



ANNUAL REPORT 2021-22



A member of PG Group

ZARA ZARA
HOME



A member of PG Group

Readers are reminded that the official statutory Annual Financial Report 2022, authorised for issue by the Board of Directors, is in European Single Electronic Format (ESEF) and is published on the Malta Stock Exchange portal <https://www.borzamalta.com.mt/>. A copy of the Independent auditor's report issued on the official statutory Annual Financial Report 2022, is included within this document and comprises the auditor's report on compliance with the requirements of the European Single Electronic Format Regulatory Technical Standard (the ESEF RTS), by reference to Capital Markets Rule 5.55.6.

Company Registration Number: C78333

ANNUAL REPORT 2021-22

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CHAIRMAN'S STATEMENT

The financial year ended on 30 April 2022 was a highly successful one for PG Group.

The group registered a turnover of €147.0m, an increase of 13.6% on the turnover of €129.4m recorded in 2020/21.

The financial year just ended did not see a repeat of the COVID-19 lock downs experienced in the previous two years. Home consumption of foodstuffs was no longer augmented by an enforced isolation, and as expected there was a shift in favour of the external consumption of food once restrictions on circulation were lifted. Turnover in our supermarket and associated retail operations nevertheless increased by 8.9%, which is encouraging. This segment of our operations has grown by 29% over the last three years, exceeding our expectations from two mature locations such as Pama and Pavi.

By the same token, the end of the lock down experienced in early 2021 was followed by a period of expansion within the non-food retail sectors. This benefited our Zara and Zara Home franchise operations, which recorded an increase in turnover of 42.7% when compared to the financial year 2020/21.

Our gross profit for the year amounted to €22.4m, compared to €20.0m in 2020/21, and remained largely constant as a percentage of turnover. Operating profit amounted to €18.1m (12.3% of turnover), while an amount of €16.3m (12.6% of turnover) was registered in 2020/21. Operating profit grew by 4.3% in our supermarket and associated retail segment, and by 46.6% in our franchise operations. Both segments were impacted by rising costs, particularly in the second half

of the financial year; while that administrative costs within our two supermarkets were also impacted by the cost of implementing new core IT systems.

Profit before tax amounted to €16.7m (€14.8m in 2020/21). The tax expense for the year amounted to €4.7m. The group incurred an effective tax charge of 27.9%, reflecting the benefit of having the group's income from rentals taxed at 15%. The resultant profit for the year amounted to €12.0m, representing an increase of 14% over the comparable result of €10.6m recorded in the year ended 30 April 2021.

The group has paid two interim distributions totaling €5.85m in respect of the financial year (€5.2m in respect of 2020/21), amounting to 49% of the profit for the year.

Given the profitable performance recorded by the group, our cash flow and balance sheet remain strong. Net cash flows from operating activities amounted to €15.6m (€13.1m in 2020/21). The group's bank borrowings, net of cash at bank, stood at €221,000 at 30 April 2022 compared to €8.5m a year earlier. The group remains well poised to pursue investment opportunities, a topic that receives constant attention by management and the board.

As already reported by the group, one of PG's achievements in the current financial year was the successful implementation of new core IT systems in our supermarket operations in May 2021. This was a seamless transition that did not impact day to day operations, and that was largely invisible to our clients. The new systems replaced old software that was at the end of its lifecycle and introduced a number of features



"We remain committed to offer an entry level brand that can match or better the prices offered by other supermarkets."

and tools that assist the management and control of our operations. Above all, however, they are aimed at enhancing our clients' experience. Important enhancements have already been made, such as the full integration of our loyalty points system and the introduction of self-checkout points, that are rapidly increasing in popularity. A major step forward will be taken in the near future with the launch of a customer mobile app. This app will facilitate booking and queuing at specialist counters; and amongst other features introduce price checker and product locator facilities, allowing clients to better plan their shopping and facilitating their visit to our supermarkets.

Client centricity remains a key focus for the group. Our outlets continue to score highly in client satisfaction surveys. In a time of rapidly rising food prices, we remain committed to ensuring that, across our product range, we offer an entry level brand that can match or better the prices offered by other supermarkets. At the same time, we continue to stock a wide range of brands catering for our clients' preferences. We can fully accommodate shoppers who are constrained to economize, but without sacrificing our ability to offer our clientele a complete range of alternatives.

Looking ahead at the current financial year, we have once again recorded a positive start. Overall, our sales between May 1 and 15 August 2022 show an encouraging increase over the comparable period in 2021. As with all businesses, however, the group is experiencing severe cost pressures across its operations. Our target for the coming year will remain that of repeating and possibly improving upon the results attained in the financial year to 30 April 2022.

Much will depend of course on macro economic events that are beyond the group's control. Global supply and logistical issues, the war in Ukraine and rising interest rates are all factors that will have a negative impact on disposable incomes. This impact has to date been partly mitigated in Malta by the Government's decision to absorb the cost of rising energy prices, but this may not remain sustainable indefinitely if the current energy crisis is a prolonged one.

In situations such as these, shopping priorities and patterns will necessarily change. Having said this, your board remains confident on the group's outlook in the years ahead. PG Group is particularly well placed to weather a possible decline in consumer spending with its core focus on foodstuffs and on two franchise brands that offer excellent value for money at affordable prices.

The success of the group is the product of a sustained effort by our employees, management and the board; supported by our key business partners, particularly suppliers and tenants. I extend my thanks and congratulations to all concerned for the positive result attained.

John B Zarb

Chairman

25 August 2022

Board of Directors

JOHN B ZARB is a fellow of the Chartered Association of Certified Accountants, and of the Malta Institute of Accountants. He retired in 2016 from a long career with PricewaterhouseCoopers, where he served as a partner from 1988. He served on the Accountancy Board, the regulatory body of the profession, between 1996 and 2014, and represented Government on the EU Accounting Regulatory Committee between 2004 and 2014. John also served for many years as a visiting lecturer and examiner in Auditing at University of Malta. John is today a director on a number of companies, including two banks.

PAUL GAUCI is the main shareholder of the Company. He is the founder of the PG Group and remains one of the driving forces behind the business. He is an experienced businessman, actively involved in the business development of a number of companies, particularly in the retail and real estate sectors, over the last 50 years.

CHARLES BORG is a fellow of the Chartered Institute of Bankers (UK), and holds a banking degree and a Masters degree in financial legislation from the University of Malta. He retired from Bank of Valletta plc in December 2015 following a 34 years career during which he occupied various senior management positions, including that of Chief Executive Officer during 2012 to 2015. He has occupied directorship positions of listed companies in Malta and also Chaired the audit Boards of the European Investment Fund, and of Mapfre Middlesea Insurance. Charles also served as a director on the World's Savings Bank in Brussels and was also the President of the Institute of Financial Services and the President of the Malta Bankers Association.

GIANLUCA BORG joined the Group in July 2015 and is now Chief Purchasing Officer responsible for all procurement activities of both supermarkets whilst also being an integral part in formulating the company's strategic direction. He was appointed to the board of PG plc as an executive director in January 2020 and also owns a retail outlet within PAMA Shopping Village.

CLAIRE ALEXIA BORG GAUCI is a shareholder of a number of companies forming part of the Group. She had joined the Group in April 2008 and worked at the Zara store in Sliema. In September 2015 Claire was then appointed as the company's Head of Marketing and Public Relations while also being responsible for customer and shareholder relationships.

LAWRENCE ZAMMIT is a founding partner and the director of MISCO. He holds a number of directorships in both private and public companies. At MISCO he has developed the market research division of the organisation, and is also a trainer as well as a consultant to a number of business organisations, focusing on strategic issues related to a business development, leadership, human resources development, management and marketing. He is a former chairman of the Employment and Training Corporation, Malta International Airport plc, Air Malta plc and Malta Enterprise.

MARIA MICALLEF was the Managing Partner at RSM Malta until her retirement in December 2020. Maria specialised in business advisory services including mergers and acquisitions, corporate finance, valuations and investment appraisals. She is a visiting lecturer at the University of Malta. Currently Maria is pursuing studies and following a Degree in Humanities at the same University. Maria has a B.A. Hons Accountancy degree and is a Certified Public Accountant. She is a fellow of the Malta Institute of Accountants, a member of the US Institute of Internal Auditors and a member of the Association of Certified Fraud Examiners. Maria served as President of the Malta Institute of Accountants during the period 2013 to 2015.

WILLIAM SPITERI BAILEY a Certified Public Accountant and a registered auditor, is a partner within RSM Malta, responsible for risk management services. William has extensive experience in servicing and advising clients across a wide range of industry sectors. William is an ex-President of the Malta Institute of Accountants and currently a Council Member. He is also the current Chair of the Services Economic Group and of the Financial Services Business Section of The Malta Chamber of Commerce, Enterprise and Industry. William is also currently a member of the IFAC (International Federation of Accountants – New York) Small and Medium Practices (SMP) Committee.

DR EMMA GRECH is a lawyer by profession. Her main areas of practice are corporate and commercial law, capital markets, gaming and data protection regulation. Previously, Emma formed part of the corporate and finance team within a top-tier Maltese law firm, and then joined the Malta Gaming Authority as Senior Legal Counsel. Today, Emma is a partner in Malta-based law firm City Legal, and also occupies the role of company secretary for various companies, including listed entities. She is currently pursuing an LL.M. in Banking and Finance Law at the University of London.

John B Zarb
Chairman



Paul Gauci
Executive Vice-Chairman



Charles Borg
Executive Director &
Chief Executive Officer



Gianluca Borg
Executive Director &
Chief Purchasing Officer



Claire Alexia Borg Gauci
Non-Executive Director



Lawrence Zammit
Non-Executive Director



Maria Micallef
Non-Executive Director



William Spiteri Bailey
Non-Executive Director



Dr Emma Grech
Company Secretary



Senior Management, Group Services and Operations



SENIOR MANAGEMENT

LEFT TO RIGHT

Kevin Azzopardi Head Marketing

Gianluca Borg Executive Director & Chief Purchasing Officer

Ian Micallef Chief Financial Officer

Charles Borg Executive Director & Chief Executive Officer

Silvio Carabott Chief Operations Officer

Malcolm Camilleri Deputy Chief Executive Officer

Mark Seguna Head Information Technology



GENERAL MANAGERS RETAIL

LEFT TO RIGHT

Adriana Cassar Camilleri Brand Manager - Zara®

Manuel Caruana General Manager - Pavi

Jackie Micallef Brand Manager - Zara Home®

Stephen Gauci General Manager - Pama



OPERATIONS MANAGEMENT

LEFT TO RIGHT

Michelle-Marie Buttigieg Head Finance

Giannella Richardson Finance Manager

Sylvienne Xuereb Finance Manager

Marthese Gatt Human Resources Manager

Nadia Spiteri Finance Manager

Mark Mifsud Head Purchasing

Isabelle Spina PA to CEO



CHIEF EXECUTIVE OFFICER'S REVIEW

I am pleased to present to you the financial and operational performance of PG Group (PG) for the financial year ending April 2022. Following two difficult years with the COVID-19 pandemic, financial year 2021/2022 was yet another uniquely challenging year in which unprecedented events and an uncertain environment meant that we had to continuously adapt our business model to meet and exceed our customers' expectations.

This has been an important year for PG Group. Not only have we managed the ongoing impact of the COVID-19 pandemic, but we have also been looking forward to setting out our new multi-year performance framework and the strategic priorities that will help us deliver good results going forward.

COVID-19 posed significant challenges for both our personnel as well as our various customers and our immediate priority was to provide proactive support and flexibility to our customers from the outset of the pandemic.

Two other important factors have influenced our business this year. One related to the logistical problems we were encountering to get products in time, and the other was the consistent increases in the prices of these products. Sourcing the right products at the right pricing is becoming our biggest challenge since suppliers are finding a lot of difficulty in sourcing raw materials, partly as a result of the war in Ukraine and partly due to the significant increase in the prices of fuel.

Notwithstanding, our teams have worked very hard to ensure that we have the full range of products on our shelves at competitive prices. As a result the overall financial performance in Financial Year 2021/22 was stronger than in previous years and this is a reflection that the business of PG Group has matured enough to withstand these challenging situations.

At the same time, the Board continued to explore and analyse a number of investment opportunities to grow the business and I am pleased to report that we will soon be announcing such investments.

The strategy of the group with respect to the two supermarket complexes remains that of focusing its activities on areas closely aligned to its core expertise and to attain an adequate spread of risk.

The overall objective is that of creating destinations that cater for several needs of shoppers, going beyond a routine visit to a supermarket, albeit that the latter remains of fundamental importance.

In order for us to be able to compete effectively, we have increased our direct sourcing from suppliers abroad and

"Overall turnover for financial year 2021/22 for the group was €147m up by 13.6% from the previous year."



"Direct sourcing gives us a competitive advantage over our competition and the benefits derived are generally passed on to our consumers by way of lower prices."

invested more in our Purchasing Department to be able to source new suppliers. Direct sourcing gives us a competitive advantage over our competition and the benefits derived are generally passed on to our consumers by way of lower prices and availability of supply. Having said this as I mentioned earlier, this year was particularly difficult, and we have encountered significant problems with respect to the transportation of goods as well as increased prices. As a result of the war in Ukraine and the logistical bottlenecks in various countries, we have encountered significant delays in the delivery of containers and consistent increases in the prices of products. These increases in prices are being felt by all our consumers and as a result, we are noticing a shift in the habits of people. We understand the pressures being felt by the Maltese families and have reacted by providing everyday low-price strategy.

As a group we continue to focus on a sustained strategy of low-price offers which directly benefit our many customers. We are focusing primarily on the most essential day-to-day products to make sure that we guarantee the supply at affordable prices. Whilst maintaining the customary short-term price offers, tactful procurement from reliable foreign sources and proficient logistical planning, ensured that our supermarkets could offer daily low prices on the most essential day-to-day products. At the same time, we



€147.0m

GROUP'S TOTAL TURNOVER
2021-22



13.6%

INCREASE IN GROUP'S
TOTAL TURNOVER
ON PREVIOUS YEAR



€18.1m

GROUP'S OPERATING PROFIT
2021-22



11.1%

INCREASE IN GROUP'S
OPERATING PROFIT
ON PREVIOUS YEAR



embarked on a campaign to promote our own imported products and branded them as 'super prices'. Today we can say that the two supermarkets offer over 800 staple products within this category of 'super prices'. These prices are locked in for long term. Our strategy of promoting our branded products as 'super prices' has been successful and the results we are publishing today clearly reflect the success of this strategy.

As a result of this strategy, we continue to see an increase in the number of customers coming to do their shopping from our supermarkets. Our commitment is to continue to provide good quality products at competitive prices so that we will cater for all the needs of our clients.

Overall turnover for financial year 2021/22 for the group was €147m up by 13.6% from the previous year. The total turnover of the supermarkets and associated retail operations segment increased by €10m or 8.9% when compared to the previous financial year. The turnover of our franchise business exceeded €25.8m an increase of 42.7% over the figures of the previous year. We expected an increase in our fashion retail business since following COVID-19 many people started to go out again and they wanted to buy new clothes. However, this increase in sales was more than what we had anticipated. The total footfall within the two supermarkets totalled 4.9 million persons during the financial year (4.6 million in 2021).

"Our commitment is to continue to provide good quality products at competitive prices."

We continued on our strategy for the supermarkets to carry a wide range of brands aimed at catering for different tastes and means of customers, without compromising our margins, while offering patrons highly competitive prices. Purchasing of stock directly procured by the business and carried at its own risk is closely controlled to safeguard the competitiveness of our consumer pricing. Procurement is based on supplier negotiations that take advantage of the purchase volumes of the group and of the optimum utilisation of shelf space, while benefiting suppliers through prompt settlement and, where feasible, through efficient logistical arrangements. To maximise efficiency and margins, the group imports certain products directly. We have continued to increase this direct sourcing of products and today we import directly around 25% of all products that are placed on our shelving. To safeguard our supply, we increased our stockholdings particularly of essential commodities to ensure the availability of supply.





To further enhance operational efficiency and reduce operating risk, a number of specialist activities within the supermarkets are subcontracted to such operators. These include, inter alia, the butcher shops, delicatessen counters, fruit and vegetable counters, pasta shops and fish section. The directors believe that such areas within a supermarket require particular attention to ensure varied, quality and fresh produce and that this focus is better attained through specialist and experienced operators with a known reputation in their markets. The group, therefore, does not operate these sections itself

but sub-contracts them to experienced operators. This approach is believed to better ensure the success of the retail food sector and operates to improve overall customer satisfaction, whilst insulating the group from the particular stock expiry and control risks associated with fresh and perishable foods generally. The group makes retail and storage space available to the third-party operators and enters into rental arrangements with them in respect of these facilities. The sales of such operators are invoiced to customers by the supermarkets and are hence included within the group's turnover, with the relative proceeds being passed on to the operators concerned in settlement for the goods acquired, after deducting rents and a margin retained to cover, inter alia, the costs of check out, security, cleaning and other services provided. The group closely monitors the performance of third-party operators to ensure the quality and freshness of all products, and to ensure price competitiveness. The success of the group's supermarkets and the high level of footfall they generate has in turn, enabled the group to maximise its rental income from other retail outlets situated within the complexes. The presence of these outlets is an added convenience to shoppers and serves to enhance the attraction of the complexes as a destination.

Zara & Zara Home franchise operations

The Zara and Zara Home brands belong to the Spanish firm Inditex S.A. which is one of the world's leading retail brands. It has over 7,000 outlets around the world with a group turnover of €27.7 billion as at the financial year end. Our main store in Sliema offers 3,710 square metres of retail space consisting of four floors of clothing and one floor of household goods offered by Zara Home. We also have two levels of storage where we keep all the stock of clothing and household goods. A second Zara Home outlet is situated at the Pama Shopping Mall and measures around 880





"The turnover of our franchise business exceeded €25.8m, an increase of 42.7%"



"We ensure that our supermarkets could offer daily low prices on the most essential day-to-day products."



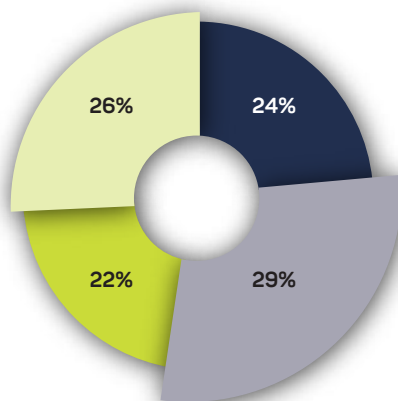
square meters. This is the ideal size to exhibit the range of products available from this brand. This outlet has been very successful, and we are continuously investing in it to retain its attractiveness. A third outlet measuring 480 square metres is located at the Pavi complex. As the franchisee for Zara and Zara Home, the group is responsible amongst other things for the recruitment and management of staff, the accounting, stock control, as well as the security and upkeep of the premises.

Operations within the three stores are at the same time conducted in close liaison with the brand owner, Inditex, which is very much involved in the placement of orders for stock. Zara and Zara Home ensure that the range of merchandise being offered in Malta represent its current offerings of the two brands. As expected, the COVID-19

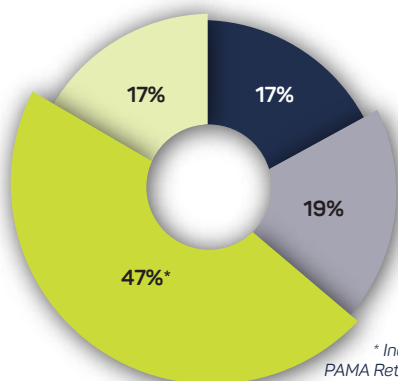
pandemic had a material impact on our Zara and Zara Home business and this was reflected in the sales of the previous two years. However, sales picked up significantly in May 2021 and this trend continued throughout the year. This is reflected in our turnover which has exceeded €25.8m or 42.7% increase over the previous year. Sales of Zara and Zara Home items continue to do well even during this financial year and we are pleased to report that the business strategy we have adopted, in line with that promoted by Inditex S.A. worldwide, is reaping positive results. Inditex have invested heavily on their online platform and as a result we continue to experience a healthy increase in our online sales. Our Zara online sales have now reached 16% of total sales. This strong performance clearly shows that online business will be an integral part of our future in the fashion industry.

ALLOCATION OF AREA

PAVI



PAMA



* Including PAMA Retail Mall

- Supermarket - own operations
- Supermarket - specialist operations
- External retail areas
- Administration and stores

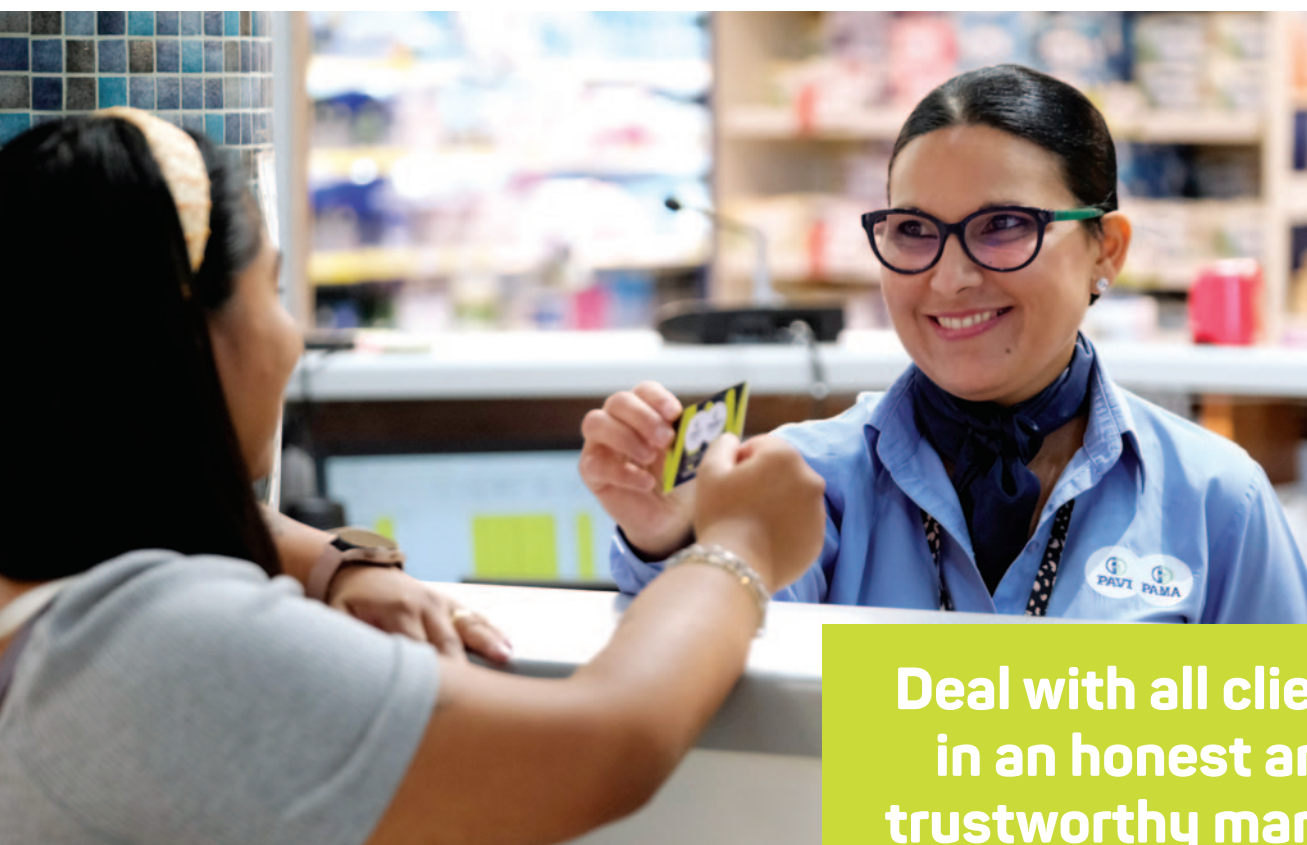
OWN OPERATIONS	SPECIALIST OPERATIONS
Cleaning	Pasta
Frozen	Fruit & Veg
Chilled	Delicatessen
Baby	Fish
Personal Care	Butcher
Confectionary	Bakery
Homeware	Health
Foods	Pet
Cellar	Garments
Beverages	
Do It Yourself	



Environmental, Social, and Governance (ESG)

Many companies and boards are actively looking at introducing concrete initiatives towards the betterment of society in the three main pillars of the **environment, social and governance**. This has become the main thrust in corporate thinking. The European Commission will soon be introducing a directive dealing specifically with this ESG criteria. Environmental, Social, and Governance (ESG) criteria are a set of standards for a company's operations that socially conscious investors and clients use to screen potential investments.

- (i) Environmental criteria consider how a company performs as a 'steward of nature' and includes how a company uses energy, how much waste it generates, pollution, natural resource conservation, and treatment of animals. The criteria can also be used in evaluating any environmental risks a company might face and how the company is managing those risks.
- (ii) On the other hand, social criteria examine how it manages relationships with employees, suppliers, customers, and the communities where it operates, as well as how the company conducts



**Deal with all clients
in an honest and
trustworthy manner**



€12.0m

GROUP'S PROFIT AFTER TAX
2021-22



14.0%

INCREASE IN GROUP'S
PROFIT AFTER TAX
ON PREVIOUS YEAR



€0.2m

GROUP'S BANK BORROWINGS
NET OF CASH IN HAND
2021-22



97.4%

DECREASE IN GROUP'S
BANK BORROWINGS
NET OF CASH IN HAND
ON PREVIOUS YEAR



€15.6m

GROUP'S CASH FLOW FROM
OPERATING ACTIVITIES
2021-22

ESG FACTS AND FIGURES



ETHICS & CORPORATE GOVERNANCE

The group's
PURPOSE, VALUES
and **STRATEGY**
are aligned to our culture

Views of all key
stakeholders are considered
in Board discussions and
decision-making

Board has a
majority of
non-executive
directors

An
appointment
mixture of
skills and
experience on
the Board

ALL
DIRECTORS
are subject
to re-election
during
AGMs

Introduction of a
WHISTLEBLOWERS'
POLICY in 2021



COMMUNITY IMPACT

Making good food
affordable to
everyone by
offering low
prices on staple
items – over
800 PRODUCTS
tagged as
SUPER PRICES

**SUPER
PRICES
EVERYDAY**

Staple
items
reduced by
up to
30%

431 million
loyalty points redeemed
by supermarket
customers in FY 2022.
These were exchanged
for supermarket cash
discounts amounting to

€3.6 million

11.1%
average increase
in salary per
staff member



Increased customer
value with more than
12,000 grocery
home deliveries



Partnered with delivery
company to enable
customers order essential
groceries and get them
delivered in as little as
30 minutes

€354,167
dividends received
by charitable
institutions
deriving from
donated company
shares

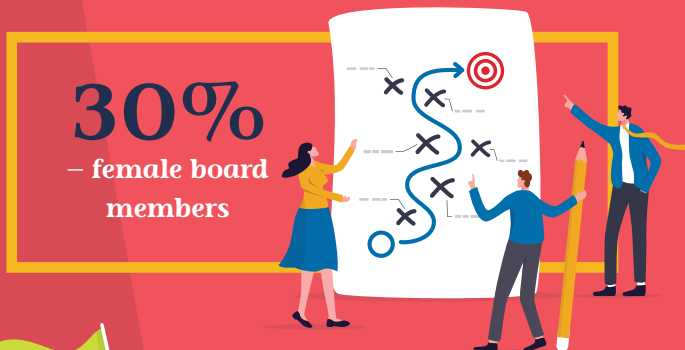
Over
€150,000 in
donations to local
community clubs
and charitable
institutions

WE STRIVE TO LOWER OUR ENVIRONMENTAL FOOTPRINT AND MAKE A POSITIVE CONTRIBUTION TO THE COMMUNITY WE SERVE.



DIVERSITY, INCLUSION & EQUALITY

Staff members deriving from **40 different countries**, all with different ethnicities, cultures, and way of thinking



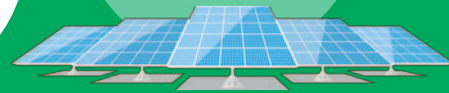
ENVIRONMENT SUSTAINABILITY

We abide by our main principle – **REMOVE** where we can, **REDUCE** what can't be removed, **REUSE** more, **RECYCLE** the remaining



47%
of clothes sold at ZARA in 2021 have been produced using sustainable materials at processes

32%
of electricity units consumed at Pama Shopping Village is generated from solar panels



Introduction of clothes bins at ZARA and ZARA Home outlets for customers to donate used clothes to charity



Packaging material like shrink wraps, cardboard and plastic used in supermarkets is all made up of recyclable matter

GREEN PALLETS
– extended pallet life by reusing good ones and fix the broken ones. Material from pallets which are beyond repair is reused for new pallets.



Offer customers the opportunity to get their free water in a returnable container. This shall help reduce

1.7 MILLION
SINGLE-USE BOTTLES

72
TONNES OF PLASTIC

EVERY YEAR

Foster a family like environment that makes clients feel welcome.



its business relationships with third parties. How do we interact with our suppliers? Does the company contribute back part of its profits to the community and does it encourage its employees to perform any volunteer work? Do the company's working conditions show high regard for its employees' health and safety? Does the company take care of the other stakeholders' interests into consideration when doing business deals?

- (iii) Finally, governance deals with a company's leadership, executive pay, audits, internal controls, succession plans, business continuity plans and shareholders' rights. With regards to governance, our various stakeholders are interested to know that a company uses accurate and transparent accounting methods and that they are given an opportunity to vote on important issues. They may also want assurances that companies avoid conflicts of

interest in their choice of board members, do not use political contributions to obtain unduly favourable treatment and, of course, don't engage in illegal practices. The governance criteria also deal with the composition of the Board and how it interacts with the Chief Executive Officer and his senior management team.

I am pleased to report to you as our shareholders and stakeholders that at PG Group, we take these guidelines as our guiding principles and international best practice. In fact, earlier on this year, PG Group joined twelve other Maltese reputable business organisations to launch a new alliance called Malta ESG Alliance (MESGA) - a private sector initiative to tackle environmental, social and governance priorities being faced by the country.

As a start, the Malta ESG Alliance's founding members' aspiration is to increase committed members substantially from all economic sectors (whether small,



€5.9m

**NET DIVIDEND DISTRIBUTED
TO SHAREHOLDERS
2021-22**



3.7%

**GROSS YIELD ON MARKET VALUE
OF COMPANY'S SHARE PRICE
AS AT YEAR END**

medium or large), whereby every company would join in this transformation mission by taking the lead and acting by example as an honest and credible corporate citizens.

During the launch, the Malta ESG Alliance the promoters explained that the first ESG theme to be prioritised will be that of decarbonisation. Each of the founding members committed itself to launch an initiative to reduce its own carbon footprint. The transition to a decarbonised future is critical for the Maltese community.

Mr David Xuereb who is one of the main promoters behind this important private initiative, has been quoted as saying that *"the businesses that have joined the Malta ESG Alliance (MESGA) have demonstrated great maturity by jointly committing to take the necessary and effective actions to be truly impactful to motivate and drive a sustainable and healthy society in good time. These initiatives are not straight-forward, but by collectively championing long-term value ahead of short-sighted gains or profit we stand to focus on what matters most by walking-the-talk and credibly leading*



by example. The Alliance is open to any business that shares these values and willing to form part of this mission. ESG makes business sense. The objective of MESGA is to reach out to all business and supply-chain to develop momentum that will reach the desired tipping points. We will be increasing initiatives that drive absolute decarbonisation actions and explore further ESG goals and actions."

PG Group's main initiative will be to introduce reusable water bottles in replacement to the one-time use water bottles. Today we distribute close to 10 million single-use bottles a year. With this initiative, we aim to reduce 1.7 million plastic bottles a year equivalent to 72 tonnes of plastic. It is our objective that in the next three years, we will reduce the amount of plastic bottles by 50%.

We have also taken other initiatives by ensuring that our purchasing people give preference to suppliers and manufacturers that operate with reusable packaging. This is an initiative that is becoming more prevalent with large suppliers and manufacturers of food items.

On the social and governance front, our group is already doing quite a lot in terms of gender equality and staff working conditions. The group's level of governance is

high since we adopt international best practice in terms of board composition, management committees and transparency in reporting.

This ESG initiative is a long term journey and different initiatives will be implemented over the coming years. It is a process adopted by the company to make it a better corporate citizen and to plough back part of its annual earnings into the society where it operates. Furthermore, institutional investors are more and more looking positively at those companies that engage themselves in ESG initiatives and contribute towards the society of which they form part.

Financial performance of Financial Year 2022

The group's annual report turnover reached €147m an increase of 13.6% over the previous financial year. Pama and Pavi supermarkets contributed the bulk of this increase because of their strong performance, notwithstanding the challenges being faced as a result of the logistics and increased prices. The profit before tax for financial year 2021/2022 was €16.7m reflecting

Għall-irħas xirja...



**SUPER
PRICES
EVERYDAY**

Kulhadd jaf!

PAVIPAMA.COM.MT



an increase of 12.4%. As stated earlier the sales of the two supermarkets and associated retail operations exceeded €121.2m whilst that of the fashion retail reached €25.9m. The increase in our Zara and Zara Home sales was 42.7% compared to the previous year.

Management has sought to keep tight control over its administrative, sales and marketing expenses, notwithstanding the continued pressure on staff salaries. The Maltese economy is at full employment and as a result we are experiencing significant pressure on staff retention. Management has decided to adjust staff salaries in order to retain key personnel. As a result of this, our overall expenses increased by 17% from €4.5 million last year to €5.25 million this year. The group's overall employment cost, including direct employees included in cost of sales, selling and marketing costs and administration expenses amounted to €10 million (including Government employment subsidies, which amounted to €0.2 million) when compared to €8.2 million in financial year 2021. The staff complement during the financial year averaged 384 persons. In line with our commitment to ensure gender equality, the group employs 244 females and 140 males coming from 40 different countries.

The group's net finance costs continued to decrease from €1.3 million in financial year 2021 to €1.2 million in financial year 2022. Taxation for the year amounted to €4.65 million, representing an effective tax charge of 27.9% (28.9% in financial year 2021). After deducting taxation, PG Group registered a net profit for the year of €12 million, when compared to €10.6 million the previous year, representing an increase in profits of 14%.

The group also generated a net positive cash flow from operating activities amounting to €15.6 million and ended up the financial year with €7.7 million in cash and cash equivalent. This is a very healthy liquidity position which enables management to continue to reduce the group's indebtedness as well as maintain the distribution of regular dividends to its shareholders. It

also constitutes a platform for future expansion. As at 30 April 2022, the group had bank borrowings net of cash in hand of €0.2 million. This compares very favourably with the €8.5 million net bank debt as at 30 April 2021 reflecting a reduction of 97.4%.

Dividends

As in previous years, the Board of Directors adopted a policy to distribute two interim dividends during each financial year, and to plan its financial commitments in a manner that attaches priority to the payment of such dividends. In line with this policy, the Board distributed in total a net dividend of €5.85 million in respect of financial year 2022 compared to €5.2 million the previous year. This reflects an increase of 12.5% in the dividend paid. The net dividend of €5.85 million paid represents €0.05 per share and a gross dividend yield of 3.7% on the market value of the company's share price as at year end.

Implementation of new IT systems

As we had already mentioned in previous annual reports and even during our annual general meetings, the group embarked on an ambitious project to implement an integrated IT platform to replace the legacy systems that supported our operations for many years. This project had to be planned and executed whilst the supermarket operation was still ongoing and without any downtimes and disturbances to our customers. I am pleased to report that this project went live in the beginning of this financial year and it was clearly a successful implementation. We are now benefitting from the new functionalities that this new system offers. We have also implemented self-check-out counters at Pama and will soon be replicating the same in Pavi. Going forward, our IT team will be implementing other solutions that will impact favourably our customers such as the information app on all our products. Clearly this is a major achievement for our people since they have

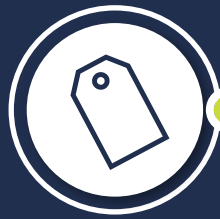
"ESG initiative is a long term journey and different initiatives will be implemented over the coming years. It is a process adopted by the company to make it a better corporate citizen."

SUPERMARKET INSIGHTS



70,000

PRODUCTS AVAILABLE



4,425

BRANDS AVAILABLE



9,800

SQUARE METRES OF
RETAIL SPACE



14,159

RUNNING METRES OF
SHELVING



110

RUNNING METRES OF
FRESH COUNTERS



1,700

PARKING SPACES



HELP US REDUCE

GET YOUR FREE WATER IN A RETURNABLE CONTAINER

12L

WATER COUPON
+
500 POINTS
↓
FILLED RETURNABLE CONTAINER

REFUSE SINGLE USE

HELP US REDUCE

1.7 MILLION SINGLE-USE BOTTLES

72 TONNES OF PLASTIC

EVERY YEAR

PGGROUP.COM.MT/REFUSE-SINGLE-USE





successfully replaced the core engine of the group's supermarket business whilst our operations were still on-going. And we have managed to do this without any disruptions to our customers.

Way forward

As stated in my report, this financial year was characterised by new challenges primarily in the logistics and the increase in the general level of prices. Managing these has not been easy particularly following two years of disruption as a result of the COVID-19 pandemic. However, we can safely say that our group has been quite successful in sourcing the right products, negotiating the best deals and making sure that products are available to our many customers at competitive prices. In actual fact the results we are publishing confirm this. At the same time, we are actively looking at opportunities to grow our business in the areas related to our core operations. We have been evaluating a number of different investment opportunities and we hope to be in a position to conclude some of them in the months to come.

The long term success of this group will depend on our ability to cope with the different challenges we face and the future investments we need to make. I have full faith in what we are doing and am convinced that the Group's strategy will continue to drive us forward.

Before concluding I would like to take this opportunity to thank all our employees especially my senior management team, for their dedication and hard work and for never losing sight of our purpose and values. Living our new purpose is essential to the running of this business. It is what drives us forward and guides the decisions we make. Reflecting our commitment to the communities we serve and the wider environment, it is right that we have evolved our purpose: serving our customers and communities a little better every day.

I would also like to express my gratitude to our board of directors for their continuous guidance and support. The board continues to engage with stakeholders both inside and outside the business. As a business, we have a deep understanding of our customers, and the expertise in our team to help drive progress.





Starbucks opened at Pama in December 2021



Cinnabon shop opened at Pama Shopping Mall in January 2022



Crispy Flavoured Chicken opened at Pavi in February 2022



8,328

RETAIL SPACE IN
SQUARE METRES AT
PAMA SHOPPING VILLAGE AND
PAVI SHOPPING COMPLEX



47

NUMBER OF OUTLETS AT
PAMA SHOPPING VILLAGE AND
PAVI SHOPPING COMPLEX



Häagen-Dazs opened at Pama in March 2022



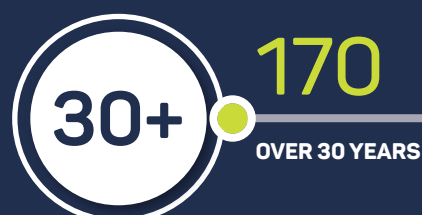
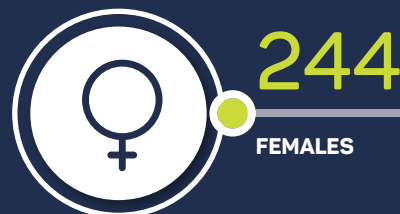
Crocs shop opened at Pama Shopping Mall in May 2022

PG group will continue to focus on driving greater value for all stakeholders – doing the basics brilliantly and leveraging our many unique advantages across the group to enhance competitiveness, accelerate growth and generate cash. We will also deliver ongoing capital returns to shareholders, through our declared dividend policy.

Last but not least, I would also like to thank all our customers for trusting us and do their shopping with us. Without their custom we would not be able to be successful.

Charles Borg
Group Chief Executive Officer

25 August 2022



Directors' Report

The directors present their Annual Financial Report for the year ended 30 April 2022.

Principal activities

The group is engaged in the retailing of food, household goods and other ancillary products through the Pavi Shopping Complex and Pama Shopping Village, and the selling of Zara® clothing and Zara Home® household goods as a franchisee of the Inditex Group. The group also leases a number of retail outlets within Pavi Shopping Complex and Pama Shopping Village to third parties.

The business model of the group with respect to the two supermarket complexes remains that of focusing its activities on areas closely aligned to its core expertise and to attain an adequate spread of risk. Revenue is generated from three types of activity, namely:

- the retailing of food and non-food products, directly procured by the business and carried at its own risk;
- rental arrangements with third party operators in respect of certain specialist activities carried out from designated areas within the supermarkets; and
- the management, operation and letting of other retail and commercial outlets within the two complexes.

The overall objective is that of creating destinations that cater for a number of the day-to-day needs of shoppers, going beyond a routine visit to a supermarket, albeit that the latter remains of fundamental importance to the group. The supermarkets are the key anchors of each complex. In both cases, they are set out on one floor, employing a logical and customer-friendly layout that has proved popular with patrons, supported by numerous check-out points that facilitate customer flows and minimise queues during peak shopping hours. The overall shopping experience is accentuated by high levels of customer service, supported by continual staff training, and a continued emphasis on competitive pricing.

In a time of rapidly rising food prices, the group maintained its focus on ensuring that it offers an entry level brand, across its product range, that can match or better the prices

offered by other supermarkets. At the same time PG Group continues to stock a wide range of brands catering for differing client preferences.

Conveniently accessible locations, coupled with extensive free car parking, characterise the shopping facilities available both at Pama and at Pavi.

The PG Group's Zara® franchise operations were initiated in 2001 at the Alhambra store in Tower Road, Sliema. The outlet is owned on a freehold basis and is situated in what is possibly Malta's prime retail location, attracting a high footfall. The retail space within this outlet amounts to 3,311 sqm, apart from supporting staff and storage facilities. The outlet houses one of the largest Zara® department stores in Europe.

The Sliema store also includes one floor dedicated completely to Zara Home®. Two further Zara Home® outlets, measuring 880sqm and 480sqm respectively, are located within the Pama and Pavi complexes.

As the franchisee for Zara® and Zara Home®, the group is responsible, inter alia, for staff recruitment and management, accounting, stock control as well as the security and upkeep of the premises. Operations within the two stores are at the same time conducted in close liaison with the brands' owner, Inditex, which is closely involved in the placement of orders for stock, seeking to ensure that the range of merchandise retailed in Malta at all times represents the current offerings of the two brands.

Review of the business

Trading operations

Turnover for the year ended 30 April 2022 amounted to €147,049,000 (€129,449,000 in 2021) representing a growth of 13.6%.

The growth in the group's turnover was in part driven by the reduced impact of the COVID-19 pandemic.

With the cessation of lockdowns, home consumption of foodstuffs was no longer augmented by an enforced isolation. As expected, once restrictions on circulation were

Directors' report *continued*

Review of the business *continued*

Trading Operations *continued*

lifted, there was a shift in favour of the external consumption of food. Turnover in our supermarket and associated retail operations nevertheless increased by 8.9%, which is encouraging. This increment reflects added sales within the two supermarkets, together with a growth in rentals from the associated shopping outlets.

This segment of our operations has grown by 29% over the last three years. During this period, the group has maximised the use of available space at the two complexes and carried out a significant refurbishment at Pavi. Having said this, these remain two mature complexes and in this context the growth registered has exceeded the board's expectations.

This success has been attained while remaining vigilant to the continuance of food supply responsibilities carried by our supermarket operations, which remain an essential component of the food supply chain. Supply chain continuity and cost was a key issue for management during the second half of the financial year. During this period the group continued to receive a reliable and efficient service both from its local and overseas suppliers. In addition, where necessary, changes were implemented by the group on the timing and extent of restocking.

By the same token, the end of the lock down experienced in early 2021 was followed by a period of expansion within the non-food retail sectors generally across the Maltese islands. The country also experienced an improvement in tourist arrivals, which is relevant to our flagship store in Sliema. These changes benefited our Zara and Zara Home franchise operations, which recorded an increase in turnover of 42.7% when compared to the financial year 2020/21. As one would expect, the increase was recorded principally in our in-store sales, but the on-line sector also continued to grow, recording an increment of 10% during the year.

The group remained vigilant across its operations to the dangers posed by the COVID-19 pandemic and maintained its focus on ensuring the safety of customers and staff. Vaccination has reduced the severity and consequences of contracting COVID-19, but at different points in the year the incidence of infection was relatively steep, resulting in a high degree of absenteeism. The group again adopted working practices, even if at some additional cost, to successfully ensure the uninterrupted operation of its stores.

During the financial year under review, overall gross profit percentages amounted to 15.2% (15.4% in 2020/21). Increases in rentals and in franchise operations in-store sales, that typically carry higher margins, have broadly compensated for the cost increases resulting from the factors noted above. Cost increases were also incurred in the administrative sector, including the expense related to the implementation of new core IT systems by the group.

The resultant operating profit amounted to €18,084,000, an increase of 11.1% over the comparative of €16,282,000 recorded in 2020/21.

Net finance costs amounted to €1,229,000, compared to €1,313,000 in the previous financial year, reflecting a continued reduction in borrowings.

The group's profit before taxation amounted to €16,688,000, compared to €14,849,000 in 2020/21. The group incurred an effective tax expense of 27.9% (28.9% in 2020/21), which reflects in part the entitlement of incurring a final tax of 15% on rental income received. The profit after taxation for the year under review amounted to €12,037,000, an increase of 14.0% over the 2020/21 comparative of €10,558,000.

Cash flow and financing

The group generated a net cash flow from operating activities of €15,608,000 (€13,117,000 in 2020/21), which was applied in the main towards the payment of dividends and towards the reduction of borrowings. As at 30 April 2022, PG p.l.c. had bank borrowings, net of cash in hand, of €221,000 (€8,544,000 in 2020/21), including fixed term loans on which it bears a servicing obligation, inclusive of interest and capital repayments, of €1,966,000 per annum. The group had no material capital expenditure commitments at 30 April 2022.

Financial position and associated financial and other risks and uncertainties

Group equity increased by 13.4% to €55,680,000 at 30 April 2022, when compared to 2021, as a result of the retained profits for the year under review. As already noted above, the group's net bank gearing was negligible at 30 April 2022.

Directors' report *continued*

Review of the business *continued*

Financial position and associated financial and other risks and uncertainties *continued*

The group operates in a highly competitive business environment and remains subject to various risks such as increasing pressures on margins and increased competition to attract and retain customers.

Looking ahead at the current financial year, we have once again recorded a positive start. Overall, our sales between May 1 and 15 August 2022 show an encouraging increase over the comparable period in 2021. As with all businesses, however, the group is experiencing severe cost pressures across its operations. Our target for the coming year will nevertheless remain that of repeating and possibly improving upon the results attained in the financial year to 30 April 2022.

Much will depend of course on macro economic events that are beyond the group's control. Global supply and logistical issues, the war in Ukraine and rising interest rates are all factors that will have a negative impact on disposable income. This impact has to date been partly mitigated in Malta by the Government's decision to absorb the cost of rising energy prices, but this may not remain sustainable indefinitely if the current energy crisis is a prolonged one.

In such circumstances, shopping priorities and patterns will necessarily change. Your board nevertheless remains confident on the group's outlook in the years ahead. The group's business model is based on the retail of foodstuffs, an essential commodity, and of two franchise brands that offer excellent value for money at affordable prices. PG Group remains particularly well placed to weather a possible decline in consumer spending.

The business of the group moreover continues to be conducted in a prudent manner seeking to avoid undue levels of risk that could impair its resilience when faced with unfavourable market conditions or that could inhibit its ability to capitalise on suitable opportunities that may be identified from time to time. In particular:

- The major part of purchases and other expenditure, and all revenues, are denominated in euro and the group does not maintain any material assets or liabilities denominated in foreign currency. Its exposure to currency risk is negligible.
- The group's term borrowings carry a fixed interest rate in their initial years, when capital outstanding is higher than later in the term of the loans, and any future increases in interest rates would have a minimal impact on its results. The group's outstanding loans at 30 April 2022 were moreover matched by cash reserves in hand and the group is effectively free of any borrowing commitments that could inhibit business resilience.

- The group operates retail businesses where the granting of credit is limited and the credit risk carried is low in the overall context of the group.
- The group maintains a healthy relationship with its suppliers and care is taken to respect agreed credit terms. Prudence is exercised in cash management to ensure that the group maintains at any point in time a material liquidity cushion in terms of available unutilised overdraft facilities.

Further information on the group's financial risk management is set out in note 2 to the financial statements.

The income and equity movements statements are set out on pages 52 and 53 to 54 respectively.

An interim net dividend of €2,250,000 was distributed by the company in December 2021. A second net dividend of €3,600,000 was distributed in July 2022. The total net dividend distributed from the profits earned in the financial year ended 30 April 2022 therefore amounted to €5,850,000 (€5,200,000 in 2020/21).

Directors

The directors of the company during the financial year ended 30 April 2022 and as at the date of this report are:

Mr John Zarb

Non-Executive Chairman

Mr Paul Gauci

Executive Vice-Chairman

Mr Charles Borg

Executive Director & Chief Executive Officer

Mr Gianluca Borg

Executive Director

Ms Claire Alexia Borg Gauci

Non-Executive Director

Ms Maria Micallef

Non-Executive Director

Mr William Spiteri Bailey

Non-Executive Director

Mr Lawrence Zammit

Non-Executive Director

In accordance with the company's Memorandum and Articles of Association, Mr William Spiteri Bailey and Mr Lawrence Zammit will retire by rotation at the next Annual General Meeting and, being eligible, have been nominated, and accordingly offered themselves, for re-appointment.

Statement of directors' responsibilities for the financial statements

The directors are required by the Maltese Companies Act (Cap. 386 of the Laws of Malta) (the "**Companies Act**") to prepare financial statements which give a true and fair view of the state of affairs of the group and the parent company as at the end of each reporting period and of the profit or loss for that period.

In preparing the financial statements, the directors are responsible for:

- ensuring that the financial statements have been drawn up in accordance with International Financial Reporting Standards as adopted by the EU;
- selecting and applying appropriate accounting policies;
- making accounting estimates that are reasonable in the circumstances; and
- ensuring that the financial statements are prepared on the going concern basis unless it is inappropriate to presume that the group and the parent company will continue in business as a going concern.

The directors are also responsible for designing, implementing and maintaining internal control as necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and that comply with the Companies Act. They are also responsible for safeguarding the assets of the group and the parent company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The financial statements of PG p.l.c. for the year ended 30 April 2022 are included in the Annual Report 2022 which is published on the group's website (www.pggroup.com.mt) and available in hard copy printed form upon request. The directors are responsible for the maintenance and integrity of the Annual Report on the website in view of their responsibility for the controls over, and the security of, the website. Access to information

published on the group's website is available in other countries and jurisdictions, where legislation governing the preparation and dissemination of financial statements may differ from requirements or practice in Malta.

The directors confirm that to the best of their knowledge:

- the financial statements give a true and fair view of the financial position of the group and the parent company as at 30 April 2022, and of the financial performance and the cash flows for the year then ended in accordance with International Financial Reporting Standards as adopted by the EU; and
- the Annual Report includes a fair review of the development and performance of the business and the position of the group and the parent company, together with a description of the principal risks and uncertainties that the group and the parent company face.

Going concern basis

After making due enquiries and taking account of all known factors that could impact the group's operations, including the COVID-19 pandemic, the directors, at the time of approving the financial statements, have determined that there is reasonable expectation that the group and the parent company have adequate resources to continue operating for the foreseeable future. For this reason, the directors have adopted the going concern basis in preparing the financial statements.

Additional information pursuant to Capital Markets Rule 5.64

Details of the company's share capital are disclosed in note 13 of the financial statements on page 82.

The issued share capital consists of one class of ordinary shares with equal voting rights attached. All shares are freely transferable.

Mr Paul Gauci owns 68.38% of the issued share capital of the company. No other shareholder holds 5% or more of the share capital of the company.

Mr Paul Gauci also exercises the voting rights on 4,250,000 ordinary shares, equivalent to 3.93% of the company's issued share capital, which he had in past years donated to various charitable institutions. The institutions concerned have expressed their preference not to be involved in the

decision making of a commercial concern, and the voting rights of the shares in question accordingly continue to be exercised by Mr Gauci.

At present, in terms of the Articles of Association of the company, the board of directors shall consist of a maximum of eight (8) directors, one of whom shall be the Chief Executive Officer. Once appointed to office in accordance with the provisions of the Articles of Association of the Company, a director (not being the Chief Executive Officer, who shall be appointed to the board by virtue of his office following his engagement by the company) may serve in office for a minimum period of three (3) years and a maximum period of five (5) years, unless s/he resigns or is earlier removed or is due to retire by rotation in accordance with the Articles of Association of the company, provided that a director whose term of office expires shall be eligible for re-appointment.

The term of office of all directors (excepting the Chief Executive Officer) shall be of three (3) years, following which one third of such directors shall retire by rotation. In every subsequent year, 1/3 of the directors or, if their number is not three (3) or a multiple of three (3), then the number nearest 1/3, shall retire from office.

The appointment of the directors (not being the Chief Executive Officer, as aforesaid) shall take place at the Annual General Meeting of the company. The Articles of Association of the company provide for a mechanism pursuant to which recommendations of prospective directors to the Remuneration Committee and Nominations Committee (the **"RemNom Committee"**) may be made by any shareholder or shareholders holding in the aggregate not less than €250,000 in nominal value of shares having voting rights in the company. No person shall be or become entitled to act or take office as a director of the company unless approved by the RemNom Committee, which is empowered by the Articles of Association of the company to reject any recommendation made if in its considered opinion, the appointment of the person so recommended as a director could be detrimental to the company's interests or if such person is not considered as fit and proper to occupy that position. Where the number of candidates approved by the RemNom Committee is more than the number of vacancies on the board of directors, then an election would take place in accordance with the provisions of the Articles, pursuant to which those candidates obtaining the highest number of votes overall from amongst the candidates listed on the ballot paper distributed in advance of the general meeting shall be elected and appointed directors.

Any director may be removed at any time by the ordinary resolution of the shareholders of the company in

accordance with the Companies Act, in accordance with any other applicable law, or in the specific cases set out in the Articles of Association of the company.

The administration and management of the company shall be conducted by the directors, who shall appoint one of their number to act as chairman. The Articles of Association of the company do not contemplate any specific instances of administration and management of the company which are reserved for the decision, or the prior approval of, the shareholders of the company and/or any committee of the company.

The directors are empowered to act on behalf of the company and, in this respect, have the authority to enter into contracts, sue and be sued in representation of the company. They may transact all business of whatever nature of the company not expressly reserved to the shareholders in general meeting or by any provision contained in any law for the time being in force.

The primary provisions regulating the board of directors' workings, as well as the appointment and replacement of directors, may be found in Articles 12-15 and 17-23 of the Articles of Association of the company.

In terms of Article 3.16 of its Articles of Association, the company may, subject to the provisions of the Companies Act acquire or hold any of its shares.

An extraordinary resolution approved by the shareholders in the general meeting is required to amend the Articles of Association, however, no deletion, amendment or addition to the Articles of Association shall have effect unless prior written approval has been sought and obtained from the Listing Authority therefor.

It is hereby declared that, at 30th April 2022, with the exception listed below, the company is not party to any significant agreement pursuant to Capital Markets Rule 5.64.10.

The franchise agreements with Inditex Group regarding Zara® and Zara Home® respectively require the prior consent of Inditex to any change in control of the group. In the absence of such prior consent, Inditex would be entitled to exercise its rights under an option agreement whereby Inditex could terminate the franchise agreements and assume the ownership of the operation of the stores.

The board declares that the information required under Capital Markets Rules 5.64.4, 5.64.5, 5.64.6 and 5.64.11 is not applicable to the company.

Remuneration Report

The Remuneration Report is located on pages 46 to 49 of this Annual Report and sets out details of the remuneration strategy and policy of the group. The Remuneration Report also contains, inter alia, details of the financial packages of the directors and the Company's senior executive team. In accordance with Capital Markets Rules 12.26L and 12.26M, the Remuneration Report will be subject to an advisory vote by the shareholders at the forthcoming Annual General Meeting and will be made available on the Company's website for a period of 10 years thereafter. The contents of the Remuneration Report have been reviewed by the external auditors to ensure that it confirms with the requirements of the Capital Markets Rules.



John B Zarb
Chairman



Paul Gauci
Vice-Chairman

Registered address:

PG Group Head Offices,
PAMA Shopping Village,
Valletta Road,
Mosta,
Malta.

Telephone (+356) 2349 6100

Dr. Emma Grech
Company Secretary

25 August 2022

Auditors

The auditors, PricewaterhouseCoopers, have indicated their willingness to continue in office, and a resolution for their re-appointment will be proposed at the Annual General Meeting.

Signed on behalf of the Board of Directors on 25 August 2022 by John Zarb (Chairman) and Paul Gauci (Executive Vice-Chairman) as per the Directors' Declaration on ESEF Annual Financial Report submitted in conjunction with the Annual Financial Report.

Corporate governance statement

A. Introduction

PG p.l.c. was incorporated on 25 November 2016 and acquired control of the subsidiaries and associates that constitute the group's business on 10 March 2017. The company's equity was admitted to the Official List of the Malta Stock Exchange on 4 May 2017.

Pursuant to the Capital Markets Rules issued by the Malta Financial Services Authority, the company endeavours to follow the Code of Principles of Good Corporate Governance contained in Appendix 5.1 to Chapter 5 of the Capital Markets Rules (the "**Code**"). In terms of Capital Markets Rule 5.94, the company hereby reports on the extent of its adoption of the principles of the Code covering the financial year ended 30 April 2022.

The company acknowledges that the Code does not prescribe mandatory rules, but recommends principles of good practice. Nevertheless, the board strongly believes that such practices are generally in the best interests of the company and its shareholders, and that compliance with the principles of good corporate governance is not only expected by investors but also evidences the directors' and the company's commitment to a high standard of good governance.

Good corporate governance is the responsibility of the board of directors, and in this regard the board has carried out a review of the company's compliance with the Code for the financial period being reported upon.

B. General

The company's governance is led by its board of directors, which is responsible for the overall determination of the company's business strategies and policies. The company has adopted a corporate decision-making and supervisory structure that is tailored to suit its requirements and designed to ensure the effective operation of adequate controls and procedures within the company, whilst retaining an element of flexibility essential to allow the company to react promptly and efficiently to circumstances arising in respect of its business, taking into account its size and the economic conditions in which it operates. The directors are of the view that it has employed structures which are suitable and complementary to the size and operations of the company. Accordingly and in

general the directors believe that the company has adopted appropriate structures to achieve an adequate level of good corporate governance, together with an adequate system of control in line with the company's requirements.

This corporate governance statement (the "**Statement**") sets out the structures and processes in place within the company and explains how these effectively achieve the goals set out in the Code. For this purpose, this Statement will make reference to the pertinent principles of the Code and then set out the manners in which the directors believe that these have been adhered to. Where the company has not complied with any of the principles of the Code, this Statement will provide an explanation for non-compliance.

C. Compliance with the Code

Principle 1: The Board

The board's role and responsibility is to provide the necessary leadership, to set strategy and to exercise good oversight and stewardship. In terms of the Memorandum of Association of PG p.l.c., the affairs of the company are managed and administered by a board composed of up to eight (8) directors.

The board is in regular contact with the Chief Executive Officer, who is a board member, in order to ensure that it is in receipt of timely and appropriate information in relation to the business of the group and management performance. This enables the board to contribute effectively to the decision-making process, whilst at the same time exercising prudent and effective controls.

The board delegates specific responsibilities to the Audit Committee and to the RemNom Committee. Further detail in relation to the committees and the responsibilities of the board is found in Principles 4, 5 and 8 of this Statement.

Principle 2: Chairman and Chief Executive

The statute of PG p.l.c. provides for the board to appoint a Chairman from amongst the directors. It also provides for the appointment of a Chief Executive Officer who serves, by virtue of his office, as a director of the company. Mr John Zarb and Mr Charles Borg were appointed Chairman and Chief Executive Officer respectively.

Corporate governance statement *continued*

C. Compliance with the Code *continued*

Principle 2: Chairman and Chief Executive *continued*

The Chairman is responsible to lead the board and set its agenda, ensure that the directors of the board receive precise, timely and objective information so that they can take sound decisions and effectively monitor the performance of the company, ensure effective communication with shareholders and encourage active engagement by all directors during board discussions.

The Chief Executive Officer leads the management team of the group. He reports regularly to the Board on the business and affairs of the group and the commercial, economic and other challenges facing it. He is also responsible to ensure that all submissions made to the board are timely, give a true and correct picture of the issue or issues under consideration, and are of a professional standard suited to the subject matter concerned.

The Chief Executive Officer is supported by Mr Paul Gauci, the founder and major shareholder of the company, who serves as Executive Vice-Chairman. Mr Gauci also takes a leading role in the business development of the group and in identifying and developing opportunities for expansion.

The Chief Executive Officer chairs a Management Committee composed of the group's senior executives. The committee meets on a weekly basis to review the conduct of operations, to review and discuss monthly management accounts and to review and approve annual plans and budgets prior to their presentation to the board. The heads of the respective business areas are invited to attend the Management Committee and to answer any questions of the members of the Management Committee.

The Deputy Chief Executive Officer, Mr Malcolm Camilleri, chairs a Purchasing Committee charged with assisting the Chief Purchasing Officer in the operation of the group's purchasing activities and in negotiations with suppliers. The Purchasing Committee also exercises oversight on the group's relationships with its principal suppliers.

Principle 3: Composition of the Board

The composition of the company's board of directors is designed to attain a diverse mix of professional and business skills and backgrounds appropriate to the needs of the group, and an appropriate balance between executive and non-executive directors.

The board of directors is composed of:

Non-Executive Directors

Mr John Zarb FCCA FIA CPA - Chairman
Ms Maria Micallef B.A. Hons Accty, FIA, CPA
Mr William Spiteri Bailey FIA CPA
Mr Lawrence Zammit MA (Econ)
Ms Claire Alexia Borg Gauci

Executive Directors

Mr Paul Gauci - Executive Vice-Chairman
Mr Charles Borg BA Banking & Finance, MA Financial Services, FCIB - Chief Executive Officer
Mr Gianluca Borg

Independence of Non-Executive Directors

In line with supporting principle 3 (iii) of main Principle 3, at least one third of the board consists of non-executive directors. With the exception of Ms Claire Alexia Borg Gauci, who resigned from employment by the group in May 2020, all the non-executive directors are considered as independent within the meaning of the Code. None of the independent non-executive directors:

- (a) are or have been employed in any capacity by the company;
- (b) receive significant additional remuneration from the company except, from time to time, in the conduct of specific additional duties connected to their office as directors of the company;
- (c) have close family ties with any of the executive members of the board;
- (d) have been within the last three years an engagement partner or a member of the audit team of the present or past external auditor of the company; and
- (e) have a significant business relationship with the company.

In terms of Code Provision 3.4, each non-executive director has committed to the board that he/she undertakes:

- (a) to maintain in all circumstances his/her independence of analysis, decision and action;

Corporate governance statement *continued*

C. Compliance with the Code *continued*

Principle 3: Composition of the Board *continued*

- (b) not to seek or accept any unreasonable advantages that could be considered as compromising his/her independence; and
- (c) to clearly express his/her opposition in the event that he/she finds that a decision of the board may harm the company.

Appointment and Removal of Directors

Pursuant to generally accepted practices, as well as the company's Articles of Association, the appointment of directors to the board is reserved exclusively to the company's shareholders, except in so far as an appointment is made to fill a vacancy on the board, which may be filled by co-option made by the board on the recommendation of the RemNom Committee.

The Articles of Association regulate the appointment of directors. Any one or more shareholders who in aggregate hold not less than €250,000 in nominal value of shares having voting rights in the company are entitled to recommend fit and proper persons for appointment as directors of the company, such nominations being subject to the approval of the RemNom Committee, which is empowered by the Articles of Association of the company to reject any recommendation made if, in its considered opinion, the proposed appointment could be detrimental to the company's interests or if such person is not considered as fit and proper to occupy that position. In addition, nominations may be made by the board or the RemNom Committee itself for consideration by the shareholders at the Annual General Meeting of the company. The RemNom Committee is also empowered on its own initiative to take steps to ensure that the board remains constituted by a diverse mix of professional and business skills and backgrounds appropriate to the needs of the group.

Any director may be removed at any time by the ordinary resolution of the shareholders of the company in accordance with the Companies Act, in accordance with any other applicable law, or in the specific cases set out in the Articles of Association of the company.

Principles 4 and 5: The Responsibilities of the Board and Board Meetings

The board meets regularly, usually on a monthly basis in addition to other occasions as may be needed from time to time. Individual directors, apart from attendance at formal board meetings, participate in other ad hoc meetings during the year as may be required, and are also active in board committees as mentioned further below.

During the financial year ended 30 April 2022, thirteen (13) board meetings were held. Attendance at these meetings was as follows:

<i>Board member</i>	<i>Meetings attended</i>
Mr John Zarb	13
Mr Paul Gauci	12
Mr Charles Borg	13
Mr Gianluca Borg	13
Ms Claire Alexia Borg Gauci	11
Ms Maria Micallef	12
Mr William Spiteri Bailey	12
Mr Lawrence Zammit	13

The board is entrusted with the overall direction, administration and management of the group. The board, in fulfilling this mandate, assumes responsibility for the following:

- reviewing and approving the business plan and budgets that are submitted by management, and working with management in the implementation of the business plan;
- identifying the principal business risks for the group and overseeing the implementation and monitoring of appropriate risk management systems;
- ensuring that effective internal control and management information systems for the group are in place;
- assessing the performance of the group's executive officers, including monitoring the establishment of appropriate systems for succession planning, and for approving the compensation levels of such executive officers; and
- ensuring that the group has in place a policy to enable it to communicate effectively with shareholders, other stakeholders and the public generally.

The board regularly reviews and approves various management reports as well as annual financial plans, including capital budgets. In addition, the strategy, processes and policies adopted for implementation are regularly reviewed by the board.

The board is also responsible for ensuring that the group recognises and meets its environmental, social and governance responsibilities. These include, inter alia:

- (a) Setting and maintaining the behavioural and ethical standards of the group. In the course of the financial

Corporate governance statement *continued*

C. Compliance with the Code *continued*

Principles 4 and 5: The Responsibilities of the Board and Board Meetings *continued*

year ended 30 April 2022, the group's code of conduct and whistleblowing policies were updated, brought to the attention of all employees and uploaded on the group's website.

- (b) Safeguarding the health and safety of all customers and staff. This goes beyond the specific COVID related measures taken by the group and which have already been referred to in the accompanying Directors' Report. It includes, amongst other measures, ensuring that regular checks are carried out on the freshness and quality of the products sold in the group's supermarkets; the training of staff with specific responsibilities to help deal with medical and other emergencies; the regular monitoring and maintenance of premises and equipment; and the adherence at all times to prescribed safety measures. The board requests and receives regular reports on the group's procedures in these areas.
- (c) Ensuring that all employees, customers and business partners are treated with full respect for human rights and without any discrimination on the basis of race, gender or belief.
- (d) Ensuring that the group conducts its business with a proper awareness of its social and environmental responsibilities. This topic is commented upon in more detail in the Chief Executive Officer's report that also forms part of the group's 2022 Annual Report, and inter alia details the group's objectives with respect to reducing the distribution of water in non-returnable plastic containers, a key focal point.
- (e) Ensuring that the group maintains a zero-tolerance approach to bribery and corruption. The PG Group has at no time been involved or implicated in corruption or bribery allegations. We will not seek to influence others, either directly or indirectly, by paying bribes or kickbacks in any form, or by any other measure that is illicit, unethical or that may in any manner tarnish our reputation.

The Chairman ensures that all issues relevant to long-term strategic and short-term performance of the group are placed on the agenda of board meetings and, for the purpose of discussion thereon, are supported by all available information, whilst encouraging the presentation of views pertinent to the subject matter and giving all directors every opportunity to contribute to the discussion.

Principle 6: Information and Professional Development

The recruitment and selection of senior management is the responsibility of the Chief Executive Officer acting in

consultation with the board. Likewise, the Chief Executive Officer consults with the board on matters relating to succession planning for senior management within the company. The board considers and discusses succession planning measures at all senior management levels taking into account the size and depth of the management team of the group.

The board, acting through the RemNom Committee, is also concerned with ensuring the ongoing professional training and development of the group's management team.

The directors have access to the advice and services of the Company Secretary, Dr Emma Grech, who is responsible for ensuring that board procedures are adhered to. Additionally, directors may seek independent professional advice on any matter should they deem such necessary in order to discharge their responsibilities as directors, at the company's expense.

Principle 7: Evaluation of the Board's Performance

The RemNom Committee has carried out an evaluation of the performance of the board and of the contribution made by the individual board members, and of their continued suitability (including, but not limited to, the two directors retiring by rotation at the next Annual General Meeting), and is of the view that over the period under review, all members of the board, individually and collectively, contributed to proceedings in line with the required levels of diligence and skill. In addition, the board believes that its current composition endows the board with a cross-section of skills and experience relevant to the operations of the group and achieves the appropriate balance required for it to function effectively and to ensure appropriate succession.

Principle 8: Committees

The directors have constituted the following board committees, the terms of reference of which are determined by the board from time to time with the purpose of fulfilling the below mentioned purposes:

Audit Committee

The Audit Committee is composed of Mr William Spiteri Bailey (Chairman), Mr Lawrence Zammit and Ms Maria Micallef, all occupying an independent Non-Executive Director role within the company; and of Ms Claire Alexia Borg Gauci. Mr John Zarb also formed part of the Audit Committee until his resignation on 30 July 2021. In light of

Corporate governance statement *continued*

C. Compliance with the Code *continued*

Principle 8: Committees *continued*

Audit Committee *continued*

their qualifications as well as their valuable experience, Mr William Spiteri Bailey and Ms Maria Micallef are the Audit Committee members who are considered to be competent in accounting and/or auditing in terms of the Capital Markets Rules.

The committee is responsible for reviewing the financial reporting processes and policies, the system of internal control and management of financial risk, the audit process, any transactions with related parties and the company's process for monitoring compliance with laws and regulations. When the Audit Committee's monitoring and review activities reveal cause for concern or scope for improvement, it shall make recommendations to the board on the action needed to address the issue or make improvements.

The Audit Committee has the task to ensure that any potential conflicts of interest are resolved in the best interests of the group. Its primary objective is to assist the board in dealing with issues of risk, control and governance and in reviewing the group's reporting processes, financial policies and internal control structure. The Audit Committee also oversees the conduct of the external audit and facilitates communication between the board, management and external auditors.

The Audit Committee is a committee appointed by the board and is directly responsible and accountable to the board. Its main role and responsibilities are:

- (a) to review procedures and assess the effectiveness of the internal control systems, including financial reporting;
- (b) to assist the board in monitoring the integrity of the financial statements, the internal control structures, the financial reporting processes and financial policies of the company;
- (c) to make recommendations to the board in relation to the appointment of the external auditor and to approve the remuneration and terms of engagement of the external auditor following appointment by the shareholders in general meeting;
- (d) to monitor and review the external audit functions, including the external auditor's independence, objectivity and effectiveness;
- (e) to establish internal procedures and to monitor these on a regular basis;
- (f) to establish and maintain access between the internal and external auditors of the company and to ensure that this is open and constructive;

- (g) to review and challenge where necessary, the actions and judgements of management, in relation to the interim (if applicable) and annual financial statements before submission to the board, focusing particularly on:
 - (i) critical accounting policies and practices and any changes in them;
 - (ii) decisions requiring a major element of judgement;
 - (iii) the extent to which the financial statements are affected by any unusual transactions in the year and how they are disclosed;
 - (iv) the clarity of disclosures and compliance with International Financial Reporting Standards;
 - (v) significant adjustments resulting from the audit;
 - (vi) compliance with stock exchange and other legal requirements; and
 - (vii) reviewing the company's Statement on Corporate Governance prior to endorsement by the board.
- (h) to gain an understanding of whether significant internal control recommendations made by internal and external auditors have been implemented by management;
- (i) to establish and exercise oversight upon the internal audit function of the company, and to review its plans, activities, staffing and organisational structure;
- (j) to monitor the statutory audit of the annual and consolidated accounts;
- (k) to discuss company policies with respect to risk assessment and risk management, review contingent liabilities and risks that may be material to the company; and
- (l) to consider other matters that are within the general scope of the committee that are referred to it by the Board of Directors.

The terms of reference of the Audit Committee, approved by the Board, are modelled on the recommendations of the Capital Markets Rules.

The Audit Committee has met seven (7) times in the financial year ended 30 April 2022, and the attendance at these meetings was as follows:

<i>Committee member</i>	<i>Meetings attended</i>
Mr William Spiteri Bailey	6
Ms Claire Alexia Borg Gauci	6
Ms Maria Micallef	6
Mr Lawrence Zammit	7
Mr John Zarb (resigned on 30 July 2021)	2

Remuneration and Nominations Committee

In view of its size, the company has taken the view that whilst it considers the role and function of each of the Remuneration Committee and the Nomination Committee as important, it would be more efficient for these committees to be merged into a single, 'RemNom Committee' that would serve a dual role.

The RemNom Committee is composed of Mr John Zarb (Chairman), Mr Paul Gauci and Mr Lawrence Zammit.

In its function as Remuneration Committee, the RemNom Committee is charged with the oversight of the remuneration policies implemented by the company with respect to its directors, management and employees. Its objectives are those of deciding a remuneration policy aimed to attract, retain and motivate directors, whether executive or non-executive, as well as senior management with the right qualities and skills for the benefit of the company. It is responsible for making proposals to the board on the individual remuneration packages of directors and senior management and is entrusted with monitoring the level and structure of remuneration of the non-executive directors.

In its function as Nomination Committee, the RemNom Committee's task is to propose to the board candidates for the position of director, including persons considered to be independent in terms of the Capital Markets Rules, whilst also taking into account any recommendation from shareholders. It is to periodically assess the structure, size, composition and performance of the board and make recommendations to the board regarding any changes, as well as consider issues related to succession planning. It is also entrusted with reviewing the board's policy for selection and appointment of senior management.

The RemNom Committee met four (4) times during the financial year ended 30 April 2022 and these meetings were attended by all committee members.

Remuneration of directors and senior management

Please refer to the Remuneration Report (see page 46) for information regarding the remuneration of the company's directors and senior executives.

Principles 9 and 10: Relations with Shareholders and with the Market, and Institutional Shareholders

The company recognises the importance of maintaining a dialogue with its shareholders and of keeping the market

informed to ensure that its strategies and performance are well understood.

The company will communicate effectively with shareholders by publishing its results on a six-monthly basis during the year, by way of half yearly and annual reports and financial statements, through interim Directors' Statements, through periodical company announcements and through press releases in the local media to the market in general. The financial results will be made available on the group's website www.pggroup.com.mt.

Annual General Meeting

Within seven months of the end of the financial year, the Annual General Meeting of the shareholders will be convened to consider the annual financial statements, the directors' and auditors' reports for the year, to decide on any dividends recommended by the board, to elect directors, appoint auditors and to set their remuneration.

A presentation will be given to the shareholders present showing how the group operated in the light of prevailing economic and market conditions, and an assessment on future prospects will be given. The Chairman arranges for all directors to attend the Annual General Meeting. More information on general meetings of the company may be found in section F below.

Principle 11: Conflicts of Interest

It is the practice of the board that when a potential conflict of interest arises in connection with any transaction or other matter, the potential conflict of interest is declared so that steps may be taken to ensure that such items are appropriately addressed. By virtue of the company's Articles of Association, the directors are obliged to keep the board advised, on an ongoing basis, of any interest that could potentially conflict with that of the company. The board member concerned shall not take part in the assessment by the board as to whether a conflict of interest exists. A director shall not vote in respect of any contract, arrangement, transaction or proposal in which he has a material interest in accordance with the Articles of Association. The board believes that this is a procedure that achieves compliance with Principle 11. None of the directors, save Mr Paul Gauci and Mr Gianluca Borg have any shares in the company.

Any material transactions with related parties, which pose intrinsic potential conflicts of interests, require the approval of the Audit Committee, which is charged with ensuring that such transactions are necessary for the conduct of the

Corporate governance statement *continued*

C. Compliance with the Code *continued*

Principle 11: Conflicts of Interest *continued*

company's business and are transacted on an arms' length basis.

As explained in the prospectus issued by the company on 27 March 2017, the group was re-organised in its current form to include, as far as practicable, all the businesses that were at the time controlled by Mr Paul Gauci, and managed by his management team. This serves to reduce the scope for any future potential conflicts of interests involving the majority shareholder. Mr Gauci has since invested in new ventures overseas. These ventures are administered by a dedicated management and staff complement, located in separate premises, and place no burdens or constraints on the resources of PG Group.

Principle 12: Corporate Social Responsibility

The company recognises the importance of its role in the corporate social responsibility arena and seeks to ensure that in its operations the environment is respected. The directors are also aware of the importance of having good relations with stakeholders and strive to work together with them in order to invest in human capital, robust health and safety standards and to adopt environmentally responsible practices (refer also to Principle 4 above and the Chief Executive Officer's report that also forms part of the 2022 Annual Report).

D. Non-compliance with the Code

The directors set out below the Code provisions with which the company does not comply and an explanation as to the reasons for such non-compliance:

Principle 8: Committees (Code Provision 8.A.1.)

With respect to Code Provision 8.A.1. which sets out the composition requirements of remuneration committees, particularly that the Remuneration Committee must be composed of non-executive directors, the Board notes that the RemNom Committee is not composed in strict compliance with the Code, due to Mr Paul Gauci, an executive director, being a member of the RemNom Committee. Mr Paul Gauci founded and has led the business for many years and is its principal shareholder. The board believes that this departure from the provisions of the Code is justified as, given his familiarity with the business and with its management team, Mr Gauci's membership within the RemNom Committee is conducive to improving the functioning of said committee and to enhancing the governance of the group.

Principle 9: Relations with Shareholders and with the Market (Code Provision 9.3)

There are no formal procedures in place within the company for the resolution of conflicts between minority and controlling shareholders, nor do the company's Memorandum or Articles of Association as recommended in Code Provision 9.3 contemplate any mechanism for arbitration in these instances. The board is not aware that any such conflicts of interest have ever arisen.

Principle 9: Relations with Shareholders and with the Market (Code Provision 9.4)

The company does not have a policy in place to allow minority shareholders to present an issue to the board. In practice, however, the open channel of communication between the company and minority shareholders via the office of the Company Secretary is such that any issue that may merit bringing to the attention of the board may be transmitted via the Company Secretary, who is in attendance at all meetings of the Board of Directors.

Other than the above, and in the opinion of the board, the company has instituted governance procedures which shall ensure full compliance with the Code.

E. Internal Control

The board is ultimately responsible for the company's system of internal control and risk management and for reviewing its effectiveness. Such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide a reasonable, as opposed to absolute assurance against material misstatement or loss.

The company operates through the board of directors and the management team with clear reporting lines and delegation of powers. The board of directors has adopted and implemented appropriate policies and procedures to manage risks and internal control. The board plans, controls and monitors business operations in order to achieve the set objectives.

The directors, with the assistance of management, are responsible for the identification, evaluation and management of the key risks to which the company may be exposed. The company has clear and consistent procedures in place for monitoring the system of internal financial controls. The directors also receive periodic management information giving comprehensive analysis of financial and business performance including variances

against the group's set targets. This process is applicable specifically in relation to the group's financial reporting framework.

Through the Audit Committee, the board reviews the effectiveness of the company's system of internal controls, including financial reporting, which is also monitored by an Internal Audit team. The Audit Committee also analyses the internal audit reports prepared by the group's internal auditors and ensures that the recommendations therewith are adopted and implemented to further strengthen the company's processes and procedures. The Audit Committee also determines whether significant internal control recommendations made by the external auditors have been implemented.

F. General Meetings

The manner in which the general meeting is conducted is outlined in Article 11 of the company's Articles of Association, subject to the provisions of the Companies Act.

As explained under Principles 9 and 10, within seven months of the end of the financial year, the Annual General Meeting of the shareholders will be convened to consider the annual financial statements, the directors' and auditors' reports for the year, to decide on any dividends recommended by the board, to elect directors if

necessary, appoint auditors and to set their remuneration. A presentation will be given to the shareholders present showing how the company operated in the light of prevailing economic and market conditions, and an assessment on future prospects will be given. The Chairman arranges for all directors to attend the Annual General Meeting.

In addition, and in terms of Article 11.3 of the Articles of Association of the company, the board of directors may convene an extraordinary general meeting whenever they think fit. If at any time there are not sufficient directors capable of acting to form a quorum for a meeting of the directors (being four (4) directors), any director, or any two shareholders holding at least ten per cent (10%) of the shares conferring a right to attend and vote at general meetings of the company, may convene an extraordinary general meeting in the same manner.

Adequate notice of general meetings must be given to shareholders as outlined in Articles 11.4-11.6 of the company's Articles of Association.

All shareholders registered in the Shareholders' Register on the Record Date as defined in the Capital Markets Rules have the right to attend, participate and vote in the general meeting. A shareholder who cannot participate in the general meeting can appoint a proxy by written or electronic notification to the company.

Approved by the board of directors on 25 August 2022 and signed on its behalf by:



John B Zarb
Chairman



Paul Gauci
Executive Vice-Chairman

Remuneration statement

In terms of Rule 8A.4 of the Code of the Principles of Good Corporate Governance (the “**Code**”) contained in the Capital Markets Rules issued by the Malta Financial Services Authority (the “**Capital Markets Rules**”), and in terms of Appendix 12.1 of the said Capital Markets Rules, the company is to include a Remuneration Report in its annual report which shall contain, inter alia, details of the Remuneration Policy of the company and the financial packages of directors and the company’s senior executive team, which for the purposes of this Remuneration Report shall be taken to refer to the Chief Executive Officer (the “**CEO**”), the deputy CEO, as well as the Company’s chief officers, namely the Chief Operations Officer, Chief Financial Officer, Chief Purchasing Officer, Head Information Technology and Head Marketing.

A. Rationale for Remuneration

The company’s Remuneration Policy, as mandated in terms of Chapter 12 of the Capital Markets Rules, being borne in mind, the remuneration of the abovementioned individuals is established in the following manner:

- (a) At the time of the initial public offering and of the listing of the company’s shares, continuity was assured in the salaries payable to the executive directors and the company’s senior executives after these were reviewed by the board of directors and adjudged appropriate and suitable in the context of the responsibilities and experience of the individuals concerned. These salaries were reflected in the business results and forecasts published by the group at the time.

Executive salaries are reviewed annually by the company’s Remuneration Committee and Nominations Committee (the “**RemNom Committee**”), as set up in terms of its Memorandum and Articles of Association, to ensure that they remain commensurate with the performance of the individuals concerned and in line with the market.

- (b) The remuneration of the non-executive directors is set by reference to the time they are expected to dedicate, annually, to the affairs of the group, as well as the responsibilities pertinent to their role, remunerated at a rate that acknowledges and is commensurate with the professional status and experience of the individuals concerned and with market conditions. The process is designed to attain transparency on the time input that the directors are expected to dedicate annually to the Group, whilst at the same time creating a basis upon which to determine future revisions should directors be required to dedicate more time to the group’s affairs.
- (c) A variable annual performance bonus scheme is in place. Annual bonuses are generally determined on a discretionary basis, at first instance by the CEO, together with the Executive Vice-Chairman, and are then approved by the RemNom Committee; provided, however, that bonuses pertaining to the CEO and the deputy CEO are determined and approved directly by the RemNom Committee. Bonuses are paid in cash by the group during the financial year, and do not constitute a material part of the aggregate remuneration of directors.

For further information in this regard, please refer to the company’s Remuneration Policy, which is available on the group’s website (www.pggroup.com.mt).

B. Nature of Remuneration

Save as specified above, the remuneration payable to the directors and the company’s senior executive team is fixed and does not include any variable element based on performance indicators or the right to purchase shares in the company by virtue of share options, nor any other deferred compensation or pension benefits. The remuneration of directors is paid by entities within the Group.

Remuneration statement *continued*

Nature of Remuneration continued

Taking into consideration the management and operational set-up of the group, the board of directors considers a combination of a fixed form of remuneration and a discretionary annual bonus to constitute a suitable basis of remuneration for the executive team and the executive directors, whereas a fixed form of remuneration is best suited to the non-executive directors; provided, however, that in terms of its Remuneration Policy, and in addition to their fixed remuneration, directors who are also appointed to chair, or to sit as members of, one or more of the committees of the company, or who are asked to serve as directors and, or chair of the board of subsidiaries of the company, may be entitled to receive additional compensation, as shall be determined by the board from time to time. Such additional remuneration shall form part of the aggregate emoluments of directors as approved by the general meeting of the company. The basis upon which such additional remuneration is paid shall take into account the skills, competencies, and technical knowledge that members of such committees require and the respective functions, duties and responsibilities attaching to membership of such committees.

Two of the executive directors and all non-director senior executives are permitted the use of a company vehicle. No other non-cash remuneration is paid to directors and the company's senior executive team.

The RemNom Committee is satisfied that the base remuneration for the year under review is aligned with the core principles of the company's current Remuneration Policy, ensuring that market conditions and remuneration rates offered by similar organisations for comparable roles have been taken into consideration.

C. Remuneration amounts

The following is an outline of the directors' and senior executive team's cash remuneration for the year under review:

Emoluments of directors [aggregate]

	Fixed remuneration	Variable remuneration	Total
Year ended 30 April 2022	€460,811	€107,693	€568,504
Year ended 30 April 2021	€447,915	€76,922	€524,837

Emoluments of directors [individual]

Individually, the directors were paid the following amounts during the year under review:

	Fixed remuneration	Variable remuneration	Total 2022	Total 2021
Mr John Zarb – Non-Executive Chairman	€49,500	€30,769	€80,269	€47,250
Mr Paul Gauci – Executive Vice-Chairman	€151,930	Nil	€151,930	€151,400
Mr Charles Borg – Executive Director & Chief Executive Officer	€81,129	€38,462	€119,591	€119,035
Ms Claire Alexia Borg Gauci – Non-Executive Director*	€42,634	Nil	€42,634	€42,112
Ms Maria Micallef – Non-Executive Director (appointed 1 January 2021)	€15,000	Nil	€15,000	€7,500
Mr William Spiteri Bailey – Non-Executive Director	€15,948	Nil	€15,948	€15,224
Mr Lawrence Zammit – Non-Executive Director	€15,948	Nil	€15,948	€15,224
Mr Gianluca Borg – Executive Director & Chief Purchasing Officer	€88,722	€38,462	€127,184	€127,092

*Ms Claire Alexia Borg Gauci also serves as director on the subsidiary companies forming part of the group.

Remuneration statement *continued*

Remuneration amounts continued

None of the directors hold any share options in the company.

During the financial year ended 30 April 2022, Mr John Zarb was remunerated the amount of €30,769 in respect of specific additional duties connected to his office as a director of the company, and this is included within the variable remuneration noted above.

In terms of the requirements within Appendix 12.1 of the Capital Markets Rules, the annual change of remuneration over the two most recent financial years were as follows:

Directors and deputy group chief executive	8.4%
Average employee remuneration	11.1%
Performance of the group – Profit for the year	14.0%

Emoluments of the senior executive team, including the executive directors whose earnings are also disclosed above [aggregate]

	Fixed remuneration	Variable remuneration	Total
Year ended 30 April 2022	€535,444	€273,953	€809,397
Year ended 30 April 2021	€533,380	€226,920	€760,300

The deputy CEO

Emoluments paid and accrued to the deputy CEO for the year under review included €101,222 by way of fixed remuneration and €90,723 by way of variable remuneration (€101,131 and €76,923 respectively in 2021)

The aggregate emoluments of all directors in any one financial year and any increases thereto are approved by the shareholders in general meeting from time to time in accordance with Article 22.1 of the company's Articles of Association.

D. Director and senior executive contracts

None of the directors or senior executives are party to a service contract that contains provisions for termination payments and other payments linked to early termination.

No changes were made during the year to the recurring fixed remuneration payable to the non-executive directors. The remuneration of executive directors may be updated from time to time in line with market conditions and with changes in their duties and responsibilities, and such in accordance with the provisions of the company's Remuneration Policy.

E. Remuneration Policy in accordance with Chapter 12 of the Capital Markets Rules

Pursuant to the requirements of Capital Markets Rule 12.26A, the group's Remuneration Policy, which is intended to provide an overarching framework that establishes the principles and parameters applied in determining the remuneration to be paid to the company's directors, CEO and deputy CEO, was approved by the shareholders at the 4th Annual General Meeting of the company on 15 October 2020, and is available on the group's website. This Remuneration Policy shall be reviewed regularly, and any material amendments thereto shall be submitted to a vote

by the Annual General Meeting of the company before adoption, and in any case at least every four (4) years. Such policy was drawn up in particular having due regard to the responsibility vested in the functions and roles of the directors, the CEO and the deputy CEO, market conditions, and the remuneration being offered by similar organisations.

F. Contents of the Remuneration Report

The contents of the Remuneration Report have been reviewed by the external auditors to ensure that they conform with the requirements of Appendix 12.1 to Chapter 12 of the Capital Markets Rules.

Statements of financial position

As at 30 April

		Group		Company	
	Notes	2022 €'000	2021 €'000	2022 €'000	2021 €'000
ASSETS					
Non-current assets					
Property, plant and equipment	4	61,558	62,614	-	-
Right-of-use assets	5	15,560	16,052	-	-
Investment property	6	3,817	3,816	-	-
Investment in subsidiaries	7	-	-	34,506	34,506
Investment in associates	8	3,020	3,187	3,502	3,502
Equity instruments at fair value through other comprehensive income	9	260	-	-	-
Trade and other receivables	11	-	-	708	708
Total non-current assets		84,215	85,669	38,716	38,716
Current assets					
Inventories	10	9,644	6,981	-	-
Trade and other receivables	11	7,959	5,853	-	-
Current tax assets		-	352	-	-
Cash in bank and in hand	12	8,729	4,695	5	111
Total current assets		26,332	17,881	5	111
Total assets		110,547	103,550	38,721	38,827

Statements of financial position CONTINUED

As at 30 April					
		Group		Company	
	Notes	2022 €'000	2021 €'000	2022 €'000	2021 €'000
EQUITY AND LIABILITIES					
Capital and reserves					
Share capital	13	27,000	27,000	27,000	27,000
Fair value reserve	14	10	-	-	-
Retained earnings		28,670	22,083	5,623	5,766
Total equity		55,680	49,083	32,623	32,766
Non-current liabilities					
Trade and other payables	17	-	-	6,055	6,020
Borrowings	15	6,140	7,954	-	-
Lease liabilities	5	16,353	16,541	-	-
Deferred taxation	16	3,821	3,850	-	-
Total non-current liabilities		26,314	28,345	6,055	6,020
Current liabilities					
Trade and other payables	17	23,657	19,401	43	41
Borrowings	15	2,810	5,285	-	-
Lease liabilities	5	315	265	-	-
Current tax liabilities		1,771	1,171	-	-
Total current liabilities		28,553	26,122	43	41
Total liabilities		54,867	54,467	6,098	6,061
Total equity and liabilities		110,547	103,550	38,721	38,827

The notes on pages 56 to 97 are an integral part of these consolidated financial statements.

The financial statements on pages 50 to 97 were approved and authorised for issue by the Board of Directors on 25 August 2022. The financial statements were signed on behalf of the Company's Board of Directors by John Zarb (Chairman) and Paul Gauci (Executive Vice-Chairman) as per the Directors' Declaration on ESEF Annual Financial Report submitted in conjunction with the Annual Financial Report 2022.



John B Zarb
Chairman



Paul Gauci
Executive Vice-Chairman

Statements of comprehensive income

Year ended 30 April

	Notes	Group		Company	
		2022 €'000	2021 €'000	2022 €'000	2021 €'000
Revenue	18,23	147,049	129,449	8,385	7,538
Cost of sales	19	(124,697)	(109,472)	-	-
Gross profit		22,352	19,977	8,385	7,538
Selling and marketing costs	19	(867)	(815)	-	-
Administrative expenses	19	(4,381)	(3,680)	(143)	(132)
Other income	22	980	800	-	-
Operating profit		18,084	16,282	8,242	7,406
Net finance costs	24	(1,229)	(1,313)	-	-
Share of results of associates	8	(167)	(120)	-	-
Profit before tax		16,688	14,849	8,242	7,406
Tax expense	25	(4,651)	(4,291)	(2,935)	(2,638)
Profit for the year		12,037	10,558	5,307	4,768
Earnings per share for the year attributable to shareholders					
Basic earnings per share	27	€0.11	€0.10		

The notes on pages 56 to 97 are an integral part of these consolidated financial statements.

Statements of changes in equity

Group	Notes	Share capital €'000	Fair value reserve €'000	Retained earnings €'000	Total €'000
Balance at 1 May 2020		27,000	-	16,325	43,325
Comprehensive income					
Profit for the year		-	-	10,558	10,558
Transactions with owners					
Dividends for the year	26	-	-	(4,800)	(4,800)
Balance at 30 April 2021		27,000	-	22,083	49,083
Balance at 1 May 2021		27,000	-	22,083	49,083
Comprehensive income					
Profit for the year		-	-	12,037	12,037
Other comprehensive income					
Fair value movement	14	-	10	-	10
Transactions with owners					
Dividends for the year	26	-	-	(5,450)	(5,450)
Balance at 30 April 2022		27,000	10	28,670	55,680

Statements of changes in equity CONTINUED

Company	Notes	Share capital €'000	Retained earnings €'000	Total €'000
Balance at 1 May 2020		27,000	5,798	32,798
Comprehensive income				
Profit for the year		-	4,768	4,768
Transactions with owners				
Dividends for the year	26	-	(4,800)	(4,800)
Balance at 30 April 2021		27,000	5,766	32,766
Balance at 1 May 2021		27,000	5,766	32,766
Comprehensive income				
Profit for the year		-	5,307	5,307
Transactions with owners				
Dividends for the year	26	-	(5,450)	(5,450)
Balance at 30 April 2022		27,000	5,623	32,623

The notes on pages 56 to 97 are an integral part of these consolidated financial statements.

Statements of cash flows

		Year ended 30 April			
		Group		Company	
	Notes	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Cash flows from operating activities					
Cash generated from operations	28	20,565	18,174	8,279	7,408
Net interest paid		(1,229)	(1,313)	-	-
Tax paid		(3,728)	(3,744)	(2,935)	(2,638)
Net cash generated from operating activities		15,608	13,117	5,344	4,770
Cash flows used in investing activities					
Purchases of property, plant and equipment		(1,225)	(1,184)	-	-
Purchases of investment property		(1)	(487)	-	-
Purchases of equity instruments		(250)	-	-	-
Net cash used in investing activities		(1,476)	(1,671)	-	-
Cash flows used in financing activities					
Repayments of bank borrowings		(1,814)	(3,690)	-	-
Proceeds from borrowings		-	3,000	-	-
Payments of principal portion of lease liabilities		(359)	(331)	-	-
Dividends paid		(5,450)	(4,800)	(5,450)	(4,800)
Net cash used in financing activities		(7,623)	(5,821)	(5,450)	(4,800)
Net movement in cash and cash equivalents		6,509	5,625	(106)	(30)
Cash and cash equivalents at beginning of year		1,210	(4,415)	111	141
Cash and cash equivalents at end of year	12	7,719	1,210	5	111

The notes on pages 56 to 97 are an integral part of these consolidated financial statements.

Notes to the financial statements

1. Summary of significant accounting policies

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1.1 Basis of preparation

These consolidated financial statements include the financial statements of PG p.l.c. and its subsidiaries. The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRSs) as adopted by the EU and the requirements of the Maltese Companies Act, 1995. They have been prepared under the historical cost convention, as modified by the fair valuation of the land and buildings category within property, plant and equipment and investment property, and except as disclosed in the accounting policies below. Unless otherwise stated, all financial information presented has been rounded to the nearest thousand.

The preparation of financial statements in conformity with IFRSs as adopted by the EU requires the use of certain accounting estimates. It also requires the directors to exercise their judgement in the process of applying the group's accounting policies (see note 3 – Critical accounting estimates and judgements).

Standards, interpretations and amendments to published standards effective in 2022

In 2022, the group and the company adopted amendments and interpretations to existing standards that are mandatory to the group and company's accounting period beginning on 1 May 2021. The adoption of these revisions to the requirements of IFRSs as adopted by the EU did not result in substantial changes to the group and company's accounting policies.

Standards, interpretations and amendments to published standards that are not yet effective

Certain new standards, amendments and interpretations to existing standards have been published by the date of authorisation for issue of these financial statements but are mandatory for accounting periods beginning after 1 May 2021. The group has not early adopted these revisions to the requirements of IFRSs as adopted by the EU and the directors are of the opinion that there are no requirements that will have a possible significant impact on the group's current or future reporting periods and on foreseeable future transactions.

1.2 Consolidation

(a) Subsidiaries

Subsidiaries are all entities over which the group has the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are de-consolidated from the date that control ceases.

The group uses the acquisition method of accounting to account for business combinations except as disclosed in note 1.4. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the group. 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 acquiree's net assets.

1. Summary of significant accounting policies *continued*

1.2 Consolidation *continued*

(a) Subsidiaries *continued*

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 this 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 and unrealised gains on transactions between entities forming part of group are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the group.

A listing of the subsidiaries is set out in note 34 to the financial statements.

(b) Associates

Associates are all entities over which the group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. In the consolidated financial statements, investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of profit or loss and other comprehensive income of the investee after the date on which significant influence is acquired. The group's investment in associates includes goodwill identified on acquisition, net of any accumulated impairment loss.

The group's share of its associates' post-acquisition profits or losses is recognised in the income statement, and its share of post-acquisition movements is recognised in other comprehensive income. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

Unrealised gains on transactions between the group and its associates are eliminated to the extent of the group's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the group.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

Dilution gains and losses arising in investments in associates are recognised in profit or loss.

A listing of the associates is set out in note 34 to the financial statements.

1.3 Foreign currency translation

(a) Functional and presentation currency

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

Notes to the financial statements CONTINUED

1. Summary of significant accounting policies *continued*

1.3 Foreign currency translation *continued*

(b) 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 profit or loss.

1.4 Business combinations involving entities under common control

PG p.l.c. acquired a 100% shareholding in a number of entities and 49% shareholding in two associates on 10 March 2017, in exchange for the issue of shares to the previous ultimate shareholders of these entities. In accordance with generally accepted accounting principles, the pooling of interest basis of accounting has been adopted and this transaction has been recorded as if it had occurred at the beginning of the earliest period reported.

Business combinations involving entities under common control are transactions in which all of the combining entities are controlled by the same party or parties before and after the transaction and that control is not transitory. The key feature of a transaction among entities under common control is that there is no change in the ultimate control of the combining entities as a result of the transaction. Control could be exercised by a group of individuals that are all part of the same close family group when they have the collective power to govern the financial and operating policies of the entity.

The group has chosen to apply the pooling of interests method to account for transactions involving entities under common control. The group accounts for business combinations involving entities under common control by recording:

- a) the transaction as if it had taken place at the beginning of the earliest period presented;
- b) the assets and liabilities of the acquired entity using predecessor book values from the consolidated financial statements of the controlling party, and
- c) the difference between the consideration given and the aggregate book value of the assets and liabilities of the acquired entity as an adjustment to equity.

When the controlling party does not prepare financial statements, the book values from the financial statements of the acquired entity are used.

1.5 Property, plant and equipment

All property, plant and equipment is initially recorded at historical cost. Land and buildings, are shown at fair value based on periodic valuations by valuers, less subsequent depreciation for buildings. Valuations are carried out on a regular basis such that the carrying amount of property does not differ materially from that which would be determined using fair values at the end of the reporting period. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset.

All other property, plant and equipment is stated at historical cost less depreciation and impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

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. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

1. Summary of significant accounting policies *continued*

1.5 Property, plant and equipment *continued*

Increases in the carrying amount arising on revaluation of land and buildings are credited to other comprehensive income and shown in valuation reserves in shareholders' equity. Decreases that offset previous increases of the same asset are charged in other comprehensive income and debited against the valuation reserves directly in equity; all other decreases are charged to profit or loss. Each year the difference between depreciation based on the revalued carrying amount of the asset charged to profit or loss and depreciation based on the asset's original cost is transferred from the valuation reserves to retained earnings.

Land is not depreciated as it is deemed to have an indefinite life. Depreciation on other assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives as follows:

	%
Buildings	1 - 2
Improvements to premises	3 - 10
Furniture and fittings	10 - 25
Plant, machinery and equipment	6.67 - 25
Motor vehicles	20

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. In particular, the group assesses on a periodic basis the economic useful lives of integral and movable assets directly related to the retailing and fashion sector.

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 (note 1.7).

Gains and losses on disposals are determined by comparing the proceeds with carrying amount and are recognised in profit or loss. When revalued assets are sold, the amounts included in the valuation reserves relating to the assets are transferred to retained earnings.

1.6 Investment property

Investment property is held for long-term rental yields or for capital appreciation or both, and is not presently occupied by entities forming part of the group. Investment property comprises freehold land and buildings.

Investment property is measured initially at its historical cost, including related transaction costs and borrowing costs. Historical cost includes expenditure that is directly attributable to the acquisition of the items. After initial recognition, investment property is carried at fair value, representing open market value determined annually. Fair value is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, the group uses alternative valuation methods such as recent prices on less active markets or discounted cash flow projections. These valuations are reviewed periodically by the group's directors, after taking into consideration valuations prepared by external professional valuers.

Investment property that is being redeveloped for continuing use as investment property or for which the market has become less active continues to be measured at fair value. Fair value measurement on property under construction is only applied if the fair value is considered to be reliably measurable. The fair value of investment property reflects, among other factors, the value of similar properties in the local market. The fair value also reflects, on a similar basis, any cash outflows that could be expected in respect of the property.

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the group and the cost of the item can be measured reliably. All other repairs

Notes to the financial statements CONTINUED

1. Summary of significant accounting policies *continued*

1.6 Investment property *continued*

and maintenance costs are charged to profit or loss during the financial period in which they are incurred. When part of an investment property is replaced, the carrying amount of the replaced part is derecognised.

The fair value of investment property does not reflect future capital expenditure that will improve or enhance the property and does not reflect the related future benefits from this future expenditure other than those a rational market participant would take into account when determining the value of the property.

Changes in fair values are recognised in profit or loss. Investment properties are derecognised either when they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal.

If an investment property becomes owner-occupied, it is reclassified as property, plant and equipment. Its fair value at the date of the reclassification becomes its cost for subsequent accounting purposes. When the group decides to dispose of an investment property without development, the group continues to treat the property as an investment property. Similarly, if the group begins to redevelop an existing investment property for continued future use as investment property, it remains an investment property during the redevelopment.

If an item of property, plant and equipment becomes an investment property because its use has changed, any difference resulting between the carrying amount and the fair value of this item at the date of transfer is treated in the same way as a revaluation under IAS 16. Any resulting increase in the carrying amount of the property is recognised in profit or loss to the extent that it reverses a previous impairment loss; with any remaining increase recognised in other comprehensive income, directly to revaluation surplus within equity. Any resulting decrease in the carrying amount of the property is initially charged to other comprehensive income against any previously recognised revaluation surplus, with any remaining decrease charged to profit or loss. Upon the disposal of such investment property, any surplus previously recorded in equity is transferred to retained earnings; the transfer is not made through profit or loss.

Where an investment property undergoes a change in use, evidenced by commencement of development with a view to sale, the property is transferred to inventories. A property's deemed cost for subsequent accounting as inventories is its fair value at the date of change in use.

1.7 Impairment of non-financial assets

Assets that have an indefinite useful life, for example goodwill, are not subject to amortisation and are tested annually for impairment. 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 the end of each reporting period.

1.8 Investments in subsidiaries and associates

In the company's separate financial statements, investments in subsidiaries and associates are accounted for by the cost method of accounting, that is, at cost less impairment. Provisions are recorded where, in the opinion of the directors, there is an impairment in value. Where there has been an impairment in the value of an investment, it is recognised as an expense in the period in which the diminution is identified. The company gathers objective evidence that an investment is impaired using the same process disclosed in note 1.9.3. The results of associates are reflected in the company's separate financial

1. Summary of significant accounting policies *continued*

1.8 Investments in subsidiaries and associates *continued*

statements only to the extent of dividends receivable. On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged or credited to profit or loss.

Loans for which settlement is neither planned nor likely to occur in the foreseeable future are, in substance, an extension of the company's investment in that subsidiary. Loans to subsidiaries for which settlement is planned are classified as loans and receivables in accordance with the requirements of IFRS 9.

1.9 Financial assets

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

those to be measured subsequently at fair value through OCI, and
those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For investments in equity instruments that are not held for trading, 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). The group reclassifies debt investments when and only when its business model for managing those assets changes.

1.9.1 Recognition and derecognition

The group recognises a financial asset in its statement of financial position when it becomes a party to the contractual provisions of the instrument. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

1.9.2 Measurement

At initial recognition, the group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to the acquisition of the financial asset.

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. The group's debt instruments comprise trade receivables arising from contracts with customers. The accounting policy pertaining to measures of trade receivable (excluding impairment) is disclosed in note 1.10.

Equity instruments

The group subsequently measures all equity investments at fair value. The group's management has elected to present fair value gains and losses on equity investments in OCI and therefore there is no subsequent reclassification of fair value gains and losses

Notes to the financial statements CONTINUED

1. Summary of significant accounting policies *continued*

1.9 Financial assets *continued*

1.9.2 Measurement *continued*

Equity instruments *continued*

to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the group's right to receive payments is established. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

1.9.3 Impairment

The group assesses on a forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the group applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables, see note 2.1 for further details.

1.10 Trade and other receivables

Trade receivables comprise amounts due from customers for goods sold or services performed and rendered in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less expected credit loss allowance (note 1.7).

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in profit or loss within administrative expenses. When a receivable is uncollectible, it is written off against the allowance account for trade and other receivables. Subsequent recoveries of amounts previously written off are credited against profit or loss.

1.11 Inventories

Goods held for resale

Inventories are stated at the lower of cost and net realisable value. Cost is determined on a weighted average basis. The cost of inventories comprises the invoiced value of goods, and, in general, cost also includes freight charges. Net realisable value is the estimate of the selling price in the ordinary course of business less selling expenses.

1.12 Current and deferred tax

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively. Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the end of the reporting period, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. However, deferred tax liabilities are not recognised if

1. Summary of significant accounting policies *continued*

1.12 Current and deferred tax *continued*

they arise from the initial recognition of goodwill; deferred 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 tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Under this method the group is required to make provision for deferred income taxes on the revaluation of certain property assets and provisions on the difference between the carrying values for financial reporting purposes and their tax base.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

1.13 Cash and cash equivalents

Cash and cash equivalents are carried in the statements of financial position at face value. In the statements of cash flows, cash and cash equivalents include cash in hand and deposits held at call with banks, net of bank overdrafts. In the statements of financial position, bank overdrafts are shown within borrowings in current liabilities.

1.14 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds. Incremental costs directly attributable to the issue of new shares or for the acquisition of a business, are included in the cost of acquisition as part of the purchase consideration.

1.15 Financial liabilities

The group recognises a financial liability in its statement of financial position when it becomes a party to the contractual provisions of the instrument. The group's financial liabilities are classified as financial liabilities which are not at fair value through profit or loss (classified as 'other liabilities') under IFRS 9. Financial liabilities not at fair value through profit or loss are recognised initially at fair value, being the fair value of consideration received, net of transaction costs that are directly attributable to the acquisition or the issue of the financial liability. These liabilities are subsequently measured at amortised cost. The group derecognises a financial liability from its statement of financial position when the obligation specified in the contract or arrangement is discharged, is cancelled or expires.

1.16 Trade and other payables

Trade payables comprise obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business, if longer). If not, they are presented as non-current liabilities.

Notes to the financial statements CONTINUED

1. Summary of significant accounting policies *continued*

1.16 Trade and other payables *continued*

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

1.17 Borrowings

Borrowings are recognised initially at the fair value of proceeds received, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method. Borrowings are classified as current liabilities unless the group has an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period.

1.18 Offsetting financial instruments

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 set off the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

1.19 Deferred government grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the group will comply with all attached conditions. Government grants related to costs are deferred and recognised in profit or loss over the period necessary to match them with the costs they are intended to compensate.

1.20 Provisions

Provisions for legal claims are recognised when the group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources 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. The increase in the provision due to passage of time is recognised as finance costs.

1.21 Revenue recognition

(a) Sales of goods - retail

Sales of goods are recognised when the group sells a product to the customer. Retail sales are usually in cash or by credit card. Certain retail sales are on credit. The recorded revenue includes credit card fees payable for the transaction. Such fees are included in 'cost of sales'.

1. Summary of significant accounting policies *continued*

1.21 Revenue recognition *continued*

(a) Sales of goods - retail continued

It is the group's policy to sell its products to the end customer with a right of return. Accumulated experience is used to estimate and provide for such returns at the time of sale. Because the number of products returned has been steady for years, it is highly probable that a significant reversal in the cumulative revenue recognised will not occur. The validity of this assumption and the estimated amount of returns are reassessed at each reporting date.

(b) Sales of goods - customer loyalty programme

The group operates a loyalty programme where retail customers accumulate points for purchases made which entitle them to discount on future purchases. A contract liability for the award points is recognised at the time of the sale. Revenue is recognised when the points are redeemed.

The points provide a material right to customers that they would not receive without entering into a contract. Therefore, the promise to provide points to the customer is a separate performance obligation. The transaction price is allocated to the product and the points on a relative stand-alone selling price basis. Management estimates the stand-alone selling price per point on the basis of the discount granted when the points are redeemed and on the basis of the likelihood of redemption, based on past experience. A contract liability is recognised until the points are redeemed.

(c) Sales of goods - wholesale

Sales of goods are recognised when the group has delivered products to the customer, the customer has accepted the products and collectability of the related trade and other receivables is reasonably assured. Delivery does not occur until the risks of obsolescence and loss have been transferred to the customer.

(d) Sales of services

Revenue from services is generally recognised in the period the services are provided, based on the services performed to date as a percentage of the total services to be performed. Accordingly, revenue is recognised by reference to the stage of completion of the transaction under the percentage of completion method.

(e) Property related income

Rentals receivable, short-term lets receivable and premia charged to tenants of immovable property are recognised in the period when the property is occupied. Premia are taken to profit or loss over the period of the leases to which they relate.

(f) Dividend income

Dividend income is recognised when the right to receive payment is established.

1.22 Finance income and costs

Finance income and costs are recognised in profit or loss for all interest-bearing instruments on an accrual basis using the effective interest method. Finance income is recognised as it accrues, unless collectability is in doubt.

Notes to the financial statements CONTINUED

1. Summary of significant accounting policies *continued*

1.23 Borrowing costs

Borrowing costs which are incurred for the purpose of acquiring or constructing qualifying non-current assets are capitalised as part of its cost. Borrowing costs are capitalised while acquisition or construction is actively underway, during the period of time that is required to complete and prepare the asset for its intended use. Capitalisation of borrowing costs is ceased once the asset is substantially complete and is suspended if the development of the asset is suspended. All other borrowing costs are expensed.

Borrowing costs are recognised for all interest-bearing instruments on an accrual basis using the effective interest method. Interest costs include the effect of amortising any difference between initial net proceeds and redemption value in respect of the group's interest bearing borrowings.

1.24 Leases

The group leases the land and buildings on which the PAMA Shopping Mall, the PAMA Supermarkets and the parking area are located. The rental contracts are made with an associate of the group for fixed periods of 30 years. The group also leases certain operational equipment installed within the PAMA Shopping Village, however management does not consider these arrangements material relative to the group's other leasing arrangements.

Until the financial years ended 30 April 2019, leases of property, plant and equipment were classified as either finance leases or operating leases. From 1 May 2019, 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 (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally 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.

To determine the incremental borrowing rate, the group:

- where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received
- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by similar operators, which does not have recent third party financing, and
- makes adjustments specific to the lease, eg term, country, currency and security.

The group is exposed to potential future increases in variable 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

1. Summary of significant accounting policies *continued*

1.24 Leases *continued*

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as 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 amount of the initial measurement of lease liability. Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. While the group revalues its land and buildings that are presented within property, plant and equipment, it has chosen not to do so for the right-of-use land and buildings held by the group.

The group's leases of land and buildings with its associate are subject to additional payments that are based on 1.9% of the revenue generated from the PAMA Supermarket. Such terms are used as a manner of minimising the fixed costs base, and are recognised in profit or loss in the period in which the condition that triggers those payments (i.e. the sale) occurs. A 5% increase in sales in PAMA Supermarket with such variable lease arrangements would increase total lease payments by €59,000.

1.25 Dividend distribution

Dividend distribution to the shareholders is recognised as a liability in the financial statements in the period in which the dividends are approved by the shareholders.

1.26 Earnings per share

1.26.1 Basic earnings per share

Basic earnings per share is calculated by dividing profit attributable to equity holders of the parent by the weighted average number of ordinary shares in issue during the period.

1.26.2 Diluted earnings per share

Diluted earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume exercise of all dilutive potential ordinary shares.

1.27 Segment reporting

The group determines and presents operating segments based on the information that internally is provided to the board of directors, which is the group's chief operating decision maker in accordance with the requirements of IFRS 8 'Operating Segments'.

An operating segment is a component of the group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the group's other components, and for which discrete financial information is available. An operating segment's operating results are reviewed regularly by the board of directors to make decisions about resources to be allocated to the segment and to assess its performance executing the function of the chief operating decision maker.

Notes to the financial statements CONTINUED

2. Financial risk management

2.1 Financial risk factors

The group's activities potentially expose it to a variety of financial risks: market risk (including currency risk, cash flow interest rate risk, and fair value interest rate risk), credit risk and liquidity risk. The group's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the group's financial performance. The group did not make use of derivative financial instruments to hedge certain risk exposures during the current and preceding financial periods.

The directors provide policies for overall risk management, as well as policies covering risks referred to above and specific areas such as investment of excess liquidity.

(a) Market risk

(i) Foreign exchange risk

Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities which are denominated in a currency that is not the respective group's functional currency. The group is not exposed to significant foreign exchange risk arising from the group's financing transactions as assets and liabilities are principally denominated in euro and the group is not exposed to foreign exchange risk arising on trading transactions as these are principally conducted in euro.

The group's cash and cash equivalents, borrowings, loans and receivables, finance lease and payables are denominated in euro.

Accordingly, a sensitivity analysis for foreign exchange risk disclosing how profit or loss and equity would have been affected by changes in foreign exchange rates that were reasonably possible at the end of the reporting period is not deemed necessary.

(ii) Cash flow and fair value interest rate risk

The group's income and operating cash flows are substantially independent of changes in market interest rates. The group's interest rate risk arises from borrowings.

Borrowings issued at variable rates, comprising short-term bank borrowings (refer to note 15), expose the group to cash flow interest rate risk. Certain group's borrowings are subject to an interest rate that varies according to revisions made to the Bank's base rate.

Management monitors the level of floating rate borrowings as a measure of cash flow risk taken on. Interest rates on these financial instruments are linked with the Central Intervention Rate issued by the European Central Bank. Management considers the potential impact on profit or loss of a defined interest rate shift that is reasonably possible at the end of the reporting period to be immaterial. Up to the end of the reporting period, the group did not have any hedging arrangements with respect to the exposure of floating interest rate risk.

The group has considerable bank borrowings issued at fixed rates (note 15). These bank loans do not expose the group to cash flow interest rate risk.

2. Financial risk management *continued*

2.1 Financial risk factors *continued*

(b) Credit risk

Credit risk arises on cash and cash equivalents, deposits with banks, loans and receivables, advances to related parties as well as credit exposures to customers, including outstanding receivables and committed transactions. The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

	Group		Company	
	2022	2021	2022	2021
	€'000	€'000	€'000	€'000
Financial assets measured at amortised cost:				
Trade and other receivables (note 11)	6,368	4,694	708	708
Cash in bank and in hand (note 12)	8,729	4,695	5	111
	15,097	9,389	713	819

The group banks and invests only with local financial institutions or entities with high quality standing or rating. The group's operations are principally carried out in Malta. The group has no concentration of credit risk that could materially impact the sustainability of its operations.

The group sales are mainly generated from retail customers and are made in cash or via major credit cards. Despite credit sales are limited, the group has policies in place to ensure that sales of products and provision of services on credit (mainly related to rental activities) are effected to customers with an appropriate credit history.

The group assesses the credit quality of its customers taking into account financial position, past experience and other factors. It has policies in place to ensure that sales of products and services are effected to customers with an appropriate credit history. The group monitors the performance of its receivables on a regular basis to identify expected collection losses, which are inherent in the group's receivables, taking into account historical experience in collection of accounts receivable.

Impairment of financial assets

The group's trade receivables and contract assets, as well as cash and cash equivalents, are subject to IFRS 9's expected credit loss model. The Company's financial assets subject to IFRS 9's expected credit loss model principally comprise amounts advanced to subsidiaries, classified within 'Trade and other receivables'.

(i) Trade receivables and contract assets

The group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled performance obligations and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

Notes to the financial statements CONTINUED

2. Financial risk management *continued*

2.1 Financial risk factors *continued*

Impairment of financial assets continued

(i) Trade receivables and contract assets continued

The expected loss rates are based on the payment profiles of sales over a period of 36 months before 1 May 2021 respectively and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The group adjusts the historical loss rates based on expected changes in these factors.

Other than as noted below, as at 1 May 2021, no further identified expected credit loss allowance in addition to the amount that had already been provided for as at 1 May 2021, on trade receivables and contract assets, was deemed necessary. The movement in loss allowances as at 30 April 2022 is also deemed immaterial by management. On this basis, the information pertaining to loss rates and loss allowances in the group's provisions matrix, which would have otherwise been required by IFRS 7, is not presented as at 30 April 2022 and 1 May 2021.

As of 30 April 2022, trade receivables of €3,688,000 (2021: €2,780,000) were fully performing.

Loss allowances of €46,000 (2021: €38,000) were present at year end in respect of trade and other receivables that were overdue and that were not expected to be recovered. Other overdue trade receivables that were not impaired amounted to €1,769,000 (2021: €1,737,000). The group holds no security against these receivables. The unsecured overdue amounts consisted of €1,335,000 (2021: €1,380,000) that were less than three months overdue and €434,000 (2021: €357,000) that were greater than three months.

(ii) Other receivables

The group revised its methodology in relation to such amounts in line with the requirements of IFRS 9's forward-looking expected loss model. The company monitors intra-group credit exposures at individual entity level on a regular basis and ensures timely performance of these assets in the context of its overall liquidity management. The loss allowances for these financial assets are based on assumptions about risk of default and expected loss rates. The Company's management uses judgement in making these assumptions, based on the counterparty's past history, existing market conditions, as well as forward-looking estimates at the end of each reporting period.

As at year-end, based on the directors' assessments of these factors, the equity position of the respective counterparty, and, where the probability of default is high, the recovery strategies contemplated by management together with the support of shareholders in place, the resulting impairment charge required was deemed to be immaterial.

(iii) Cash at bank

The group's cash is placed with reputable financial institutions, such that management does not expect any institution to fail to meet repayments of amounts held in the name of the companies within the group. While cash and cash equivalents are also subject to the impairment requirements of IFRS 9, the identified impairment loss was insignificant.

(c) Liquidity risk

The group is exposed to liquidity risk in relation to meeting future obligations associated with its financial liabilities, which comprise principally trade and other payables and borrowings (refer to notes 17 and 15). Prudent liquidity risk management includes maintaining sufficient cash and committed credit lines to ensure the availability of an adequate amount of funding to meet the group's obligations.

Management monitors liquidity risk by means of cash flow forecasts on the basis of expected cash flows over a twelve month period and ensures that when additional financing facilities are expected to be required over the coming period there are adequate credit facilities in place with external sources and within the treasury function of the group.

2. Financial risk management *continued*

2.1 Financial risk factors *continued*

(c) Liquidity risk *continued*

The group's liquidity risk is monitored in view of the matching of cash inflows and outflows arising from expected maturities of financial instruments, coupled with the group's committed borrowing facilities and group's treasury support that it can access to meet liquidity needs as referred to previously.

The group carries a net current liability position that results in large part from supplier credit being extended to it in excess of its own investment in working capital. The group maintains a healthy relationship with its suppliers and care is taken to respect agreed credit terms. Prudence is exercised in cash management to ensure that the group maintains at any point in time a material liquidity cushion in terms of available unutilised overdraft facilities.

The following table analyses the group's non-derivative financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position to the contractual maturity date. The amounts disclosed in the tables are the contractual undiscounted cash flows. Balances due within twelve months equal their carrying balances, as the impact of discounting is not significant.

	Carrying amount €'000	Contractual cash flows €'000	Within one year €'000	Between 1 and 5 years €'000
30 April 2022				
Bank borrowings	8,950	9,524	3,009	6,515
Trade and other payables	23,657	23,657	23,657	-
Lease liabilities	16,668	30,358	1,368	28,990
	49,275	63,539	28,034	35,505
30 April 2021				
Bank borrowings	13,239	14,055	5,537	8,518
Trade and other payables	19,401	19,401	19,401	-
Finance leases	16,806	31,320	1,351	29,969
	49,446	64,776	26,289	38,487

2.2 Fair values of financial instruments

The carrying amounts of cash at bank, receivables (net of impairment provisions, if any), payables, borrowings and lease liabilities reflected in the financial statements are reasonable estimates of fair value in view of the nature of these instruments or the relatively short period of time between the origination of the instruments and their exposed realisation. 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 group for similar financial instruments.

As at the end of the reporting period, the fair values of financial assets and liabilities approximate the carrying amounts shown in the statement of financial position.

2.3 Capital risk management

The group's objectives when managing capital are to safeguard the group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders, and to maintain an optimal capital structure to

Notes to the financial statements CONTINUED

2. Financial risk management *continued*

2.3 Capital risk management *continued*

reduce the cost of capital. In order to maintain or adjust the capital structure, the company may issue new shares or adjust the amounts of dividends paid to shareholders.

The group monitors the level of capital on the basis of the ratio of aggregated net debt to total capital. Net debt is calculated as total borrowings including lease liabilities less cash and cash equivalents. Total capital is calculated as equity, as shown in the statement of financial position, plus net debt. The aggregated figures in respect of the group's equity and borrowings are reflected below:

	Group	
	2022 €'000	2021 €'000
Total borrowings and lease liabilities (notes 15 and 5)	25,618	30,045
Less: Cash at bank and in hand (note 12)	(8,729)	(4,695)
Net borrowings and lease liabilities	16,889	25,350
Total equity	55,680	49,083
Total capital	72,569	74,433
Gearing	23.3%	34.1%

The group manages the relationship between equity injections and borrowings, being the constituent elements of capital as reflected above from period to period, with a view to managing the cost of capital. The level of capital of the group, as reflected in the statement of financial position, is maintained by reference to its respective financial obligations and commitments arising from operational requirements. In view of the nature of the group's activities and the extent of borrowings or debt, the capital level at the end of the reporting period is deemed adequate by management.

3. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances.

In the opinion of the directors, with the exception of the fair valuation of property, plant and equipment and investment property (note 4 and note 6), the accounting estimates and judgements made in the course of preparing these financial statements are not difficult, subjective or complex to a degree which would warrant their description as critical in terms of the requirements of IAS 1.

4. Property, plant and equipment

Group	Land and buildings €'000	Assets in the course of construction €'000	Machinery, motor vehicles and equipment €'000	Furniture, fixtures and fittings €'000	Total €'000
At 30 April 2020					
Cost or valuation	55,272	12	9,396	5,748	70,428
Accumulated depreciation	(2,221)	-	(2,792)	(1,914)	(6,927)
Net book amount	53,051	12	6,604	3,834	63,501
Year ended 30 April 2021					
Opening net book amount	53,051	12	6,604	3,834	63,501
Additions	26	324	385	449	1,184
Disposals	-	-	(35)	(12)	(47)
Depreciation charge	(434)	-	(832)	(771)	(2,037)
Depreciation released on disposal	-	-	11	2	13
Closing net book amount	52,643	336	6,133	3,502	62,614
At 30 April 2021					
Cost or valuation	55,298	336	9,746	6,185	71,565
Accumulated depreciation	(2,655)	-	(3,613)	(2,683)	(8,951)
Net book amount	52,643	336	6,133	3,502	62,614
Year ended 30 April 2022					
Opening net book amount	52,643	336	6,133	3,502	62,614
Additions	13	43	625	544	1,225
Disposals	(53)	-	-	(49)	(102)
Depreciation charge	(435)	-	(975)	(790)	(2,200)
Depreciation released on disposal	-	-	-	21	21
Closing net book amount	52,168	379	5,783	3,228	61,558
At 30 April 2022					
Cost or valuation	55,258	379	10,371	6,680	72,688
Accumulated depreciation	(3,090)	-	(4,588)	(3,452)	(11,130)
Net book amount	52,168	379	5,783	3,228	61,558

Notes to the financial statements CONTINUED

4. Property, plant and equipment *continued*

Fair valuation of property

The group is required to analyse non-financial assets carried at fair value by level of the fair value hierarchy within which the recurring fair value measurements are categorised in their entirety (Level 1, 2 or 3). The different levels of the fair value hierarchy have been defined as fair value measurements using:

- Quoted prices (unadjusted) in active markets for identical assets (Level 1);
- Inputs other than quoted prices included within Level 1 that are observable for the asset, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2); and
- Inputs for the asset that are not based on observable market data (that is, unobservable inputs) (Level 3).

The group's land and buildings within property, plant and equipment (note 4) and investment property (note 6) comprises:

- the Zara Complex situated in Sliema, which mainly includes retail outlets selling Zara branded fashion garments and home furnishings. This property is operated by Alhambra Trading Limited and Centre Point Properties Limited (members of the group) and is classified as property, plant and equipment.
- the PAVI Shopping Complex situated in Qormi, which operates a supermarket including the management of shared activities within the retailing operations and the concessions of commercial areas that compliment the complex.
- Undeveloped property situated in Qormi acquired in 2018 which is being held for investment purposes and is classified as investment property (note 6).

All the recurring property fair value measurements at 30 April 2022 use significant unobservable inputs and are accordingly categorised within Level 3 of the fair valuation hierarchy.

The group's policy is to recognise transfers into and out of fair value hierarchy levels as of the beginning of the reporting period. There were no transfers between different levels of the fair value hierarchy during the year ended 30 April 2022.

A reconciliation from the opening balance to the closing balance of land and buildings for recurring fair value measurements categorised within Level 3 of the value hierarchy, is reflected in the table above and as disclosed in note 6. The only movements in land and buildings classified as property, plant and equipment and investment property reflect additions, transfers and depreciation charge for the year ended 30 April 2022.

In the past years, the directors assessed the valuation in respect of the Zara Complex and the adjacent airspace in Sliema on valuation reports prepared by a professionally qualified valuer. The directors adjusted the carrying amount of this property determined using the noted fair value. Valuations were made on the basis of open market value after considering the returns being attained by the property and its intrinsic value. During 2019, this property was subject to an extensive refurbishment program. This included the development of the adjacent airspace into retail property. Furthermore, in the past years, the directors of PAVI Shopping Complex Limited assessed the valuation of the PAVI Shopping Complex on valuation reports prepared by a professionally qualified valuer. Valuations were made on the basis of open market value after considering the returns being attained by the property and its intrinsic value. The directors adjusted the carrying amount of this property using the noted fair value.

On 30 April 2022, the directors have reassessed the property's valuation. This assessment resulted in valuations that are not materially different from that as at 30 April 2021 and accordingly, no adjustment has been made to the carrying amount as at 30 April 2022.

4. Property, plant and equipment *continued*

Valuation processes

The valuations of the properties are performed regularly taking into consideration valuation reports prepared by independent and qualified valuers. These reports are based on both:

- information provided by the entities operating the complexes which is derived from the group's financial systems and is subject to the group's overall control environment; and
- assumptions and valuation models used by the valuers – the assumptions are typically market related. These are based on professional judgement and market observation.

The information provided to the valuers, together with the assumptions and the valuation models used by the valuers, are reviewed by the board of directors and top officials within the group's finance function. This includes a review of fair value movements over the period.

Valuation techniques

Given the specific nature of these assets, the valuations of the Level 3 property have been performed by reference to valuation models. These valuation models include:

- in case of the Zara Complex and the PAVI Shopping Complex the directors applied the capitalised rental approach;
- in the case of the property in Qormi, the fair value equates its transactions costs given that the property was acquired in 2018.

The board of directors approved the respective fair values after taking into consideration the intrinsic value of the property and specific tenure conditions.

In using the capitalised rentals approach, the significant unobservable inputs include a rental rate per square metre, the capitalisation rate, and, if applicable, development or refurbishment costs which must be incurred before the property can earn the potential rental cash flows. Information about fair value measurements of property using significant unobservable inputs (Level 3) include an average rental rate per square metre ranging from €200 to €330 (depending on the utilisation) discounted at an average rate of 7% for the Zara Complex and average rental rate per square metre of €132 with no inflationary growth discounted at an average rate of 7% for the PAVI Shopping Complex. Such valuations have also been adjusted by potential rent reductions for financial years 2022 and 2023, which reductions are gradually phased out until reaching a stable year level in financial year 2024.

For the capitalised rental approach, the higher the rate per square metre, the higher the resultant fair valuation. Conversely, the lower the capitalisation rate, the higher the resultant fair valuation.

Bank borrowings are secured by the group's property, plant and equipment (note 15).

The charge for depreciation of property, plant and equipment is included in profit or loss as follows:

	Group		Company	
	2022	2021	2022	2021
	€'000	€'000	€'000	€'000
Direct operating expenses	1,971	1,874	-	-
Selling and distribution expenses	30	26	-	-
Administrative expenses	199	137	-	-
Total depreciation charge (note 19)	2,200	2,037	-	-

Notes to the financial statements CONTINUED

5. Leases

This note provides information for leases where the group is a lessee.

(i) Amounts recognised on balance sheet

The balance sheet shows the following amounts relating to leases:

	30 April 2022 €'000	Group 30 April 2021 €'000
Right-of-use assets		
Land & buildings	15,274	15,717
Equipment	286	335
Closing cost and net book amount	15,560	16,052
Lease liabilities		
Current	315	265
Non-current	16,353	16,541
	16,668	16,806

There were no additions to the right-of-use assets during the year ended 30 April 2022.

(ii) Amounts recognised in the statement of profit or loss

The statement of profit or loss shows the following amounts relating to leases:

	30 April 2022 €'000	Group 30 April 2021 €'000
Depreciation charge of right-of-use assets		
Land and buildings	664	655
Equipment	49	49
	713	704
Interest expense (included in finance costs)	999	1,005
Expense relating to variable lease payments not included in lease liability (included in cost of sales)	1,174	928

The total cash outflow for leases during the year ended 30 April 2022 was €2,711,000 (2021: €2,226,000).

6. Investment property

	Group	
	2022 €'000	2021 €'000
Year ended 30 April		
Opening cost and net book amount	3,816	3,794
Additions	1	22
Closing cost and net book amount	3,817	3,816
As at 30 April		
Cost and fair value	3,817	3,816

7. Investments in subsidiaries

	Company	
	2022 €'000	2021 €'000
Year ended 30 April		
At the beginning and end of year	34,506	34,506
At 30 April		
Cost and net book value	34,506	34,506

The principal subsidiaries all of which are unlisted at year end, together with the nature of their business are disclosed in note 34.

On 10 March 2017, the company acquired the entire shareholding in a number of entities for a consideration of €34,456,000 for subsidiaries and €3,502,000 for associates (note 8) from PG Holdings Limited, a holding company owned by Paul Gauci. Under the requirements of the predecessor basis of accounting (refer to note 1.4), the difference between the net asset value of these undertakings as at this date and the consideration paid, should be disclosed as an adjustment to equity.

Notes to the financial statements CONTINUED

8. Investments in associates

	Group		Company	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Year ended 30 April				
At beginning of year	3,187	3,307	3,502	3,502
Share of results of associates	(167)	(120)	-	-
At end of year	3,020	3,187	3,502	3,502
At 30 April				
Cost	3,326	3,326	3,502	3,502
Share of results and reserves	(306)	(139)	-	-
Net book value	3,020	3,187	3,502	3,502

The principal associates all of which are unlisted at year end, together with the nature of their business are disclosed in note 34. These associates have share capital consisting solely of ordinary shares, which are held directly by the group; the country of incorporation or registration is also their principal place of business. The financial year end of these entities is 30 April. Associates are measured using the equity method in accordance with the group's accounting policy and there are no contingent liabilities relating to the group's interest in the associates.

Summarised financial information of associates

Set out below are the summarised financial information for the above noted entities.

Summarised balance sheet

	Group	
	2022 €'000	2021 €'000
Total current assets	2,486	1,884
Total current liabilities	(1,251)	(1,003)
	1,235	881
Non-current assets	6,483	6,780
Non-current liabilities	(137)	(166)
	6,346	6,614
Net assets as at year end	7,581	7,495

8. Investments in associates *continued*

Summarised statement of comprehensive income

	Group	
	2022 €'000	2021 €'000
Revenue	2,711	2,226
Profit before tax	562	557
Profit after tax	340	288
Associated results attributable to the group	167	141

The information above reflects the amounts presented in the financial statements of the associates for the period which have been prepared in accordance with GAPSME. These have been adjusted for the adoption of IFRSs when considered as associates of the group, amounting to €334,000 (2021: €261,000).

Reconciliation of summarised financial information

Reconciliation of the summarised financial information presented to the carrying amount of its interest in associates:

	Group	
	2022 €'000	2021 €'000
Opening net assets	7,495	7,207
Profit for the year	340	288
Dividend paid	(250)	-
Closing net assets	7,585	7,495
Carrying value at year end	3,020	3,187

Notes to the financial statements CONTINUED

9. Equity instruments at fair value through other comprehensive income

	Group	
	2022 €'000	2021 €'000
Year ended 30 April		
Opening carrying amount	-	-
Additions	250	-
Gains from changes in fair value	10	-
	<hr/>	<hr/>
Closing cost and net book amount	260	-
	<hr/>	<hr/>
At 30 April		
Cost	250	-
Fair value gains (Note 14)	10	-
	<hr/>	<hr/>
Carrying amount	260	-
	<hr/>	<hr/>

Equity instruments at FVOCI relate to an investment in a listed local company, M&Z p.l.c.. The equity investment is not held for trading and which the group has irrevocably elected at initial recognition to recognise in this category. This is a strategic investment and the group considers this classification to be more relevant.

The fair value of the equity investment is estimated by reference to the current bid prices based on active market.

10. Inventories

	Group	
	2022 €'000	2021 €'000
Goods held for resale	9,644	6,981
	<hr/>	<hr/>

The amount of inventory write-downs recognised in the income statement categories is as follows:

	Group	
	2022 €'000	2021 €'000
Cost of sales	393	105
	<hr/>	<hr/>

11. Trade and other receivables

	Group		Company	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Non-current				
Amounts owed by subsidiaries	-	-	708	708
Current				
Trade receivables - net	3,688	2,780	-	-
Indirect taxation	137	33	-	-
Advance payments to suppliers	1,250	761	-	-
Amounts owed by associates and related parties	326	92	-	-
Advance payments on non-current assets	50	85	-	-
Other debtors	55	329	-	-
Prepayments and accrued income	2,453	1,773	-	-
	7,959	5,853	-	-
Total trade and other receivables	7,959	5,853	708	708

Amounts owed by associates and related parties are unsecured, interest free and repayable on demand. The group's exposure to credit and currency risks relating to receivables are disclosed in note 2. The other classes within trade and other receivables do not contain impaired assets.

12. Cash and cash equivalents

For the purposes of the statement of cash flows, the period-end cash and cash equivalents comprise the following:

	Group		Company	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Cash at bank and in hand	8,729	4,695	5	111
Bank overdraft (note 15)	(1,010)	(3,485)	-	-
Total cash and cash equivalents	7,719	1,210	5	111

Notes to the financial statements CONTINUED

13. Share capital

	Group		Company	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Issued and fully paid up	27,000	27,000	27,000	27,000

The company's authorised share capital of €40,000,000 is constituted by 160,000,000 ordinary shares having a nominal value of €0.25 per share and the company's issued share capital of €27,000,000 is constituted by 108,000,000 ordinary shares having a nominal value of €0.25 per share. The issued share capital consists of one class of ordinary shares with equal voting rights attached.

14. Fair value reserve

	Group	
	2022 €'000	2021 €'000
At 1 May	-	-
Gains from changes in fair value of equity instruments	10	-
At 30 April	10	-

The fair value reserve reflects the cumulative net changes in fair value of equity instruments measured at fair value through other comprehensive income held by the Group, which changes are recognised directly in equity in other comprehensive income.

The reserve is non-distributable.

15. Borrowings

	Group	
	2022 €'000	2021 €'000
Non-current		
Bank loans	6,140	7,954
	6,140	7,954
Current		
Bank overdrafts (note 12)	1,010	3,485
Bank loans	1,800	1,800
	2,810	5,285
Total borrowings	8,950	13,239

During 2021, the group successfully applied for loans through the COVID-19 Guarantee Scheme supported by the Malta Development Bank (MDB) which amounted to €3,000,000. These loans are subject to interest of 2.75% plus 3-month Euribor. However, in line with the MDB COVID Guarantee Scheme, the loans benefit from a subsidy of 2.4% for the first two years. Accordingly, the effective interest rate as at 30 April 2021 and 30 April 2022 is of 0.35%.

The group's banking facilities as at 30 April 2022 amounted to €17,738,750 (2021: €17,052,883).

The group's bank borrowings are secured by:

- (a) a general hypothec over the group's assets and a special hypothec over its property;
- (b) general and special hypothecs over the assets of related parties;
- (c) pledge over insurance policies; and
- (d) guarantees issued by the group and related parties.

The interest rate exposure of the borrowings of the group was as follows:

	Group	
	2022 €'000	2021 €'000
At floating rates	8,950	13,239

Weighted average effective interest rate as at the end of the reporting year were:

	Group	
	2022	2021
Bank loan	2.75%	2.75%
Bank overdraft	2.50%	2.50%

This note provides information about the contractual terms of the group's borrowings. For more information about the group's exposure to liquidity and interest rate risks, see note 2.

Notes to the financial statements CONTINUED

16. Deferred taxation

Deferred income taxes are calculated on all temporary differences under the liability method using a principal tax rate of 35% (2021: 35%), except for temporary differences on immovable property that are calculated under the liability method using a principal tax rate of 10% (2021: 10%) on the carrying amounts of property. The movement on the deferred tax account is as follows:

	Group	
	2022 €'000	2021 €'000
At beginning of year	3,850	3,750
Deferred tax on temporary differences arising on depreciation of property, plant and equipment	(29)	90
Provisions	-	3
Over provision in deferred tax in prior year	-	7
At end of year	3,821	3,850

Deferred tax is principally composed of deferred tax assets and liabilities which are to be recovered and settled after more than twelve months.

The balance as at year-end represents temporary differences on or attributable to:

	Group	
	2022 €'000	2021 €'000
Revaluation of non-current assets	3,023	3,023
Depreciation on property, plant and equipment	801	830
Provisions for impairment of receivables	(3)	(3)
	3,821	3,850

17. Trade and other payables

	Group		Company	
	2022	2021	2022	2021
	€'000	€'000	€'000	€'000
Non-current				
Amounts owed to subsidiaries	-	-	6,055	6,020
	-	-	6,055	6,020
Current				
Trade payables	16,494	10,976	-	-
Amounts due to related parties and associates	2,166	1,634	28	28
Capital payables	66	342	-	-
Other payables	577	279	-	-
Indirect taxation	853	2,168	-	-
Accruals and deferred income	3,501	4,002	15	13
	23,657	19,401	43	41
Total trade and other payables	23,657	19,401	6,098	6,061

Amounts owed to related parties and associates are unsecured, interest free and repayable on demand. The group's exposure to liquidity and currency risks relating to trade and other payables are disclosed in note 2.

Accruals include contract liabilities related to group's customer loyalty programme amounted to €1,487,887 (2021: €1,894,000).

In the company's books, amounts owed to subsidiaries are unsecured, interest free and are not expected to be repaid within the next twelve months.

Notes to the financial statements CONTINUED

18. Segment information

Management has determined the operating segments based on the reports reviewed by the board of directors that are used to make strategic decisions.

The board of directors considers the group's business mainly from a commercial perspective as geographically operations are carried out, predominantly, on the local market. The group's revenue principally arises from the management of supermarket operations including management of shared activities and rental activities and the invoiced value of branded garments, home furnishings and related merchandise. The group's commercial operations are segregated primarily into supermarkets and associated retail operations and franchise operations which are considered to the operating segments of the group.

The group does not have any particular major customer, as it largely derives revenue from a significant number of consumers availing of its products and services. Accordingly, the group has not identified any relevant disclosures in respect of reliance on major customers.

The board of directors assesses the performance of the operating segments based on operating results adjusted for centralised costs. Interest income and expenditure are not allocated to segments, as this type of activity is driven by the central treasury function, which manages the cash position of the group.

Sales between segments are carried out at arm's length. The revenue from external parties reported to the board of directors is measured in a manner consistent with that in the income statements.

The amounts provided to the board of directors with respect to total assets are measured in a manner consistent with that of the financial statements. These assets are allocated based on the operations of the segment and the physical location of the asset. Segment assets consist primarily of land and buildings, right-of-use assets, investment property, machinery and equipment, inventories, trade and other receivables and cash and cash equivalents. Taxation is not considered to be segment assets but rather is managed by the treasury function.

The amounts provided to the board of directors with respect to total liabilities are measured in a manner consistent with that of the financial statements. These liabilities are allocated based on the operations of the segment. Segment liabilities comprise trade and other payables and exclude tax and borrowings. The group's interest-bearing liabilities, lease liabilities and taxation are not considered to be segment liabilities but rather are managed by the treasury function.

Group	Supermarkets and associated retail operations €'000	Franchise operations €'000	Group €'000
2022			
Revenue	141,480	27,679	169,159
Less: inter-segmental sales	(20,313)	(1,797)	(22,110)
	121,167	25,882	147,049
Segment results	14,273	3,811	18,084
Net finance costs			(1,229)
Share of associates results			(167)
Profit before tax			16,688
Tax expense			(4,651)
Profit for the year			12,037
Segment assets	70,401	37,126	107,527
Investment in associates			3,020
Total assets			110,547
Segment liabilities	20,642	3,018	23,660
Unallocated liabilities			31,207
Total liabilities			54,867
Additions to non-current assets	1,155	71	1,226
Depreciation and amortisation	(1,983)	(930)	(2,913)

Notes to the financial statements CONTINUED

18. Segment information *continued*

Group	Supermarkets and associated retail operations €'000	Franchise operations €'000	Group €'000
2021			
Revenue	126,483	19,738	146,221
Less: inter-segmental sales	(15,177)	(1,595)	(16,772)
	111,306	18,143	129,449
Segment results	13,682	2,600	16,282
Net finance costs			(1,313)
Share of associates results			(120)
Profit before tax			14,849
Tax expense			(4,291)
Profit for the year			10,558
Segment assets	62,855	37,508	100,363
Investment in associates			3,187
Total assets			103,550
Segment liabilities	16,495	2,909	19,404
Unallocated liabilities			35,063
Total liabilities			54,467
Additions to non-current assets	1,024	182	1,206
Depreciation and amortisation	(1,798)	(943)	(2,741)

19. Expenses by nature

	Group		Company	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Employee benefit expense (note 20)	10,021	8,211	-	-
Depreciation of property, plant and equipment (note 4)	2,200	2,037	-	-
Amortisation of right-of-use assets	713	704	-	-
Purchases of goods and consumables	111,226	95,889	-	-
Variable leases and parking fees	1,467	1,000	-	-
Movement in inventories	(2,663)	513	-	-
Utility costs	966	859	-	-
Other expenses	6,015	4,754	143	132
Total cost of sales, selling and marketing costs and administration expenses	129,945	113,967	143	132

Audit fees

Fees charged by the auditor for services rendered during the financial periods ended 30 April 2022 and 2021 relate to the following:

	Group		Company	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Annual statutory audit	173	160	20	18
Tax advisory and compliance services	12	7	2	1
	185	167	22	19

Notes to the financial statements CONTINUED

20. Employee benefit expense

	Group	
	2022 €'000	2021 €'000
Wages and salaries	8,335	7,251
Social security	545	468
	8,880	7,719
Subcontracted from third parties	1,141	492
	10,021	8,211

Average number of persons employed during the year:

	Group	
	2022	2021
Operational	318	303
Administration	61	61
Selling and distribution	5	5
	384	369

Wages and salaries are presented net of wage supplement from the Government amounting to €210,490 (2021: €640,972) in view of the COVID-19 pandemic. Grants related to income are presented as a deduction in reporting the related expenses.

21. Directors' remuneration

	Group	
	2022 €'000	2021 €'000
Emoluments paid	569	525

A number of directors availed themselves of an allowance for the use of company cars during the year. The estimated value of this benefit has been included within the directors' salaries, which also includes other allowances.

22. Other income

	Group	
	2022 €'000	2021 €'000
Recharges of expenses to retail operators	980	800

23. Dividend income

The company's revenue is derived from dividend income from its subsidiaries in accordance with the group's dividend policy.

During the year, the company received gross dividends from its subsidiaries totalling €8,385,000 (2021: €7,538,000).

24. Net finance costs

	Group		Company	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Bank interest	211	280	-	-
Finance costs on lease interest	991	1,005	-	-
Finance lease interest	9	9	-	-
Other financial charges	18	19	-	-
	1,229	1,313	-	-

Notes to the financial statements CONTINUED

27. Commitments *continued*

25. Tax expense

	Group		Company	
	2022	2021	2022	2021
	€'000	€'000	€'000	€'000
Current tax expense:				
on taxable profit subject to tax at 35%	3,548	3,236	2,935	2,638
on taxable profit subject to tax at 15%	1,132	955	-	-
Deferred tax charge	(29)	100	-	-
	4,651	4,291	2,935	2,638

The tax on the company's profit before tax differs from the theoretical amount that would arise using the basic tax rate as follows:

	Group		Company	
	2022	2021	2022	2021
	€'000	€'000	€'000	€'000
Profit before tax	16,688	14,849	8,242	7,406
Tax on profit at 35%	5,841	5,197	2,885	2,592
Tax effect of:				
share of results of associates	(58)	(49)	-	-
maintenance allowance on rental income	(255)	(235)	-	-
expenses and provisions not allowable for tax purposes	666	589	50	46
unrecognised deferred tax related to prior years	12	(8)	-	-
under-provision of current tax in prior year	-	54	-	-
income subject to reduced rates of tax	(1,509)	(1,273)	-	-
movement in unrecognised deferred tax	(48)	4	-	-
other	2	12	-	-
Tax expense	4,651	4,291	2,935	2,638

26. Dividends paid

	Group		Company	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Gross dividend	8,385	7,385	8,385	7,385
Tax at 35%	(2,935)	(2,585)	(2,935)	(2,585)
Total net dividend	5,450	4,800	5,450	4,800
Euro per share (net)	0.05	0.04	0.05	0.04

A first net interim dividend of €2,250,000 in respect of the year ended 30 April 2022 was announced on 26 November 2021 and paid to the ordinary shareholders on 10 December 2021. A second net interim dividend of €3,600,000 in respect of the year ended 30 April 2022 was announced on 28 June 2022, and paid to the ordinary shareholders on 11 July 2022.

The second net interim dividend was not reflected in the comparative financial statements as it is accounted for in shareholders' equity in the current year financial statements.

27. Earnings per share

Earnings per share is based on the profit for the financial year attributable to the shareholders of PG p.l.c. divided by the weighted average number of ordinary shares in issue during the year and ranking for dividend.

	Group	
	2022 12,037	2021 10,558
Profit attributable to shareholders (€'000)		
Weighted average number of ordinary shares in issue (thousands)	108,000	108,000
Basic and diluted earnings per share for the year attributable to shareholders	€0.11	€0.10

The company does not have any dilutive contracts on own shares in issue.

Notes to the financial statements CONTINUED

28. Cash generated from operations

Reconciliation of operating profit to cash generated from operations:

	Group		Company	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Operating profit	18,084	16,282	8,242	7,406
Adjustment for:				
Depreciation on property, plant and equipment and right-of-use asset (notes 4,5)	2,913	2,741	-	-
Loss on disposal of property, plant and equipment	81	9	-	-
Changes in working capital:				
Inventory	(2,663)	418	-	-
Trade and other receivables	(2,106)	(828)	-	-
Trade and other payables	4,256	(448)	37	2
Cash generated from operations	20,565	18,174	8,279	7,408

Net debt reconciliation

All the movements in the group's net debt related only to cash flow movements and disclosed as part of the financing activities in the statements of cash flows on page 55 with the exception for movements in lease liabilities which include finance costs of these liabilities amounting to €999,000 (2021: €1,005,000).

29. Commitments

(a) Capital commitments

As at 30 April, the group had commitments for capital expenditure relating to its property not provided for in these financial statements as follows:

	Group	
	2022 €'000	2021 €'000
Authorised but not contracted for	-	70
Contracted but not provided for	270	186
	270	256

(b) Lease commitments - where the group is a lessor

The future minimum lease payments receivable under non-cancellable property leases are as follows:

	Group	
	2022	2021
	€'000	€'000
Within one year	226	391
Between 1 and 2 years	189	145
Between 2 and 3 years	145	145
Between 3 and 4 years	73	145
Between 4 and 5 years	-	73
	633	899

30. Related party transactions

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial or operating policy decisions.

As at year end, Mr Paul Gauci owned 68.38% of the shareholding in PG p.l.c. and hence controls the group. The remaining 31.62% of the shares are widely held.

The entities constituting the PG Group are ultimately fully owned by PG p.l.c. Other entities on which Mr Paul Gauci can exercise significant influence are also considered to be related parties. Hence, related parties also include subsidiaries and associates of PG Holdings Limited.

Related party transactions also include transactions with a director of the Group who operates retail outlets within the supermarkets. Rental and other income generated through such transactions amounted to €599,000 (2021: €516,000).

In the opinion of the directors, disclosure of related party transactions, which are generally carried out on commercial terms and conditions, is only necessary when the transactions effected have a material impact on the operating results and financial position of the group. The aggregate invoiced amounts in respect of a number of transaction types carried out with related parties are not considered material and accordingly they do not have a significant effect on these financial statements except for the following.

During the year ended 30 April 2020, the group recognised the leasing arrangements with its associate as right-of-use assets and lease liabilities. The group made payments of €2,711,000 (2021: €2,226,000) to its associate in relation with such leases, and recognised €999,000 (2021: €1,005,000) as interest expenses and €1,174,000 (2021: €928,000) as variable lease payments.

Year-end balances with associated related parties are disclosed in notes 11 and 17 to these financial statements.

Notes to the financial statements CONTINUED

30. Related party transactions *continued*

Key management personnel compensation, consisting of directors' and senior management remuneration, is disclosed as follows:

	Group	
	2022 €'000	2021 €'000
Directors	569	525
Senior Management	590	541
	1,159	1,066

31. Events after reporting period

On 28 June 2022, the group entered into an agreement for a period of 50 years for the lease of property adjacent to PAMA Shopping Village. The minimum committed amount for the non-cancellable period amounts to €1,500,000.

32. Contingent liabilities

At 30 April 2022, the group had contingent liabilities amounting to €3,250,000 (2021: €3,250,000) with regards to guarantees mainly in favour of third parties issued by the bank on behalf of the Group in the ordinary course of business.

33. Statutory information

PG p.l.c. is a public limited company and is incorporated in Malta.

34. Subsidiaries and associates

The subsidiaries and associates at 30 April 2022 are shown below:

Subsidiaries	Registered office	Principal activities	Percentage of shares held	
			2022	2021
Alhambra Investment Limited	PG Group Head Offices PAMA Shopping Village Valletta Road, Mosta	Investment holding	100	100
Alhambra Trading Limited	PG Group Head Offices PAMA Shopping Village Valletta Road, Mosta	Operation of branded fashion retail outlet	100	100

34. Subsidiaries and associates *continued*

Subsidiaries	Registered office	Principal activities	Percentage of shares held	
			2022	2021
Centre Point Properties Limited	PG Group Head Offices PAMA Shopping Village Valletta Road, Mosta	Operation of branded fashion retail outlet	100	100
PAVI Supermarkets Limited	PG Group Head Offices PAMA Shopping Village Valletta Road, Mosta	Operation of supermarket and management of retail area	100	100
PAVI Shopping Complex Limited	PG Group Head Offices PAMA Shopping Village Valletta Road, Mosta	Property leasing	100	100
PAMA Supermarket Limited	PG Group Head Offices PAMA Shopping Village Valletta Road, Mosta	Operation of supermarket	100	100
PAMA Rentals Limited	PG Group Head Offices PAMA Shopping Village Valletta Road, Mosta	Property leasing	100	100
PG Finance Limited	PG Group Head Offices PAMA Shopping Village Valletta Road, Mosta	Property leasing and Group treasury function	100	100
Pruna Trading Limited	PG Group Head Offices PAMA Shopping Village Valletta Road, Mosta	Importation and wholesale of retail products	100	100
PG Developments Limited	PG Group Head Offices PAMA Shopping Village Valletta Road, Mosta	Investment property	100	100
Associates				
PAMA Shopping Village Limited	PG Group Head Offices PAMA Shopping Village Valletta Road, Mosta	Property leasing	49	49
PAMA Carparks Limited	Ta' Clara Farmhouse Ramla Road, Maghtab, Naxxar	Carpark management	49	49



Independent auditor's report

To the Shareholders of PG p.l.c.

Report on the audit of the financial statements

Our opinion

In our opinion:

- The Group financial statements and Parent Company financial statements (the "financial statements") give a true and fair view of the Group and the Parent Company's financial position of PG p.l.c. as at 30 April 2022, and of the Group's and the Parent Company's financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards ('IFRSs') as adopted by the EU; and
- The financial statements have been prepared in accordance with the requirements of the Maltese Companies Act (Cap. 386).

Our opinion is consistent with our additional report to the Audit Committee.

What we have audited

PG p.l.c.'s financial statements comprise:

- the Consolidated and Parent Company statements of financial position as at 30 April 2022;
- the Consolidated and Parent Company statements of comprehensive income for the year then ended;
- the Consolidated and Parent Company statements of changes in equity for the year then ended;
- the Consolidated and Parent Company statements of cash flows for the year then ended; and
- the notes to the financial statements, which include significant accounting policies and other explanatory information.

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 Financial Statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group and the Parent Company in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) together with the ethical requirements of the Accountancy Profession (Code of Ethics for Warrant Holders) Directive issued in terms of the Accountancy Profession Act (Cap. 281) that are relevant to our audit of the financial statements in Malta. We have fulfilled our other ethical responsibilities in accordance with these Codes.

To the best of our knowledge and belief, we declare that non-audit services that we have provided to the parent company and its subsidiaries are in accordance with the applicable law and regulations in Malta and that we have not provided non-audit services that are prohibited under Article 18A of the Accountancy Profession Act (Cap. 281).

The non-audit services that we have provided to the parent company and its subsidiaries, in the period from 1 May 2021 to 30 April 2022, are disclosed Note 19 to the financial statements.

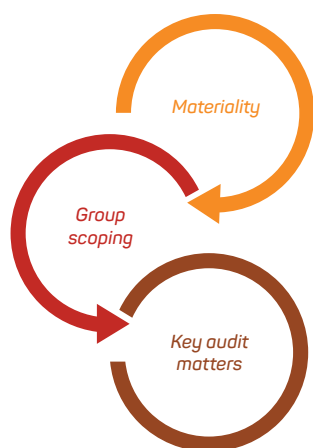


Independent auditor's report *CONTINUED*

To the Shareholders of PG p.l.c.

Our audit approach

Overview



- Overall group materiality: €834,000, which represents 5% of profit before tax.
- The Group is composed of 11 reporting units all located in Malta.
- The Group engagement team carried out the audit of the financial statements of the parent company as well as the audit of the financial statements of all the subsidiaries of the company.
- Existence, valuation and cut-off of inventory.

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where the directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

Materiality

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

Overall group materiality	€834,000
How we determined it	5% of profit before tax.
Rationale for the materiality benchmark applied	We applied this benchmark because, in our view, profit before tax is the metric against which the performance of the Group is most commonly measured. We chose 5% which is within the range of acceptable quantitative materiality thresholds.



Independent auditor's report *CONTINUED*

To the Shareholders of PG p.l.c.

We agreed with the Audit Committee that we would report to them misstatements identified during our audit above €83,400 as well as misstatements below that amount that, in our view, warranted reporting for qualitative reasons.

Key audit matters

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

Key audit matter	How our audit addressed the Key audit matter
<i>Existence, valuation and cut-off of inventory</i> Refer to note 10	
Inventory for the Group as at 30 April 2022 amounted to €9.6 million and represented 37% of total current assets. This inventory mainly consists of stocks held in the supermarkets and stores and in the fashion retail outlets.	We tested the existence of inventory mainly by attending a selection of inventory cycle counts in the supermarkets, attending the year-end count of related stores as well as observing the year-end stock counts in the fashion retail outlets.
Inventory is valued at the lower of cost and net realisable value. The valuation of inventory at cost is based on the weighted average cost per unit of inventory (the AVCO-principle).	We performed test counts on a sample basis and compared the quantities counted by us with the results of the counts by the entities. We also checked that variances arising from our test counts were followed up by management and reflected in the accounting records. Our tests of detail on the valuation of inventory included the verification of inventory records against the respective supporting documentation on a sample basis. Furthermore, we also assessed slow moving items. Our audit procedures to assess inventory cut-off consisted of performing substantive procedures to ensure that the transfer of rights and obligations over inventory had been correctly reflected in the accounting records of the Group.
Due to the nature of the Group's operations, the number of transactions recorded through the inventory cycle during the year is very significant and dependant on the reliability of the Group's operating systems.	
We focused on this area because of the materiality of these balances and the related impact on working capital as well as on the cost of items sold.	Based on the procedures performed, we conclude that inventories as at year end are reasonably stated in the financial statements.

How we tailored our group audit scope

The Group is composed of 11 reporting units all located in Malta. We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

The Group audit team performed all of this work by applying the overall group materiality, together with additional procedures performed on the consolidation. This gave us sufficient appropriate audit evidence for our opinion on the Group financial statements as a whole.



Independent auditor's report *CONTINUED*

To the Shareholders of PG p.l.c.

Other information

The directors are responsible for the other information. The other information comprises the Chairman's statement, the Chief executive officer's review, the Directors' report, the Corporate governance statement and the Remuneration statement (but does not include the financial statements and our auditor's report thereon).

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon except as explicitly stated within the Report on other legal and regulatory requirements.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the 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 and those charged with governance for the financial statements

The directors are responsible for the preparation of financial statements that give a true and fair view in accordance with IFRSs as adopted by the EU and the requirements of the Maltese Companies Act (Cap. 386), and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group's and the Parent 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 or the Parent Company or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the 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 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 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.



Independent auditor's report *CONTINUED*

To the Shareholders of PG p.l.c.

- 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 and the Parent Company'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's or the Parent 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 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 or the Parent Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance 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 those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to 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 those charged with governance, we determine those matters that were of most significance in the audit of the 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

Report on compliance with the requirements of the European Single Electronic Format Regulatory Technical Standard (the "ESEF RTS"), by reference to Capital Markets Rule 5.55.6

We have undertaken a reasonable assurance engagement in accordance with the requirements of Directive 6 issued by the Accountancy Board in terms of the Accountancy Profession Act (Cap. 281) - the Accountancy Profession (European Single Electronic Format) Assurance Directive (the "ESEF Directive 6") on the Annual Financial Report of PG p.l.c. for the year ended 30 April 2022, entirely prepared in a single electronic reporting format.



Independent auditor's report *CONTINUED*

To the Shareholders of PG p.l.c.

Responsibilities of the directors

The directors are responsible for the preparation of the Annual Financial Report, including the consolidated financial statements and the relevant mark-up requirements therein, by reference to Capital Markets Rule 5.56A, in accordance with the requirements of the ESEF RTS.

Our responsibilities

Our responsibility is to obtain reasonable assurance about whether the Annual Financial Report, including the consolidated financial statements and the relevant electronic tagging therein, complies in all material respects with the ESEF RTS based on the evidence we have obtained. We conducted our reasonable assurance engagement in accordance with the requirements of ESEF Directive 6.

Our procedures included:

- Obtaining an understanding of the entity's financial reporting process, including the preparation of the Annual Financial Report, in accordance with the requirements of the ESEF RTS.
- Obtaining the Annual Financial Report and performing validations to determine whether the Annual Financial Report has been prepared in accordance with the requirements of the technical specifications of the ESEF RTS.
- Examining the information in the Annual Financial Report to determine whether all the required taggings therein have been applied and whether, in all material respects, they are in accordance with the requirements of the ESEF RTS.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, the Annual Financial Report for the year ended 30 April 2022 has been prepared, in all material respects, in accordance with the requirements of the ESEF RTS.

Other reporting requirements

The *Annual Financial Report and Financial Statements 2022* contains other areas required by legislation or regulation on which we are required to report. The Directors are responsible for these other areas.

The table below sets out these areas presented within the Annual Financial Report, our related responsibilities and reporting, in addition to our responsibilities and reporting reflected in the *Other information* section of our report. Except as outlined in the table, we have not provided an audit opinion or any form of assurance.



Independent auditor's report *CONTINUED*

To the Shareholders of PG p.l.c.

Area of the <i>Annual Financial Report and Financial Statements 2022</i> and the related Directors' responsibilities	Our responsibilities	Our reporting
Directors' report The Maltese Companies Act (Cap. 386) requires the directors to prepare a Directors' report, which includes the contents required by Article 177 of the Act and the Sixth Schedule to the Act.	<p>We are required to consider whether the information given in the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements.</p> <p>We are also required to express an opinion as to whether the Directors' report has been prepared in accordance with the applicable legal requirements.</p> <p>In addition, we are required to state whether, in the light of the knowledge and understanding of the Company and its environment obtained in the course of our audit, we have identified any material misstatements in the Directors' report, and if so to give an indication of the nature of any such misstatements.</p> <p>With respect to the information required by paragraphs 8 and 11 of the Sixth Schedule to the Act, our responsibility is limited to ensuring that such information has been provided.</p>	<p>In our opinion:</p> <ul style="list-style-type: none">the information given in the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; andthe Directors' report has been prepared in accordance with the Maltese Companies Act (Cap. 386). <p>We have nothing to report to you in respect of the other responsibilities, as explicitly stated within the <i>Other information</i> section.</p>



Independent auditor's report *CONTINUED*

To the Shareholders of PG p.l.c.

Area of the Annual Financial Report and Financial Statements 2022 and the related Directors' responsibilities	Our responsibilities	Our reporting
Corporate governance statement The Capital Markets Rules issued by the Malta Financial Services Authority require the directors to prepare and include in the Annual Financial Report a Statement of Compliance with the Code of Principles of Good Corporate Governance within Appendix 5.1 to Chapter 5 of the Capital Markets Rules. The Statement's required minimum contents are determined by reference to Capital Markets Rule 5.97. The Statement provides explanations as to how the Company has complied with the provisions of the Code, presenting the extent to which the Company has adopted the Code and the effective measures that the Board has taken to ensure compliance throughout the accounting period with those Principles.	<p>We are required to report on the Statement of Compliance by expressing an opinion as to whether, in light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have identified any material misstatements with respect to the information referred to in Capital Markets Rules 5.97.4 and 5.97.5, giving an indication of the nature of any such misstatements.</p> <p>We are also required to assess whether the Statement of Compliance includes all the other information required to be presented as per Capital Markets Rule 5.97.</p> <p>We are not required to, and we do not, consider whether the Board's statements on internal control included in the Statement of Compliance cover all risks and controls, or form an opinion on the effectiveness of the Company's corporate governance procedures or its risk and control procedures.</p>	<p>In our opinion, the Statement of Compliance has been properly prepared in accordance with the requirements of the Capital Markets Rules issued by the Malta Financial Services Authority.</p> <p>We have nothing to report to you in respect of the other responsibilities, as explicitly stated within the <i>Other information</i> section.</p>



Independent auditor's report *CONTINUED*

To the Shareholders of PG p.l.c.

Area of the <i>Annual Financial Report and Financial Statements 2022</i> and the related Directors' responsibilities	Our responsibilities	Our reporting
Remuneration statement The Capital Markets Rules issued by the Malta Financial Services Authority require the directors to prepare a Remuneration report, including the contents listed in Appendix 12.1 to Chapter 12 of the Capital Markets Rules.	We are required to consider whether the information that should be provided within the Remuneration report, as required in terms of Appendix 12.1 to Chapter 12 of the Capital Markets Rules, has been included.	In our opinion, the Remuneration report has been properly prepared in accordance with the requirements of the Capital Markets Rules issued by the Malta Financial Services Authority.
	Other matters on which we are required to report by exception We also have responsibilities under the Maltese Companies Act (Cap. 386) to report to you if, in our opinion: <ul style="list-style-type: none">adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us.the financial statements are not in agreement with the accounting records and returns.we have not received all the information and explanations which, to the best of our knowledge and belief, we require for our audit. We also have responsibilities under the Capital Markets Rules to review the statement made by the directors that the business is a going concern together with supporting assumptions or qualifications as necessary.	We have nothing to report to you in respect of these responsibilities.



Independent auditor's report *CONTINUED*

To the Shareholders of PG p.l.c.

Other matter – use of this report

Our report, including the opinions, has been prepared for and only for the Parent Company's shareholders as a body in accordance with Article 179 of the Maltese Companies Act (Cap. 386) and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior written consent.

Appointment

We were first appointed as auditors of the Company on 25 November 2016. Our appointment has been renewed annually by shareholder resolution representing a total period of uninterrupted engagement appointment of 5 years.

PricewaterhouseCoopers

78, Mill Street
Zone 5, Central Business District
Qormi
Malta

A handwritten signature in blue ink, appearing to read 'Stefan Bonello'.

Stefan Bonello

Partner

25 August 2022

