 Number of shares	
Three-year awards	305 632	210 127	515 759
Forfeitures staff leaving			
Forfeitures – non-performance			
Shares vested			
Total three-year awards	305 632	210 127	515 759
Five-year awards		210 127	210 127
Total forfeitures staff leaving			
Forfeitures – non-performance			
Shares vested			
Total five-year awards		210 127	210 127
Shares awards – 31 March 2026	**305 632**	**420 254**	**725 886**

Subsequent to 31 March 2026, short-term awards of 167 726 shares at the value of R92.83 calculated in terms of the rules of the scheme, were made on 8 June 2026.

2021 LEPS

Awards made under the 2021 LEPS offer executives the right to acquire shares for no consideration, subject to the achievement of performance targets determined by the committee. This scheme's rules have been detailed in the Remuneration Policy. The outstanding awards as at 31 March 2026 under this scheme are as follows:

2021 LEPS	2022 Share Award	2023 Share Award	2024 Share Award	2025 Share Award	Total Share Awards
Share price at award date	R48.77 Number of shares	R39.43 Number of shares	R50.78 Number of shares	R82.95 Number of shares	
Three-year awards	226 518	425 709	266 247	175 347	1 093 821
Forfeitures staff leaving					
Forfeitures – non-performance	(9 061)	(17 028)	–	–	(26 089)
Shares vested	(217 457)	–	–	–	(217 457)
Total three-year awards	–	408 681	266 247	175 347	850 275
Five-year awards	464 461			158 600	623 061
Total forfeitures staff leaving	(53 783)			–	(53 783)
Forfeitures – non-performance					–
Shares vested	(136 893)			–	(136 893)
Total five-year awards	273 785			158 600	432 385
Shares Awards – 31 March 2026	**273 785**	**408 681**	**266 247**	**333 947**	**1 282 660**

Subsequent to 31 March 2026, 408 681 shares vested on 5 June 2026 at a value of R93.50.

Note that 136 893 shares on the fourth anniversary of the 6 July 2022 long-term award will vest on 6 July 2026.

2019 LEPS

Awards made under the 2019 LEPS offer executives the right to acquire shares for no consideration, subject to the achievement of performance targets determined by the committee. Vesting of awards under this scheme took place on 7 July 2025 (2022 share award) and 5 June 2026 (2023 award). The outstanding awards under this scheme are as follows:

2019 LEPS	2021 Share Award	2022 Share Award	2023 Share Award	Total Share Awards
Share price at award date	R33.47 Number of shares	R48.77 Number of shares	R39.43 Number of shares	
Three-year awards	549 496	257 722	150 670	957 888
Forfeitures staff leaving	(47 451)	(53 783)		(101 234)
Forfeitures – non-performance	(19 133)	(8 158)	(6 027)	(33 318)
Shares vested	(482 912)	(195 781)		(678 693)
Shares awards – 31 March 2026	**–**	**–**	**144 643**	**144 643**

Subsequent to 31 March 2026, 144 643 shares vested on 5 June 2026 at a value of R93.50.

REMUNERATION REPORT continued

2022 CSPP

As noted above, this scheme operates on the same basis as the 2025 LEPS, 2023 LEPS, 2021 LEPS and 2019 LEPS described above, except that it is a cash-settled scheme, which means that no shares are delivered, but the value of shares at the date of vesting will be paid in cash. Vesting of awards under this scheme took place on 7 July 2025 (2022 award) and 5 June 2026 (2023 award).

The outstanding awards under this scheme are as follows:

2022 CSPP	2022 Notional Share Award	2023 Notional Share Award	2024 Notional Share Award	2025 Notional Share Award	Total Notional Share Awards
Share price at award date	R48.77	R39.43	R50.78	R82.95	
	Number of shares	Number of shares	Number of shares	Number of shares	Number of shares
Three-year awards	437 713	605 516	510 500	304 537	1 858 266
Total forfeitures staff leaving	(12 326)				(12 326)
Total forfeitures – non-performance	(19 918)	(26 278)			(46 196)
Shares vested	(405 469)				(405 469)
Shares remaining – 31 March 2026	–	579 238	510 500	304 537	1 394 275

Subsequent to 31 March 2026, the following awards and vestings took place:

- 297 329 notional shares were awarded on 8 June 2026
- In respect of the 2023 awards, 567 413 notional shares vested on 5 June 2026 at a value of R92.50 calculated in terms of the rules of the scheme. In addition, a participant retired which resulted in 16 158 shares vesting in respect of his 2023 and 2024 awards in terms of the rules of the scheme.

Below is a table setting out the movements for 2026 and 2025 financial years (i.e. from 1 April to 31 March):

Lewis Cash-Settled 2022 Executive Performance Plan – Notional shares	2026	2025
Beginning of the year	1 507 533	1 043 229
Granted	304 537	510 500
Forfeited	(12 326)	(46 196)
Vested	(405 469)	–
End of the year	1 394 275	1 507 533

Summary of all equity-settled awards as at 31 March 2026

2026	Lewis 2023 Executive Performance Scheme	Lewis 2021 Executive Performance Scheme	Lewis 2019 Executive Performance Scheme
Beginning of the year	305 632	1 303 063	340 424
Granted	420 254	333 947	
Forfeited	–		
Vested		(354 350)	(195 781)
End of the year	725 886	1 282 660	144 643
Maximum awards available over the life of the scheme	1 750 000	1 750 000	2 250 000
Utilised for the scheme to date	725 886	1 637 010	1 921 867

2026	Lewis 2022 Executive Retention Scheme	Lewis 2019 Executive Retention Scheme
Beginning of the year	595 041	543 894
Granted	533 583	
Forfeited		
Vested		(543 894)
End of the year	1 128 624	–
Maximum awards available over the life of the scheme	1 500 000	1 500 000
Utilised for the scheme to date	1 128 624	1 273 759
Invested shares	620 744	–

2025	Lewis 2023 Executive Performance Scheme	Lewis 2021 Executive Performance Scheme	Lewis 2019 Executive Performance Scheme
Beginning of the year	–	1 062 905	832 929
Granted	305 632	266 247	
Forfeited	–	(26 089)	(33 318)
Vested			(459 187)
End of the year	305 632	1 303 063	340 424
Maximum awards available over the life of the scheme	1 750 000	1 750 000	2 250 000
Utilised for the scheme to date	305 632	1 303 063	1 921 867

2025	Lewis 2022 Executive Retention Scheme	Lewis 2019 Executive Retention Scheme
Beginning of the year	–	964 653
Granted	595 041	
Forfeited		
Vested		(420 759)
End of the year	595 041	543 894
Maximum awards available over the life of the scheme	1 500 000	1 500 000
Utilised for the scheme to date	595 041	1 273 759
Invested shares	327 273	299 142

SHAREHOLDER DILUTION

As at 31 March 2026, the maximum potential dilution is 3 281 813 shares, i.e. 6.3% of issued share capital. The dilution as calculated in terms of IAS 33 to determine the diluted weighted average shares in issue is 1 933 389 shares, taking into consideration the number of shares that could be acquired at fair value, less the number of shares that would be issued on the vesting of the awards.

REMUNERATION REPORT continued

Outstanding shares for Lewis Group executive directors as at 31 March 2026

	2026		2025	
	J Bestbier	J Enslin	J Bestbier	J Enslin
Lewis 2019 Executive Performance Scheme				
6 July 2022 – Short-term award			94 942	
5 June 2023 – Short-term award		144 643		144 643
Lewis 2021 Executive Performance Scheme				
6 July 2022 – Short-term award				217 457
6 July 2022 - Long-term award	52 746	151 012	79 119	226 518
5 June 2023 - Short-term award	125 933	144 642	125 933	144 642
12 June 2024 - Short-term award	127 019		127 019	
10 June 2025 - Short-term award	83 725			
10 June 2025 - Long-term award	66 980			
Lewis 2023 Executive Performance Scheme				
12 June 2024 – Short-term award		305 632		305 632
10 June 2025 - Short-term award		210 127		
10 June 2025 - Long-term award		210 127		
Lewis 2019 Executive Retention Scheme				
6 July 2022			88 469	144 536
Lewis 2022 Executive Retention Scheme				
18 July 2024	92 502	180 616	92 502	180 616
30 June 2025	78 096	178 520		
	627 001	1 525 319	607 984	1 364 044

In terms of the following schemes, the trust holds the following invested shares on behalf of the above directors by virtue of the investment of their bonuses into the scheme:

Invested shares	2026	2025
Lewis 2019 Executive Retention Scheme		128 153
Lewis 2022 Executive Retention Scheme	291 354	150 215
	291 354	278 368

DIRECTORS' INTEREST

At 31 March 2026, the directors' beneficial direct and indirect interest in the Company's issued shares were as follows:

	2026		2025	
	Direct	Indirect	Direct	Indirect
H Saven	–	13 440	–	6 440
J Bestbier	191 696	93 829	257 982	99 534
J Enslin	706 689	197 525	706 689	178 834
	898 385	304 794	964 671	284 808