Reinert

Empower. Innovate. Thrive.

Integrated Report 2025

CONTENTS

1 Introducing our report

The Chair of the Board of directors and Group Chief Executive Officer (GCEO) set the scene for our 2025 Integrated Report (the report). We also give guidance on how to navigate the report and provide a summary overview of the value created for stakeholders.

- Reunert in 2025
- Navigational guidance
- FY25 performance at a glance

3 Group profile and value creation

Find out more about the Group and our operating segments within the context of our Purpose, Group Values and legacy.

- Group profile
- An integrated approach to value creation

7 About the report

We explain our reporting approach and elements while defining the report's scope and boundary. Read about materiality, comparability, reliability, assurance and how the Board approved the report.

- About the report

10 Leadership reflections

The Chair's message provides insight into Reunert's portfolio and recent transactions, strategy, governance and ethics. The joint GCEO and Group Chief Financial Officer (GCFO) report features financial and operational performance updates.

- Chair's message
- Leadership report

18 Our context, strategy and investment case

This section explains how Reunert's material matters respond to our operating context and inform the Group Strategy. Our business model summarises Reunert's ability to create and preserve value. All of the above is reflected in Reunert's investment case, which highlights growth opportunities, strong cash generation and values-driven behaviour.

- Operating context
- Material matters
- Group Strategy
- Investment case
- Business model
- Stakeholder relationships

35 FY25 segment performance

We profile Reunert's three segments and unpack their performance for the financial year ended 30 September 2025 (FY25).

- Segment introduction and context
- Electrical Engineering
- ICT
- Applied Electronics (including Renewable Energy)

53 Responsible business practices

Our Sustainability Strategy Framework drives environmental, social and governance (ESG) outcomes based on key focus areas and enablers. We report on progress with sustainability, human capital and Broad-Based Black Economic Empowerment (B-BBEE).

- Human Capital review
- Our human capital approach
- Employee statistics
- Our transformation approach
- Our health and safety approach
- Our sustainability approach
- Our Sustainability Strategy Framework
- Climate-related financial disclosures

79 Governance and leadership

This section sets out the governance structures and processes which provide Group oversight and guidance. We profile our leaders and set out Reunert's Remuneration Policy that drives performance.

- Our governance approach
- Our governance structures
- Group compliance
- Key governance matters in FY25
- Reunert's leadership
- Our Board
- Board committees
- Nomination and Governance Committee Report
- Audit Committee feedback
- Investment Committee feedback
- Risk Committee Report
- Social, Ethics and Transformation Committee Report
- Remuneration: supporting performance

126 Appendices

We provide detailed shareholder information and our glossary.

- Share ownership analysis
- Abbreviations and acronyms
- Business units' shorthand
- Corporate information

INTRODUCING OUR REPORT

Reunert in 2025

Dear stakeholders

We welcome you to our 2025 Integrated Report, which reflects Reunert's performance and prospects by considering the value we created and plan to sustain in future. Reunert's Purpose is to *Empower industries that drive society towards a sustainable future that is connected, efficient and safe.*

We delivered on our Purpose through the activities and achievements of our Electrical Engineering, ICT and Applied Electronics Segments.

Reunert's use of a federal model to manage the Group is one of our strengths, with each segment supporting the Group Strategy and Vision. The model is successful due to the commitment of the various management teams and their employees.

The Group's performance is linked to the outlook for South Africa, its economy and people. We are committed to engaging with government and other stakeholders to create a better future and address the challenges that are currently constraining economic growth.

Reunert's international growth and expansion are on a firm trajectory despite the new United States (US) tariffs impacting the sale of circuit breakers. Defence spending is increasing globally and energy infrastructure development in Africa remains a burgeoning requirement.

Innovation in the development of new products and services remained a core capability and growth driver, supported by technical excellence and a strong commitment to responsible business practices. We continue investing in skills and capital expansion aligned with areas of potential value creation.

Reunert's resilience is anchored in a strong balance sheet and the proven ability to generate cash despite challenging market conditions in South Africa. Our diverse range of products and services combine to support a sustainable Group and the quality of our assets continues to deliver solid returns.

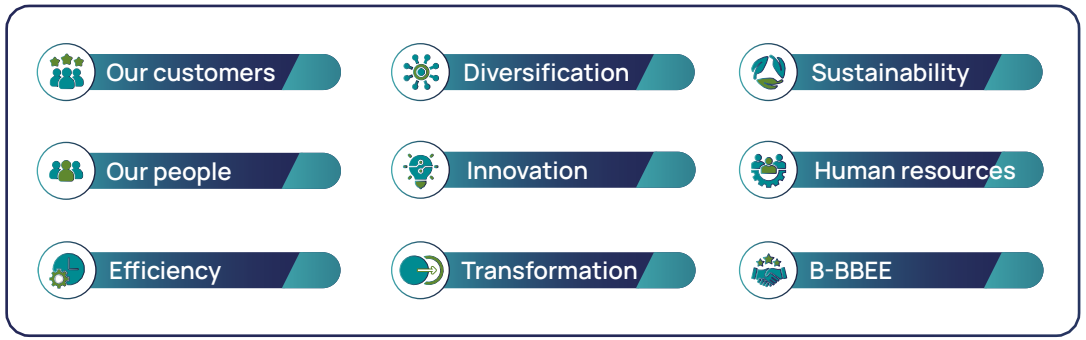
We invite you to read more about our investment case and the objectives that drive our six-pillar strategy outcomes. These provide a longer-term view of our impacts, with oversight from an experienced Board.

Mohamed Husain
Independent Chair

Alan Dickson
Group Chief Executive Officer

Navigating our report

We provide visual navigation by using icons for Reunert's Strategy elements:



The segments are colour-coded for ease of reference:

Electrical Engineering | ICT | Applied Electronics

Performance and value creation

Year-on-year performance against key performance indicators is shown as:

- Positive/creating value
- Neutral/preserving value
- Negative/eroding value

These key performance indicators are linked to the Integrated Reporting Framework's use of value creation, preservation and erosion.

More information

A glossary of key abbreviations and acronyms is included on page 128.

Visit Reunert's website, https://www.reunert.com or www.reunert.co.za, for more information on the Group and its segments.

FY25 performance at a glance

Reunert's performance for FY25 was on an upward trajectory following a difficult first half of the year. The Group benefits from core long-term drivers that underpin continued growth for business units which benefit from local infrastructure development and IT services. Export markets performed well.

Financial value created[1]

Revenue
R13 881 million
(2024: R14 228 million)
Down 2%

Operating profit
R1 515 million
(2024: R1 640 million)
Down 8%

Headline earnings
649 cents per share
(2024: 685 cents per share)
Down 5%

Dividend
383 cents per share
(2024: 366 cents per share)
Up 5%

Environmental value created

Renewable energy consumption
8% of total energy consumption
(2024: 5%)
Up 3%

Recycled waste
63% of total waste
(2024: 14%)
Up 49%[2]

Recycled water consumption
17% of total water consumption
(2024: 18%)
Down 1%

Solar PV capacity output
5 411 MWh
(2024: 3 446 MWh)
Up 66%

Social value created

Investment in upskilling
4 133 employees trained through the Learning Management System
(2024: 3 342)
Up 24%

Providing employment
6 441 permanent and non-permanent employees
(2024: 6 488)
Down 0,7%

86% of Business Units improved or maintained their B-BBEE ratings
(2024: 88%)

Transformation
3 level B-BBEE
(2024: 3)

Our stakeholders recognised the value we create:

94% of shareholders voted in favour of endorsing the Reunert Remuneration Policy and 95% in favour of the Remuneration Implementation Report at the Annual General Meeting (AGM) on 25 February 2025

Reunert has been upgraded to **'AAA'** from 'AA' (March 2025) by MSCI in its ESG ratings

69% of Group employees participated in the Employee Perception Survey, with 86% observing visible leadership linked to our Group Values

Positive/creating value | Neutral/preserving value | Negative/eroding value

1 *Financials based on continuing operations.*
2 *The increase in recycled waste is due to inclusion of previously unmeasured streams.*

GROUP PROFILE AND VALUE CREATION

	Page numbers
Group profile	4
An integrated approach to value creation	5

GROUP PROFILE

Reunert Limited (Reunert or the Group) is an industrial group with a portfolio of electrical engineering, ICT and applied electronics businesses. Reunert was founded in 1888 and listed on the JSE in 1948. The Group is included in the JSE industrial goods and services (electronic and electrical equipment) sector and is a constituent of the FTSE/JSE Responsible Investment Index.

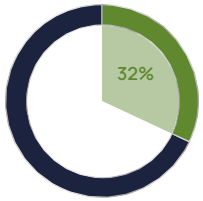
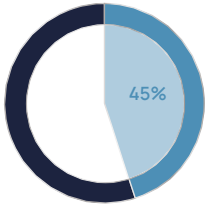
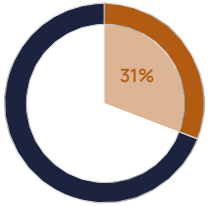
The Group listed on the A2X in August 2023 to increase share liquidity and access to the retail market.

Reunert operates primarily in South Africa, with a growing international footprint in Australia, India, Lesotho, the Kingdom of Saudi Arabia, Mauritius, the USA and Zambia. These operations support export distribution into Europe and South-East Asia.

The Group's Head Office is in Woodmead, Johannesburg, South Africa.

The Group operates through three segments with high-quality assets in diversified sectors. All segments contribute to strong cash generation and a healthy balance sheet.

Group segment profiles[1]

	What we do	Contribution to total segment operating profit	Segment focus according to investment case
Electrical Engineering	Electrical Engineering manufactures and sells a comprehensive range of: • Power cables • Low-voltage circuit breakers		• Internationalisation • Renewable energy • Infrastructure
ICT	ICT offers a range of products and services across: • Business communications • Total workspace solutions • Rental-based finance • Digital integration		• Scaled expansion • Focused organic growth
Applied Electronics	Applied Electronics develops, supplies and maintains high-precision electronic products for: • Secure communications • Fuze technology • Radar systems • Specialised engineering and technical support • Renewable energy solutions		• Optimise the portfolio for long-term value creation • Renewable energy • Internationalisation

[1] *Numbers can be reconciled to page 75 of the Annual Financial Statements.*

AN INTEGRATED APPROACH TO VALUE CREATION

OUR PURPOSE Reunert empowers industries that drive society towards a sustainable future that is connected, efficient and safe.

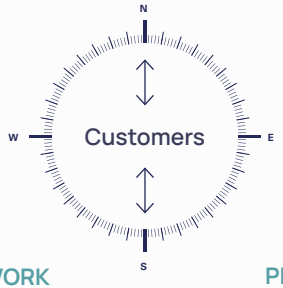
OUR MISSION Reunert enables people and the planet to thrive through our innovative technologies and solutions.

OUR VISION Reunert invests in talent and innovative technologies that create solutions for a sustainable world.

REUNERT GROUP VALUES

ACCOUNTABILITY
We act with integrity and take ownership for our actions

RESPECT
We treat everyone with dignity



EXCELLENCE
We deliver customer satisfaction by continually improving our status quo

TEAMWORK
Together everyone achieves more

PEOPLE
We promote a fair workplace for all

OUR MORAL COMPASS

The Reunert Code of Ethics

Reunert's employees embrace the principles included in the Code of Ethics. We:

- Act with integrity and honesty
- Act in the best interests of the Group
- Encourage an environment of trust with transparent and open communication
- Respect each other and do not discriminate
- Demonstrate high levels of professionalism and performance in all that we do
- Enable our customers' purpose through the services we provide and the products and solutions we deliver
- Promote a healthy and safe work environment
- Do our best to protect the environment and natural resources
- Comply with the Group's policies, procedures, practices and the law

The Reunert legacy anchors a pioneering future

- Reunert has a heritage of customer-centric innovation and responsible business leadership.
- We are committed to being a proudly South African group and acting responsibly in all the communities where we operate
- We are industry pioneers who create state-of-the-art solutions by converging technology and customer needs
- We show mastery in the technology landscape through experience, innovation and talent development
- We meet global opportunity with local expertise

A strategic commitment to deliver value

Reunert's six-pillar strategy is at the core of our value creation. The pillars respond to our material matters, which consider risks, opportunities and legitimate stakeholder needs and concerns.

Our strategic pillars inform the Reunert investment case, which directs the Group in terms of criteria, objectives and enablers. Our investment case drives the value we want to create and preserve, which we test against the actual outcomes achieved.

OUR MATERIAL MATTERS

- Political, regulatory, trade and policy uncertainty
- Muted economic and market growth
- Supply chain disruption and infrastructure challenges
- Technology and artificial intelligence disruption
- Retaining and developing talent

Material sustainability themes

- Responsible environmental stewardship
- Adapting to a changing economic context and energy transition
- Enabling our people to thrive
- Aligning with the relevant ESG Disclosures
- Maintaining the principles of good governance

OUR STRATEGIC PILLARS

- Our customers
- Our people
- Efficiency
- Diversification
- Innovation
- Transformation

INVESTMENT CASE

CRITERIA	OBJECTIVES
Grow the core	• Optimise the portfolio for long-term value creation
Accelerate new growth	• Internationalise • Digital integration • Renewable energy
Cash generation	• Low debt levels • Strong cash flow generation • Solid equity position • Well-managed capital structure
Values and ethics	• Ethical conduct guided by our Group Values and Code of Ethics

Investment case enablers

- Effective capital allocation to support strategic objectives
- Supporting our talent to thrive
- Effective governance and risk oversight
- Driving responsible environmental stewardship

INVESTMENT CASE OUTCOMES

- Established, defendable market leadership positions
- Strong industry fundamentals supporting continued growth of the core businesses
- Low capital investment supporting efficient value creation for core businesses
- Proven track record of consistent earnings growth
- Strong balance sheet enabling strategic capital deployment
- Targeted investments in high-growth areas
- EBITDA-to-free cash flow conversion >65%, reflecting capital efficiency
- Enhancing total shareholder return through dividends, share buybacks and strategic investment

ABOUT THE REPORT

Our 2025 Integrated Report reflects on the financial year ended 30 September 2025 (FY25). We focus on Reunert's unique investment qualities and position, progress with strategy implementation and track performance against key financial and non-financial indicators.

Scope, boundary and reporting approach

Reunert Limited, its subsidiaries, associates and joint ventures form the reporting boundary for this Integrated Report. The scope aligns to Annexure A of the FY25 Annual Financial Statements.

We report on Reunert's South African operations and its subsidiaries in Australia, Lesotho, India, the Kingdom of Saudi Arabia, Mauritius, the United Arab Emirates, the USA and Zambia. We indicate where specific geographies or business units are excluded from data points.

The Group is structured according to three segments, 12 clusters and related business units (see page 4). Read more about joint ventures and associates in the Group's Annual Financial Statements.

We considered the interests of all material stakeholders (set out on page 32) in developing content. Reunert strives to improve the quality and relevance of our stakeholder communication and welcomes feedback. Please send any comments to Investor Relations and Communications at investor.relations@reunert.co.za.

Our reporting is anchored in the value that Reunert creates and preserves through the responsible use of the six capitals as defined by the Integrated Reporting Framework. We endeavour to provide a balanced view of performance, based on materiality and informed by trustworthy data.

Our robust reporting process and controls ensure the reliability and integrity of the information contained in our reporting suite.

Reliability and comparability

Reunert has a sound and well-understood reporting approach, with processes and resources that contribute to the reliability of information.

Governance structures, direct reporting responsibilities and accountabilities	Reunert follows internationally recognised reporting frameworks and standards, as appropriate to the Group and approved by the Board of directors (the Board). The Board-approved Delegation of Authority and the Reserved Matters Frameworks define transactional and reporting accountabilities for the Board, executive management and business units. No director has unrestricted decision-making powers.
Key people have the required qualifications and expertise	The Board annually assesses the performance and competence of the executive directors and the Group Company Secretary *via* the Nomination and Governance Committee. The Audit Committee further considers the performance of the GCFO, the Group finance function and internal and external audit.
Materiality directs content aligned with value creation and preservation	Materiality was applied in developing the content of this report. We report on the matters that influence our ability to create value and five material sustainability themes, which are reviewed annually. A matter is material if it can significantly affect the Group's ability to create or preserve value over the short, medium and long term.
Process accountabilities support quality information	The CEO and CFO sign-off process forms part of the Group's risk management oversight and compliance programme. Business unit executives are responsible for their financial statements. All material business units' annual financial statements are subject to external audit by KPMG.
Internal and external auditors are involved	The Board, assisted by the Audit Committee and other Board committees, oversees the preparation of the Integrated Report and Group and separate Company Annual Financial Statements and has unfettered access to the internal and external auditors. Internal audit executes an internal audit plan across all business units over a two-year cycle.

Key comparable milestones

Several internal transactions were concluded and should be considered in terms of comparability:

- Following the merger of +OneX and IQbusiness in 2024, the business unit was rebranded to *iqbusiness*.
- Blue Nova Energy was disposed of in FY25
- The merger between Nanoteq and Etion Create in the Secure Communications Cluster of the Applied Electronics Segment was effective 1 October 2024
- The merger between Dynateq International and Reunert Dynamic Control in the Logistics Cluster of the Applied Electronics Segment was effective 1 April 2025
- The merger between ECN and SkyWire in the Business Communication Cluster of the ICT Segment was effective 1 October 2025

A targeted reporting suite

The reporting elements are targeted at the relevant audiences and ensure that we comply with and consider the most appropriate reporting standards and frameworks. This supports decision-useful information, transparency and comparability.

Element	Purpose	Primary audience	Online reference
Integrated Report	The content considers materiality while providing an overview of how Reunert and its operations create and sustain value in the context of our operating environment. Includes: • The Remuneration Report • The Social, Ethics and Transformation Committee (Setco) Report	Providers of financial capital and other stakeholders	https://reunert.co.za/reporting-and-results.php
Interim and annual presentations and booklets	These presentations and booklets provide an overview of the Group's half-year and full-year performance.	Providers of financial capital	https://reunert.co.za/reporting-and-results.php
Group Annual Financial Statements	The Group audited Consolidated and Separate Annual Company Financial Statements for FY25 are prepared in compliance with IFRS and the Companies Act. Includes: • The director's report • The Audit Committee's report	Providers of financial capital and regulatory and statutory bodies	https://reunert.co.za/reporting-and-results.php
Notice of Annual General Meeting	The notice includes the required statutory information related to the AGM. Includes: • Proxy form	Shareholders	https://reunert.co.za/agm-details.php
Carbon footprint reporting	An independent assessment of the Group's carbon footprint.	Rating agencies and regulators	https://reunert.co.za/cdp-reports.php
Supplementary reports	• King IV disclosure matrix • Standards and principles, including quality, environment and other • B-BBEE rating per business unit • Board member curricula vitae	Providers of financial capital and regulatory and statutory bodies	https://reunert.co.za/supplementary-reports.php

Reporting frameworks and standards

Reunert is committed to transparent, relevant and accurate reporting. Our reporting suite is based on reporting principles, content elements and disclosures required by:

- The Integrated Reporting Framework, January 2021
- King Report on Corporate Governance™ for South Africa, 2016 (King IV)[1]
- Companies Act, 71 of 2008 (as amended) (the Companies Act)/Companies Amendment Act, 16 of 2024 and the Companies Second Amendment Act, 17 of 2024
- JSE Limited Listings Requirements (JSE Listings Requirements)
- International Financial Reporting Standards (IFRS Accounting Standards)
- Greenhouse Gas Protocol (GHG Protocol)
- United Nations Sustainable Development Goals (SDGs)

We continue to enhance our reporting against the JSE Sustainability Disclosure Guidance.

[1] *Copyright and trademarks are owned by the Institute of Directors in South Africa NPC and all of its rights are reserved.*

Assurance and verification

Reunert relies on a combined assurance model to drive transparency and accuracy in disclosures and reporting. Read more about combined assurance on page 97.

The Group's auditor, KPMG, expressed an unmodified opinion on the Group Annual Financial Statements. The auditor's report, included in the Group Annual Financial Statements, contains details on the key audit matters for FY25.

External verifications include:

- Reunert's 2025 B-BBEE rating was verified by Empowerdex[1]
- International Organization for Standardization certifications for various business units[2]
- Compliance with occupational health and safety standards was verified by Marsh[3]

The Board periodically reviews the completeness and accuracy of the non-financial information data presented by Reunert's internal audit function. Data points that were reviewed include:

- Energy and water consumption across the Group
- Employee head count and similar human capital statistics

The Board will consider the need to obtain appropriate external assurance on non-financial data in future. The Board is satisfied that internal supervision sufficiently ensures the reliability of the information presented.

Board approval

The Board and Audit Committee oversaw the compilation of this report with support from representatives of other Board committees, including the Risk Committee and Setco. The Board confirms that the report presents a balanced, reliable and accurate view of the Group's ability to create and preserve value while limiting value erosion over time.

The Board approved the frameworks that directed the preparation of the report and the process followed to determine Reunert's material matters. Having overseen the Group's combined assurance process, the Board concluded that the data and information included are reliable. The Board believes the report was prepared in all material respects according to the Integrated Reporting Framework.

The Board, as listed below, approved the 2025 Integrated Report, the Notice of AGM and other elements related to the FY25 reporting suite on 19 December 2025.



TASNEEM ABDOOL-SAMAD
Independent non-executive director



RALPH BOËTTGER
Independent non-executive director



GAVIN DALGLEISH
Independent non-executive director



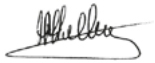
TINA EBOKA
Independent non-executive director



PIERRE FOURIE
Independent non-executive director



ALAN DICKSON
Group Chief Executive Officer



JOHN HULLEY
Lead independent director, independent non-executive director



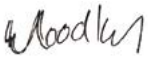
MOHAMED HUSAIN
Chair, independent non-executive director



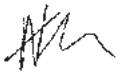
MARK KATHAN[4]
Group Chief Financial Officer



Dr TUMEKA MATSHOBA-RAMUEDZISI
Independent non-executive director



MOHINI MOODLEY
Group Human Capital and Sustainability Executive Director



NICK THOMSON[5]
Group Chief Financial Officer

Forward-looking statement

The report contains forward-looking statements based on assumptions and best estimates made by management regarding the Group's future performance. Such views are, by their nature, subject to risks and uncertainties, which may result in the Group's actual performance in the future being different from that expressed or implied in any forward-looking statements.

The Group neither accepts any responsibility for any loss arising from the use of the information contained in the report nor undertakes to publicly update or revise any of its forward-looking statements.

The financial information on which the forward-looking statements are based was not audited or reported on by KPMG, Reunert's independent external auditor.

1 *The B-BBEE rating per business unit is available online at https://reunert.co.za/supplementary-reports.php*
2 *Find more detail about these certifications in the Standards and Principles online supplement at https://reunert.co.za/supplementary-reports.php*
3 *Environmental risk agency.*
4 *Appointed 1 April 2025.*
5 *Resigned on 31 March 2025.*

LEADERSHIP REFLECTIONS

	Page numbers
Chair's message	11
Leadership report	13

CHAIR'S MESSAGE

Mohamed Husain
Chair



Resilient businesses adapt, recover and thrive despite challenging economic conditions and difficult markets. Reunert has proven its resilience throughout growing and waning demand cycles, supported by a diversified portfolio, expanded market footprint and technical excellence. The Group continues with confidence, retaining its pioneering, innovative spirit.

Salient features

- Despite weakening South African macro-economic conditions, with low business confidence and weak infrastructure investment, the Group delivered against the investment case
- International revenues increased to 35% of total revenues, with new US tariffs successfully managed in the Electrical Engineering Segment going forward
- Continued global geopolitical uncertainty created strong demand for strategic defence capabilities and equipment, benefiting the Applied Electronics Segment's performance
- Reunert disposed of Blue Nova Energy Proprietary Limited due to underperformance related to continued weakness in the battery storage market
- The Board approved three internal mergers to optimise the Group's portfolio:
  - ECN merged with SkyWire (ICT)
  - Etion Create merged with Nanoteq (Applied Electronics)
  - Dynateq International merged with Reunert Dynamic Control (Applied Electronics)

A strategic view of current realities

New US tariffs caused major global economic and diplomatic uncertainty in 2025 as entrenched relationships were challenged and traditional power blocs defended or expanded their positions. South Africa was at the receiving end of harsh unilateral tariffs that threaten to destabilise some local economic sectors and might still have far-reaching indirect impacts on employment and business confidence. Read more about the impact on Reunert in the leadership report on page 13.

The Board considered these potential impacts and risks in the strategy review in March 2025, at which time there was an evident decline in business confidence, a continuing "deindustrialisation" of South Africa, Government of National Unity (GNU) disappointments concerning progress and reforms and an increase in debt levels. As a result of concerted effort on the part of South Africa's business community and Treasury Department, the Financial Action Task Force (FATF) announced South Africa's removal from FATF's grey list in October 2025. It is hoped that the benefits of this will be felt sooner rather than later.

We recognise that public-private partnerships will be fundamental to South Africa's future economic growth. However, in the absence of appropriate funding frameworks that respond to current economic models, our country remains unable to fund and execute urgent infrastructure-related projects. This limits the Group's prospects and leads to contracting delays.

Reunert's six-pillar strategy, material matters and investment case

Reunert first published its six-pillar strategy, material matters and investment case in 2015. The latter two have evolved over time as the Group made acquisitions and markets changed. The six pillars remained constant for the Group, evidence of the resilience and balance in this strategic framework.

The Board remains confident that the strategy is appropriate, and the criteria and objectives in our investment case will stretch the Group to deliver on our brand promise to empower, innovate and thrive. In the process of value creation and preservation, we consider all our stakeholders, with a particular focus on maximising value for shareholders.

Transactions to optimise our portfolio

Reunert regularly evaluates the business portfolio to identify assets that align with strategic and financial goals over a three- to five-year horizon. Based on these evaluations, the Group has an active track record of acquisitions, mergers and disposals which optimise returns and ensure consistent earnings growth.

We disposed of Blue Nova Energy due to weak battery demand and facilitated three internal mergers to create better efficiency, route-to-market and cost benefits while protecting established brands and intellectual property.

Due to corporate transactions at Reunert over the past decade, management has developed a key capability to execute. The success of these business combinations relies on potential synergies, culture fit, impact and speed of execution. We appreciate management's commitment to communicating with all transaction stakeholders throughout each process.

Governance and leadership

We welcomed Mark Kathan to the Board as Executive Director and Group Chief Financial Officer (GCFO). The Board followed a formal and transparent process to appoint Mark, who joined Reunert on 1 March 2025. He took over from Nick Thomson on 1 April 2025. Nick retired as GCFO on 31 March 2025 and from the Board on 30 September 2025. This has ensured a smooth succession process. The Board thanks Nick for his exemplary service to Reunert since his appointment to the Board on 15 June 2015. The Group benefited greatly from his financial and commercial experience, insightful leadership and his commitment to the Group.

The Board continued to provide ethical and effective leadership to ensure the sustainability of the Group and to maintain healthy relationships with our key stakeholders. We will review King V after its launch in October 2025 and assimilate it into our ways of working going forward.

A strong sustainability foundation

Reunert is committed to an ethical culture where employees are confident in doing the right thing, even when it is not mandated. Since the introduction of the Group Values in 2017, management has consistently sought to measure and understand our employees' experiences and perspectives through formal surveys conducted every two years. The 2025 survey introduced a broader scope and achieved a 69% participation rate, the highest survey participation rate to date. Read more about the results and outcomes on page 55.

We remain proud of our Broad-Based Black Economic Empowerment (B-BBEE) status as a level 3 contributor. Many of the individual companies in our clusters have strong B-BBEE credentials that optimise South African market access and support our Group's commitment to transformation.

Reunert's Sustainability Strategy Framework directs the Group's contribution to broader social and environmental impacts. We have embedded strong data and technical capacity in terms of resource use and waste management in the past two years.

This investment received positive feedback from the market through environmental, social and governance (ESG) ratings and delivered efficiency benefits in the business units. The Board supports Setco in its oversight role to drive society towards a sustainable future that is connected, efficient and safe.

Appreciation

Reunert relies on our employees to create solutions for a sustainable world and who keep us accountable to deliver on the Group's Purpose and Vision. We will continue to create an environment conducive to optimising their talent and critical skills.

My gratitude to my fellow Board members for their contributions and wisdom during a time of uncertainty and turbulence. I also thank the Group executive committee for their dedication, focus and tenacity in delivering good results under difficult conditions. As always, we appreciate the continued engagement with our suppliers, business partners and shareholders. We are grateful for our customers' ongoing support. Reunert would not be the Group it is today without these stakeholders.

We will continue building Reunert's legacy through sustainable collaboration and innovation.

Executive director changes

After nearly 12 years of exceptional service as Group Chief Executive Officer and almost 30 years' service within the Group, Alan Dickson will be transitioning from that role over the next three months. Through the Nomination and Governance Committee, a well-structured and carefully-managed process was followed during 2025 to identify an appropriate candidate who has the skills and expertise to replace Alan and lead Reunert. This process had the full support of the Board and Alan. Alan will formally hand over his chief executive responsibilities on 1 March 2026.

On behalf of the Board, I express deep appreciation to Alan for his outstanding leadership and unwavering commitment to the Group since his appointment to the Board on 21 November 2013. Over the past 12 years, Alan has played an instrumental role in shaping and executing the Group's strategy, driving operational excellence, and delivering consistent shareholder value. His vision, integrity and dedication have left a lasting and positive impact on the Group.

The Board wishes him every success for his future and looks forward to his continued support during the transition period.

The Board is pleased to welcome Anthonie de Beer as the Group Chief Executive Officer of the Reunert Group, effective 1 March 2026. Anthonie is a chartered accountant and previously served as the Chief Executive Officer of the listed Group, Ethos Capital. Anthonie brings extensive experience in leading complex and diversified businesses, and has demonstrated strong strategic, operational and leadership capabilities. His proven track record and alignment with the Group's culture and values position him well to lead the Group into its next phase of growth. The Board is confident that, under Anthonie's leadership, the Group will continue to build on its strong foundation, deliver sustainable growth and create long-term value for all stakeholders.

LEADERSHIP REPORT

Mark Kathan
GCFO

Alan Dickson
GCEO



Reunert delivers strong second half performance and creates sustainable momentum.

Operating environment

The 2025 financial year (FY25) was characterised by a challenging South African market, partially offset by positive growth in the Group's non-South African markets. The defence sector remained strong and both the African and international markets in the Electrical Engineering (EE) Segment retained their solid growth trajectories.

In South Africa, despite there being solid progress made towards improving several of the key structural impediments to accelerated economic growth, the real positive impact on the ground has yet to be felt. The key drivers of Reunert's growth, which are reflected in the macro-economic indicators of Gross Domestic Product (GDP) and Business Confidence for the Information Communication Technology (ICT) Segment and Gross Domestic Fixed Investment (GDFI) for the EE Segment, all tracked negatively throughout the year. South Africa's infrastructure investment, specifically, decreased year-on-year and fell well below both government commitments and the Group's expectations. This decrease in infrastructure investment levels is expected to be temporary but, in this financial year, negatively impacted the EE Segment and the Group.

Against this, the current global geopolitical uncertainty strengthened the long-term investment into defence requirements. The Group's product and intellectual property offerings are in high demand in all three of the Group's key defence export markets of Europe, the Middle East and South East Asia. These market drivers have strengthened this year and reinforce the Group's assertion that the current defence market growth is long-term in nature.

The Group's key non-defence markets in Africa and internationally all remained robust, typically with growth rates higher than those in South Africa. Access to these markets, specifically the United States of America (USA), has been retained and the initiatives to drive international growth remains a key Group deliverable. Finally, in South Africa, the key drivers of the markets for the Group's strategic growth initiatives of digital integration and renewable energy remain healthy.

Overview

Within this operating environment, the Group's businesses have performed well, specifically in the second half of the 2025 financial year (H2 FY25). In South Africa, the Group's businesses demonstrated good resilience, retained market share, controlled costs well and generated strong cash flows, all of which reflect the strength of the Reunert investment case and the quality of the Group's assets.

Good strategic progress was made by the Group in increasing its presence in international markets and optimising the Group's portfolio. The Defence Cluster made considerable progress in entrenching its market access in the key growth markets of Europe and the Middle East which has strengthened the long-term growth prospects. The Group's portfolio was strategically aligned through the completion of the disposal of Blue Nova Energy and the merger of Etion Create and Nanoteq in the Defence Cluster, while Skywire and ECN in the Business Communications Cluster will merge with effect from 1 October 2025. These mergers bolster the financial capacity of the businesses, create future synergistic benefits and position the merged businesses for accelerated growth.

Overall, Reunert delivered a strong H2 FY25 performance from continuing operations, beating inflation plus GDP, with an increase of 6% in HEPS over the prior comparative period. This strong second half performance enabled the Group to recover much of the earnings shortfall from the first half of 2025 (H1 FY25) and resulted in a full year decrease in HEPS from continuing operations of only 5% to 649 cents per share (cps) (2024: 685 cps).

Moreover, when the non-recurring impact of the COVID-19 insurance claim proceeds in 2024 is excluded, HEPS from continuing operations was nominally in line with the 2024 performance.

Importantly, the Group's cash flow generation remained positive as free cash flow (calculated as net cash inflow from operating activities before dividends less cash outflow from replacement of property, plant and equipment and intangible assets) remained in line with historic norms at R1 170 million (2024: R1 222 million), which enabled an increase in the final dividend declaration in line with the growth in the H2 FY25 financial results.

The pleasing strategic progress, the Group's positive financial performance, specifically the H2 FY25 performance, and strong cash flows have generated meaningful momentum in the Group. These have established the base for the Group's growth trajectory into 2026.

Group results – continuing operations

The Group's 2025 financial performance, as described above, led to the Group's revenue decreasing by 2% to R13 881 million (2024: R14 228 million), while the Group's operating profit decreased by 8% to R1 515 million (2024: R1 640 million). The operating profit was supported by the strong Defence Cluster, solid ICT Segment financial performances and tight control of the Group's cost environment. The operating profit growth was negatively impacted by the factors in the EE Segment, described above, and the non-recurring COVID-19 insurance claim proceeds that were received in FY24.

The Group's profit for the year decreased by 9% to R1 055 million (2024: R1 160 million), however, good working capital control and cash management retained the net interest charge in line with the prior year. The Group's effective tax rate remained consistent with historic levels.

Key earnings metrics – continuing operations

Measure	Unit	2025	2024	% change
Revenue	Rm	**13 881**	14 228	(2)
Operating profit	Rm	**1 515**	1 640	(8)
Profit for the year	Rm	**1 055**	1 160	(9)
Basic earnings per share	cents	**654**	690	(5)
Headline earnings per share	cents	**649**	685	(5)
Total dividend declared per share for the year	cents	**383**	366	5

Cash resources and liquidity

The Group has once again generated a robust cash flow from its operations of R1 623 million (2024: R1 866 million). The lower cash generation can be attributed to lower profitability from the EE Segment.

The net investment in working capital of R103 million was as a result of the high level of activity in the last two months of the financial year in the Defence Cluster. The Group invested R225 million (2024: R223 million) in fixed capital expenditure, of which R130 million was in respect of expansion projects (2024: R122 million). Expansion capital was invested in projects to drive growth in the Group's international markets and technological advancements in the Defence Cluster. Capital spend remained in line with the depreciation charge of R247 million for the year (2024: R232 million).

The decline in borrowings relates to the net settlement of external debt of R298 million. The Group has total available funding facilities of R2 875 million (2024: R3 100 million) and remains in compliance with all its covenants. The net cash position of the Group has improved to R743 million (2024: R536 million) and, together with the good H2 FY25 performance, enabled the Group to improve its total dividend (paid and declared) for the financial year by 5% to 383 cps (2024: 366 cps).

Segmental review of continuing operations

Electrical Engineering

The segment had a challenging year due to three primary matters, namely:

i. Negative growth in South Africa's GDFI

Infrastructure investment fell to a long-term low of only 14% of GDP during the year under review. Despite government's commitment to drive local infrastructure investment and credible progress being made on investment into the transmission grid, rail liberalisation and port infrastructure, the extent of actual investment on the ground fell during the year and negatively impacted both the South African circuit breaker and power cable volumes;

ii. Product mix and foreign exchange losses in Zambia

In June 2025, the Zambian Kwacha reversed the long-term weakening trend against the US Dollar (USD) and rapidly strengthened. Despite several years of improved performance at the Zambian power cable business and the strengthening of the balance sheet, the rapid appreciation of the currency resulted in margin degradation and foreign exchange losses that negatively impacted the year's financial result. In addition, the drought in Zambia resulted in reduced energy generation for the Zambian power utility, ZESCO. This negatively impacted ZESCO's cash flow and reduced the volumes our Zambian power cable business sold to them. These volumes were replaced by exported copper rod and cable but this change in product mix negatively impacted margins; and

iii. USA import tariffs applied to South African exports

The implementation of 10% import tariffs on 5 April 2025 and the further escalation of these tariffs to 30% on 7 August 2025 resulted in an unplanned increase in costs. The circuit breaker business engaged with its USA customer base to retain the market and keep supply continuity. Not all of the additional costs could be recovered from the customer base, which resulted in some margin degradation in the business.

These three factors were the primary reasons for segment revenue decreasing by 3% to R7 458 million (2024: R7 682 million), while segment operating profit fell by 31% to R461 million (2024: R665 million).

As described above, South African power cable volumes fell by 9% as the expected fixed infrastructure investment failed to materialise. In addition, the well published turmoil at most of the major metropolitans worsened and resulted in decreased municipal expenditure on the back of weakened financial positions and decreased cash flow. The business managed its cost base well and lean manufacturing programmes delivered improved efficiencies but were insufficient to offset the financial impact of the decreased volumes.

In Zambia, the business continued to receive the outstanding receivables from the Zambia Revenue Authority and, pleasingly, this long-term challenge has now been extinguished. Importantly, the business environment in the country remains positive for continued good financial performances.

The circuit breaker volumes in South Africa decreased slightly year-on-year but were more than offset by a strong export performance. Although margin degradation occurred into the USA market, significant steps have been implemented to offset additional tariff costs and retain the market. Going forward, the USA remains a significant market and the actions taken have ensured that the circuit breaker business's market share has been retained and volumes into the USA are expected to continue to increase. It is expected that the extent of the tariff costs in 2025 are unlikely to be experienced in future financial years.

Whilst delivering a disappointing segment result this year, the positive operating environment in Zambia, the retention of and growth expectations for exporting circuit breakers to the USA, and the low 2025 result, position the segment for growth, even if South Africa's infrastructure investment remains at the current subdued levels.

ICT

The South African market for the Group's ICT businesses remained challenging as low GDP and weak business confidence extended sales cycles and reduced market activity. In this environment, segment revenue remained flat at R3 903 million (2024: R3 897 million) and segment operating profit reduced by 9% to R644 million (2024: R706 million).

The decrease in segment operating profit occurred in the Solutions and Systems Integration Cluster as key customers reduced spending. Importantly, the business restructured its cost base and aligned it to the expected future market demand. The process and all the associated costs were concluded in the current year.

The rest of the segment's clusters performed solidly and, collectively, delivered a growth in operating profit over the prior year. The Business Communications Cluster performed well with a pleasing growth in operating profit. Fixed line minutes remained stable throughout the year, and the cluster's last mile broadband connectivity solutions grew healthily. During the year it was decided to merge ECN and Skywire, the two assets in the cluster, to realise synergies and to further accelerate Skywire's last mile broadband connectivity business. The merge was effective from 1 October 2025 and will realise both synergies and accelerated growth in the year ahead.

In the Total Workspace Provider Cluster, Nashua delivered a stable revenue and operating profit result, despite complementary revenues coming under pressure as renewable energy sales fell due to reduced loadshedding in the country. The business continued its strategy of enhancing the entrepreneurial strength of the franchise channel and two further franchises were sold, leaving Nashua now only owning equity in the large metro franchises.

The Rental-based Finance Cluster performed well. The cluster's revenue was negatively impacted by a lower average rental book than the prior year, and the lower interest rates. This was, however, more than overcome by further efficiencies delivered through the implementation of improved control systems and processes. The collections remained of a high quality and resulted in actual bad debts being well within normal limits at less than 0,5% of book value. The closing rental book before the expected credit losses decreased marginally to R2 350 million (2024: R2 385 million).

The ICT Segment is well positioned for 2026. The restructure of the Solutions and Systems Integration Cluster is complete, the growth underpinned by the merge of ECN and Skywire, Nashua's consistent progress and the rental finance earnings should deliver a positive result in segment operating profit in the year ahead.

Applied Electronics

Applied Electronics segment revenue decreased by 7% to R2 756 million (2024: R2 974 million). The reduction in revenue was caused by the impact of a stronger Rand on the cluster's large foreign denominated export revenues and a reduced demand in the local maintenance and support services market. The quality of the revenue was, however, much improved as segment operating profit increased by 21% to R500 million (2024: R414 million), driven by efficient production, improved margins and some foreign exchange gains made on long-term export contracts.

Defence

The Defence Cluster had an excellent year, increasing operating profit over the prior year by more than 20%. Record financial performances were delivered by the radar and fuze businesses as they executed their strong order books and delivered improved operating profit and margins. The investment into the fuze factory in prior years yielded a positive impact as increased volumes were delivered to major customers. The fuze order that had been delayed in H1 FY25, was delivered in H2 FY25 and contributed to the record performance.

At the radar business, record defence and mining sales were achieved. Importantly, their strategic intellectual property co-development contract progressed well and is due to be concluded within the first half of 2026 (H1 FY26).

There were also good performances from Dynamic Control, Etion Create and Secure Communications which all contributed to the strong operating profit and margin improvement for the cluster. While foreign exchange gains were realised in the year, due to the well-hedged foreign exchange positions, the margins on new business remain healthy. The cluster's revenue for H1 FY26 is hedged, thereby limiting potential foreign exchange risk for this period, however, post this period the cluster's revenue will be more exposed to the strength of the Rand against the Euro and USD.

Importantly, the arrangements with the South African regulatory authorities that control the export of defence products, the ports efficiency and the availability of electronic sub-components are operating well and expected to continue to do so for the foreseeable future.

The long-term market demand for the cluster's products and services remains positive. All key geographies serviced by the cluster retain their strong demand patterns and the cluster's growth trajectory is supported by a positive pipeline of orders-on-hand and contracts near conclusion.

Renewable Energy

Growth continued in the Group's solar energy business as EBITDA increased in 2025 although, as expected, the growth rate has diminished off the double-digit levels delivered in prior years. The business delivered good project margins and increased the key strategic target of owned assets under management during the year. By year-end, the owned, in-construction and near-financial close build-own-operate (BOO) plants increased by 22% to 95MW (2024: 78MW).

Shortly after NERSA awarded Apollo Africa (Apollo), the Group's wheeling business, its trading licence in October 2024, Eskom indicated it would take the award of the trading licence, and the other three companies awarded licences at the same time, on legal review. It is anticipated that South Africa's Electricity Trading Rules will be published in 2026, and this will conclude the final piece of key enabling regulation for the continued acceleration in the liberalisation of the South African electricity generation industry. Apollo has continued normal business operations throughout the year under review.

Strategy

The Group's strategic initiatives progressed well in the year under review. The initiatives focused on the strengthening of the Group's international markets and portfolio optimisation to strengthen the financial returns, resilience and growth prospects of the Group's assets.

Internationalisation

The Defence Cluster progressed well on its initiatives of entrenching its market access in the key geographies of the Middle East and Europe. In the Middle East, strategic intellectual property co-development projects in radar are nearing conclusion. This opens the opportunity for long-term participation in subsequent production programmes and entrenches the radar business as a key partner in these rollouts. Good opportunities have also been developed across the cluster on additional strategic intellectual property co-development projects. In addition, progress has been made in creating greater access to the European fuze market and it is anticipated that this initiative will be launched in the year ahead.

The Electrical Engineering international markets remain robust as the circuit breaker access to the USA market and an improving Zambian economy create increased opportunities for the segment.

Portfolio efficiency

The Group concluded the sale of Blue Nova Energy during the current year. The rapid change in the South African battery market precipitated this sale, which has been concluded efficiently and with a result that was better than projected in the Group's H1 FY25 announcements.

In Secure Communications in the Defence Cluster, Etion Create and Nanoteq merged and in the ICT segment, ECN and Skywire merged in the Business Communications Cluster. These mergers deliver synergies, create larger business units with increased financial resilience and have simplified the Reunert portfolio.

More importantly, these mergers position these businesses for stronger growth. Nanoteq's encryption technology will provide new revenue streams to Etion Create's export markets and will accelerate profitability. In Business Communications, SkyWire's successful direct B-2-B go-to-market model will leverage ECN's channel partners and accelerate the growth rate of their last mile broadband connectivity solutions.

Prospects

The momentum created through the Group's positive second half performance and strategy execution, positions Reunert well for growth in FY26. It is anticipated that the South African economy will steadily improve as the impact of the energy, rail and port infrastructure investments continues, private participation in infrastructure projects increases and the benefits of the structural improvements flow into the economy. Reunert's track record reflects that steady economic improvement results in positive operating leverage and improved financial performance. Pressure is, however, expected to continue on the Electrical Engineering product volumes in the South African businesses until infrastructure investment increases, which is not anticipated to change materially in the first half of the new financial year. The South African businesses in the EE Segment are at least expected to perform in line with 2025's performance.

Reunert will continue executing on its strategy in 2026:

i. where solid growth is expected from offshore markets in the Defence Cluster and circuit breaker business;

ii. a re-focussed and restructured ICT Segment is set to deliver sustainable growth; and

iii. the Group's renewable energy investments are expected to grow in both asset ownership and an enhanced trading footprint.

Leadership transition

After serving the Group for nearly 12 years as Group Chief Executive Officer (GCEO), Alan Dickson will be transitioning out of his role during 2026. The transition process has been well-structured and carefully managed, with the full support of the Board. Alan will formally hand over the GCEO responsibilities on 1 March 2026 and will remain as an executive director until 31 May 2026. Thereafter, he will continue in an advisory capacity as an employee until 30 November 2026. The Board has confirmed that the Group's strategic direction and operational objectives will remain unchanged.

We would like to take this opportunity in welcoming Anthonie de Beer as GCEO with effect from 1 March 2026. Anthonie will join the Group on 1 February 2026 to commence the handover process. He brings extensive experience in investing in and leading complex and diversified businesses, with a proven record of strategic insight, operational excellence and strong leadership. His alignment with the Group's culture and values positions him well to lead the Group into its next phase of growth and innovation.

Appreciation

Nick Thomson, the previous Group Chief Financial Officer, retired on 30 September 2025 after a successful ten-year tenure at Reunert. Nick contributed immensely to the Group's financial and strategic performance during his time. We recognise his contribution and thank him for his dedicated performance and his support for the transition to the new Group Chief Financial Officer, Mark Kathan. Mark has fitted very well into the Reunert executive team and has added great value with the addition of his skills and experience.

Our South African facing businesses continued to face many challenges in 2025. Despite the complex operating environments, we have delivered a strong second half performance that, largely, offset the challenges of the first half. This has created the required Group momentum for growth in 2026. We recognise and thank our employees for their commitment and resilience and look forward to its continuation. Our customers remain the vital lifeblood of our businesses, and we thank them for their valued business and commit to continue to add value to them in the years ahead. We also thank suppliers and other stakeholders for their support throughout the past year. We thank the Board for their wise counsel in another year where the challenges we faced were unique and for which no ready-made plan existed.

OUR CONTEXT, STRATEGY AND INVESTMENT CASE

	Page numbers
Operating context	19
Material matters	20
Group Strategy	22
Investment case	26
Business model	28
Stakeholder relationships	32

OPERATING CONTEXT

Reunert operates in several market sectors and countries, leading to some complexity and local nuance in our operating environments. The factors that affect economic growth, investment impetus and business confidence in South Africa are the most important in determining Group opportunities and challenges.

Key changes in our operating and competitive environment

	Anticipated Group financial or business model impact
Globalisation is steadily replaced by "slowbalisation" due to new tariff impacts and the focus on local beneficiation. This requires agility and investment in key export markets for Reunert to remain a key supplier. Policy shifts and uncertainty may disrupt supplier relationships, including in manufacturing and supply chains. This can lead to delays in capital expansion plans and investment decisions.	South Africa's Transmission Development Plan will expand capacity and drive demand for cables and infrastructure opportunities. The renewable energy market is facing increased competition from within the sector, from importers and other traditional energy sources (e.g. coal), leading to a slowdown in growth. Eskom's resistance to renewable energy is expected to result in heightened complexity and delayed rollouts. Legislative approval requirements for embedded generation and wheeling sites are increasing. Higher demand for transmission lines, infrastructure spend, associated materials and related services is expected to benefit the manufacturing sector, although it is not yet evident in the economy.
Geopolitical conflicts, including between Russia and Ukraine, continued, with the North Atlantic Treaty Organization (NATO) countries increasing defence budgets to ensure European self-sufficiency. Increasing demand for equipment highlights the importance of a European presence. Reunert has resolved issues around import restrictions and logistics delays and is increasing its footprint into European markets. Ongoing conflict in the Middle East has similar demand dynamics, leading to a self-sufficiency push from the Kingdom of Saudi Arabia and the United Arab Emirates. Although these markets feature a strong localisation drive, there is still growing demand for imports.	Mining activity expansion in the rest of Africa and will increase export opportunities.
South Africa's gross domestic product (GDP) growth for 2025 is forecasted to be 1,2%[1]. The macro-economic environment is showing pockets of improvement, but structural changes required to accelerate economic growth did not result in a material improvement in GDP in 2025. Infrastructure investment is improving, but gross domestic fixed investment (GDFI) fell to 14% of GDP in 2025.	Growth in the South African IT market favours new advancements in digital integration, cloud computing, artificial intelligence and an increasing demand for cybersecurity solutions which Reunert is well equipped to deliver. The adoption of hybrid and multi-cloud environments is becoming more common. Efforts to digitise government services, improve e-governance and support innovation in public sector administration will drive investments by the public sector in IT infrastructure and digital technologies. Traditional voice offerings remain stable and voice margins will be further impacted by interconnect rate drops.
Municipal dysfunction impacts service delivery and causes delays in infrastructure projects, while maintenance spending remains limited and payment cycles are prolonged. Municipalities use more intermediaries, which inflate costs and reduce procurement efficiency. Financial mismanagement at many municipalities translates into low capital outlays and therefore reduced revenue for Reunert.	Artificial intelligence is driving increased investment in digital integration, cloud and cybersecurity. This is creating opportunities for new products, services and solutions, especially for digital integration. In the Defence sector, this is evident in the Internet of Military Things featuring smart interconnected sensors, equipment, weapons systems and other assets. There is a shift toward creating flexible, interconnected and interoperable multi-domain defence ecosystems.
The private sector is reshaping investments into state-owned assets, driving dynamic partnerships and project models, leading to a shift in procurement patterns and changing supplier preferences. Traditional public sector procurement models are set to change as a result, requiring alternative funding solutions. The impact on the economy will be positive.	The swift pace of technological change has outstripped the ability of the education system to keep up, leading to a mismatch between the skills taught and those required on the job. Key areas experiencing shortages include information security/cybersecurity, artificial intelligence, data science, data storage and systems design. Skilled professionals continue to emigrate, further exacerbating the shortage. New engineers and scientists are increasingly attracted to non-defence industries. There is an opportunity to leverage artificial intelligence to support the shortage of skills and improve delivery. Although the threat of skills shortages is looming, Reunert is able to fill critical positions.
Legislation continues to increase the cost and complexity of doing business. Issues such as spectrum allocation and broadband pricing will remain contentious. Amendments to existing laws or the introduction of new laws are mitigated, while the existing legislative landscape is navigated quite well.	
Intensifying competition stems from international players, particularly low-cost suppliers from China and India (driven by export incentives and economies of scale) and new entrants in some of our core market segments. Competitive dynamics increase price pressure and emphasise the need to protect margins on an ongoing basis.	

● Positive ● Neutral ● Negative

[1] *https://www.resbank.co.za/en/home/publications/publication-detail-pages/statements/monetary-policy-statements/2025/september*

MATERIAL MATTERS

Reunert is committed to creating and preserving value for stakeholders. To this end, we identified those matters that enable us to perform, be sustainable and realise our long-term prospects and Purpose.



We review our material matters annually to ensure they remain relevant to the Group and stakeholders, and that they are considered in our strategy and investment case.

The material matters remained unchanged. However, in some cases, the level of control or their potential impact has shifted. These material matters complement our material sustainability themes, which are explained on page 69.

Considerations in determining our material matters

INCORPORATING A STAKEHOLDER VIEW

Ongoing engagement with stakeholders provides us with insights into their interests and the related risks and opportunities. This informs what is material to key stakeholder groups. Read more on page 32.

ASSESSING OUR OPERATING CONTEXT

A range of external business drivers impacts the Group's performance and strategy execution. We track these even if they are not within our control. These may also differ significantly per business unit. This informs what is material from an outside-in perspective. Read more in the strategy assumptions on page 22 and the operating context on page 19.

RISK MANAGEMENT INTEGRATION

Our risk management process provides a robust view of risk sources, potential impacts and potential losses. As such, the risk process is a valuable test for the likelihood and potential impact of material matters. Read more about our key risks in the Risk Report on page 99.

Key risks as input into material matters

The process of defining Reunert's key risks and the current controls and action plans are explained in the Risk Report on page 99. The Risk Report also indicates residual risk, risk movement over the reporting period, primary oversight responsibility and the strategic pillars that respond to these risks.

Key risk summary

1. Socio-economic, political and potential societal instability
2. Weak South African macro-economic environment
3. Deterioration of local infrastructure
4. Escalation in large-scale cyberattacks and data fraud

Material matters 2025

Material matter labels have been slightly adapted from 2024 to be more descriptive while addressing the same categories.

	Level of control of the matter	Change in level of impact since 2024
Political, regulatory, trade and policy uncertainty Ongoing geopolitical, policy, regulatory, labour and societal uncertainty limit local growth and foreign direct investment. A new global trade regime is reshaping supply chains, pricing and markets. *We drive increased international diversification to reduce reliance on any single market while capitalising on local growth sectors with potential, including renewable energy and digital integration.*	●	›
Muted economic and market growth Persistent low GDP and GDFI growth, high unemployment and declining business and investor confidence in South Africa continue to reflect economic pressures, evident in extended customer order cycles, particularly for small and medium-sized enterprises (SMEs). *Our focus on innovation, diversification and transformation is driving new products, services and Group capabilities while contributing to empowerment and supplier development.*	●	^
Supply chain disruption and infrastructure challenges Logistics challenges resulting from geopolitical instability and supply chain complexities, negatively impacting costs and our ability to import supplies and export our products, have been largely resolved. South African infrastructure challenges include funding shortfalls, execution failures and the urgent need for public-private partnerships to revitalise critical sectors such as energy, water and transport. *We rely on a diversified network of global and local suppliers for key products, components and raw materials. We engage with government and business partners to contribute to infrastructure solutions.*	●	v
Technology and artificial intelligence disruption Emerging technologies, including artificial intelligence, machine learning and robotics, are disrupting established business models and creating new applications and opportunities. However, these technologies also increase cyber risk, including data breaches, financial loss, identity theft and operational disruption. *Our business units invest in research and development to drive innovation through new technology. We protect sensitive data and digital assets by continuously assessing our IT security landscape and implementing a range of systems and controls to safeguard against attacks.*	●	^
Retaining and developing talent People with highly technical skills and expertise are in demand and therefore highly mobile, with alternative employment options that range from entrepreneurial ventures to emigration. *We depend on qualified, experienced employees and an ethical culture. We engage with employees through our Employee Perception Survey and stay interviews to ensure our employee value proposition remains relevant and attractive while driving transformation.*	●	›

● High ● Medium ● Low

^ Increase v Decrease › Unchanged

GROUP STRATEGY

OUR MATERIAL MATTERS → OUR STRATEGIC PILLARS → INVESTMENT CASE → INVESTMENT CASE OUTCOMES

Material sustainability themes

Investment case enablers

Reunert's six-pillar strategy has remained consistent since 2015, reflecting a stable and resilient Group with an unwavering growth commitment.

Reunert's Strategy responds to the Group's material matters and operating environment and is linked to the Group's investment case. The strategy is reviewed every second year, with an implementation review undertaken in the intervening year.

The Board completed a strategy review in March 2025.

Our strategy review process

We took a portfolio view	A forward-looking portfolio evaluation was performed on all business units.
We applied a bottom-up approach	The Group's strategic assumptions were validated by focusing on those areas central to our investment case, the Group's material risks and the latest emerging risks, including input from the World Economic Forum's 2025 Global Risks Report.
We considered competitive dynamics	The competitive environment at the business unit, segment/cluster and Group level was reviewed to determine key market forces. The nature and extent of the expected impact of these forces were evaluated and considered.
Relevant themes were also explored	Deep dives were done for those parts of the Group where additional focus and/or key strategic decisions were required.
We used medium-term forecasting to determine potential outcomes	All business units completed a three-year financial forecast that has been consolidated to develop long-term financial forecasts.
We tested our conclusions against the investment case	A valuation of the Group was prepared based on the long-term forecast and used to evaluate the Reunert investment case.

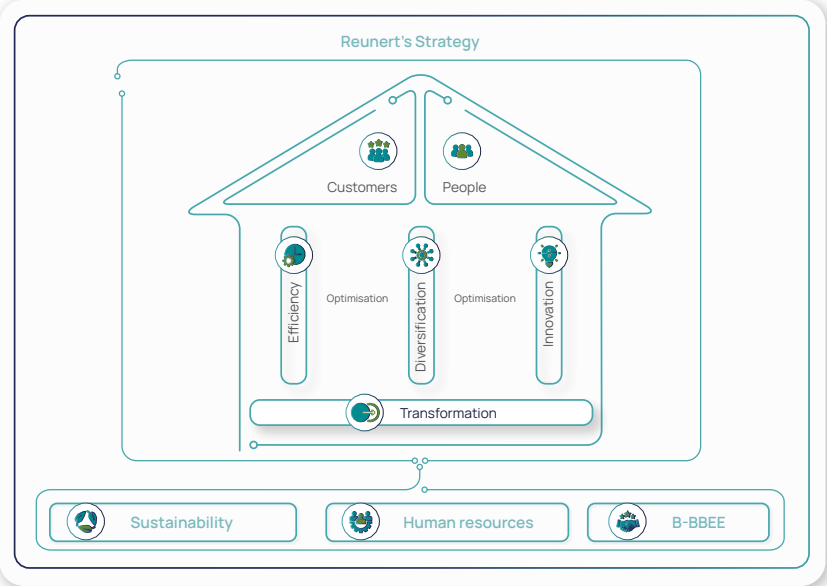
The outcome of the process confirmed the relevance of the strategic pillars and our investment case, with slight changes in emphasis to drive growth. Read more in the investment case on page 26.

Strategic assumptions

In reviewing our strategy and developing our budgets, we made the following short- to medium-term assumptions:

- The South African political environment will remain unchanged, economic growth will remain low
- The rand will be stable and interest rates will continue declining, resulting in a low inflationary environment
- The complexity and cost of doing business in South Africa will continue to increase
- Global and local economic growth forecasts will not meet the growth expectations of Reunert's shareholders
- Decision-making under President Trump's administration is expected to remain volatile and uncertain
- Talent emigration and talent scarcity will remain an elevated risk

Our six strategic pillars



We unpack the six pillars, explaining why each pillar is important and which key performance indicators (KPIs) are relevant to each pillar. The six pillars cover aspects of all six capitals set out in our business model, enabling us to continue to create and preserve value.

Our customers

Developing customer-centric products, services and solutions is fundamental to Reunert's Vision of *enabling people and the planet to thrive through our innovative technologies and solutions.* We create superior customer experiences that entrench these relationships and increase our share of overall customer spend.

Read more about our customers in the segment reports from page 35.

What we measure

Business units track a range of performance indicators, including:

- Customer loyalty
- Customer service levels
- Customer retention
- Market share

Why we measure these KPIs

We want to increase our share of overall customer spend, which relies on customer satisfaction and effective responses to market changes.

Our people

We drive a high-performance culture through engaged employees. Our starting point for engagement is the Group Values and the Code of Ethics, which apply to all employees and directors. Our Human Resources Strategy focuses on all aspects of talent to mitigate a skills deficit.

Read more about our people in the human capital section from page 54.

What we measure

Business units track a range of performance indicators, including:

- Learnerships, apprenticeships and internships
- Learning Management System statistics
- Voluntary employee turnover
- Absenteeism
- Employee surveys

Why we measure these KPIs

Reunert competes in talent-scarce skills pools. Succession plans mitigate the risk and impact of losing key employees.

Employee perceptions are tracked as a driver for a high-performance culture, to gauge the impact of the Group Values and monitor health and safety to ensure optimal working environments.

Efficiency

Operational efficiency and effective capital allocation enable business units to deliver strong cash flows and optimise performance. Efficiency improvements further contribute to increased margins through cost control and raw material cost reduction. Combined, these efforts lead to improved capital returns from existing businesses.

Read more about efficiency initiatives and gains in the segment reports from page 35.

What we measure

Business units track a range of performance indicators, including:

- Capacity utilisation
- Working capital management
- Capital allocation
- Margins
- ROCE

Why we measure these KPIs

Reunert monitors efficiency metrics as they offer a clear picture of the Group's overall financial health, investor appeal and capital allocation efficiency.

Diversification

Diversification drives a range of positive outcomes and is a core aspect of risk mitigation. It encompasses products, services, solutions, markets and geographies. Internationalisation is a strategic imperative.

Read more about diversification in the segment reports from page 35.

We aim to achieve the following outcomes:

- Reduce our reliance on South Africa by increasing our non-South African income streams
- Increase innovation in new products and services to enhance our value offerings and increase market share
- Increase the solutions on offer to offset the inherent risk of product sales

What we measure

Business units track a range of performance indicators, including:

- Non-South African revenues
- New product launches
- Cross-selling initiatives

Why we measure these KPIs

Reunert monitors non-South African revenues to gauge how well the Group executes its geographic diversification imperative. Meeting the needs of international customers is critical to geographic diversification.

Monitoring the operating profit from acquisitions highlights whether the Group's capital allocation has yielded the desired results.

Innovation

Innovation resulting from research and development creates new products and services, achieves better efficiencies and reduces expenses. Innovations are introduced through existing routes to market, established brands and distribution channels.

Reunert creates demand by introducing new and improved products and services. Innovation accelerates revenue growth and improves competitiveness. New technology fast-tracks product development cycles and is employed to distribute goods and services more effectively.

Read more about innovation in the segment reports from page 35 and in responsible business practices from page 53.

What we measure

Business units track a range of performance indicators, including:

- Research and development funding
- Percentage of research and development funding allocated to international markets
- New products and services launched

Why we measure these KPIs

Reunert monitors these KPIs as they indicate the Group's responsiveness to market demands and opportunities.

Transformation

Reunert aims to transform the Group's business to participate fully in the markets we serve. We have two key transformation objectives:

- To ensure that Reunert has Broad-Based Black Economic Empowerment (B-BBEE) credentials
- To transition business systems and processes to adopt and enable the strategy

Read more about the strategies underlying transformation from page 60.

What we measure

Sustainability indicators, including:

- Carbon emissions
- Energy consumption
- Water consumption
- Waste

Human capital indicators set out from page 58.

Our B-BBEE scorecard on page 61.

Why we measure these KPIs

Reunert monitors a range of indicators to ensure the Group continuously reduces negative environmental and societal impacts, has a more positive influence and ultimately creates mutually sustainable value for our stakeholders. Our data disclosures are aligned with requirements from international non-financial standards, rating agencies and other stakeholders.

Our strategy performance dashboard FY25

Key performance indicators	2021	2022	2023	2024	2025	2025 performance	Linked to remuneration
Our customers							
Our sales pipeline and order books remain healthy.							
Our people							
Succession plans: identified successors on development plans (%)[1]	49	58	89	93	**95**	●	✓ STI
Retention of critical skills: succession plans for critical roles (%)[1]	83	83	88	77	**74**	●	✓ STI
Health and safety: fatalities (number)	0	0	1	0	**0**	●	
Efficiency[2]							
Total shareholder return (%)[3]	(9)	(9)	34	24	**14**	●	✓ LTI
Headline earnings per share (cents)	478	519	602	665	**630**	●	
Return on equity (%)	11	12	13	15	**12**	●	
Return on capital employed (ROCE) (%)	15	16	17	18	**16**	●	✓ LTI
Operating profit margin (%)	11	11	10	11	**10**	●	
Free cash flow as a percentage of profit after tax[4] (%)	82	76	132	118	**128**	●	
Diversification							
Non-ZAR revenues (Rbn)[2]	2,6	3,3	4,0	4,9	**5,0**	●	
Inorganic growth: operating profit contribution from acquisitions (Rm)	69	52[5]	259	271	**113**	●	
Innovation							
Examples of innovation include the CBi-electric: low voltage Astute Smart Adaptor and Nashua Blue Care.							
Transformation							
Employment equity representation at top and senior management (%)	46	47	49	41	**43**	●	✓ STI
Reunert Limited B-BBEE Codes of Good Practice level	4	3	3	3	**3**	●	

● Positive/creating value ● Neutral/preserving value ● Negative/eroding value

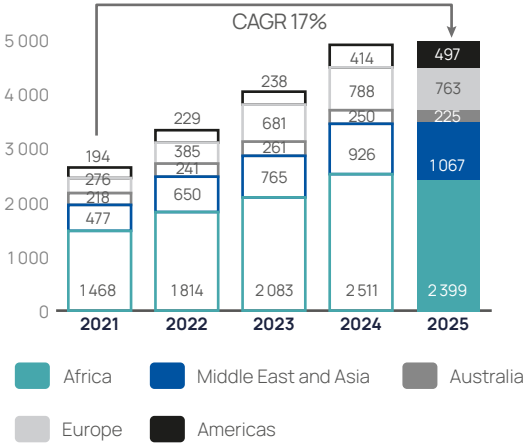
1 *Includes top, senior and middle management.*
2 *All financials based on total operations and not continuing operations.*
3 *Three-year rolling CAGR.*
4 *Before share of joint ventures' and associates' profit/(loss).*
5 *Includes 100% of Lumika Renewables joint venture operating profit until 2023. Terra Firma Solutions was fully consolidated until 2023.*

Definitions:

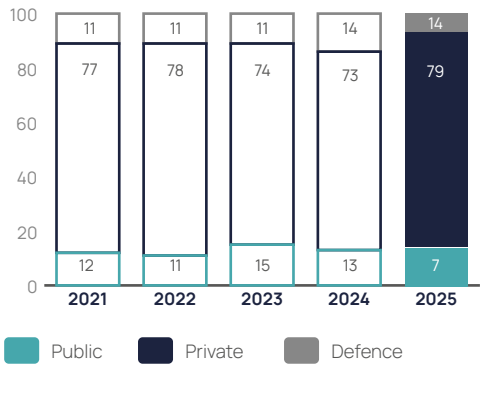
Total shareholder return (closing share price – opening share price + total dividend for the year) / opening share price

ROCE operating profit / (total assets – current liabilities)

Non-ZAR revenue by region (R'000)



Revenue per market segment (%)



Strategic capital allocation

Reunert approaches capital allocation in a systematic and disciplined manner. The Group's capital allocation supports future growth, higher rates of return and maximised shareholder returns. Reunert evaluates organic and inorganic growth opportunities guided by the Delegation of Authority Framework. Read more about this framework on page 81.

Sources of financial capital

Cash on hand at 30 September 2024	The Group maintains adequate cash reserves to pay dividends and short-term (< three-month) commitments.	**R1 832 million**
Free cash flow	Reunert strives to maintain free cash flow above 65% of EBITDA and to optimise working capital in line with the increase in the Group's revenue.	**R1 170 million**
Debt facilities	Net settlement of external debt of R298 million in FY25; debt was not used as a source of funding.	**R0 million**
Proceeds from disposals	The Group continues to optimise its portfolio of South African assets in line with the growth strategy. In this regard, property, plant and equipment as well as intangible assets are disposed of in the ordinary course of business.	**R3 million**

The Group's funding structure is based on a common-terms agreement where participating banks rank on a pari passu basis[1] with equal recourse.

The facilities are structured and appropriately sized and split into the following categories:

- A five-year term debt facility that will fund core debt within the Group
- Committed general banking facilities, which will be used to fund inter-period fluctuations in working capital
- A five-year revolving credit facility (together with an accordion feature) that provides for general corporate purposes, including capital expenditure and acquisitions

Read more about our financial position in the leadership report on page 13.

Uses of financial capital

Capital allocation (Rm)	2021	2022	2023	2024	**2025**
Net dividends paid including non-controlling interests[2]	428	454	505	552	**586**
Share buyback[3]	105	–	–	74	**None**
Acquisitions[4]	39	61	697	27	**38**
Expansion capital expenditure	196	192	237	122	**130**
Replacement capital expenditure	42	40	118	101	**95**
Research and development	150	137	156	241	**222**
Quince Capital loan book	(73)	27	155	(106)	**(79)**

Dividend philosophy

The Board considers several factors in approving the interim and final cash dividend to shareholders. These include:

- Available cash resources beyond the Group's business needs
- Free cash generated in the period to which the dividend relates
- The Group's economic outlook in major markets
- The latest forecast for the year and budget for the next financial year
- The anticipated capital expenditure
- Requirements to deliver on the Group Strategy
- Other committed cash demands, including debt repayments

Investment approach

Reunert considers acquisitions across its three segments to acquire complementary businesses. Acquisitions improve geographic and product diversification and bring early life cycle businesses into the portfolio.

The Group's research and development spend is allocated to products and services in growth areas. Customer-funded research and development is also strategically important.

Reunert's internal strategic projects involve investing in existing or future business requirements. The Group does not disclose these projects due to their strategic and competitive nature.

Organic growth is funded where it will deliver a satisfactory return on capital employed.

1 *On "equal footing" where two or more parties are treated the same in regard to a financial claim or contract.*
2 *Includes the final dividend payment of the previous financial year and the interim dividend payment of the current financial year as per the statement of cash flow.*
3 *In 2024, Reunert undertook a share buy-back and cancellation of 2,3 million shares.*
4 *Includes the acquisition of non-controlling interests.*

INVESTMENT CASE



Delivering sustained financial performance through strategic initiatives and organic growth, disciplined capital allocation and a strong balance sheet

Strategically aligned, diversified portfolio of high-quality assets	Growth strategies focused on accelerated earnings	Solid cash generation and a strong balance sheet
Driven by		
Focused strategy enabling organic growth in: • Electrical Engineering • ICT • Applied Electronics, with a strategic emphasis on Defence and Renewable Energy opportunities	Effective strategy execution accelerating growth through: • Scaled expansion of the ICT segment • Continued build-out of Renewable Energy capabilities • International growth in Electrical Engineering and Applied Electronics Segments	• Strong cash generation for growth and value creation • Low debt levels ensuring a solid financial foundation • Solid equity position supporting strategic investments • Well managed capital structure optimising returns and minimising costs
Expected outcomes		
• Established, defendable market leadership positions • Strong industry fundamentals support continued growth of the core businesses • Low capital investment supports efficient value creation for core businesses • Proven track record of consistent earnings growth	• Strong balance sheet enables strategic capital deployment • Targeted investments in high-growth areas: – Digital integration solutions within the ICT Segment – Expansion of renewable energy portfolio, including owned solar energy assets – Scaling international revenue contribution	• EBITDA-to-free cash flow conversion >65%, reflecting capital efficiency • Enhancing total shareholder return through dividends, share buybacks and strategic investment

Responsible business practices strengthen the Investment Case

Long-term value creation, through

- KPIs aligned to strategy execution
- Effective governance and risk oversight framework
- Values driven leadership
- Management team with proven execution capability
- Ethical culture and practices
- Commitment to ESG integration

Segment growth opportunities to drive investment case outcomes

The Group has a range of future value-creation opportunities that support growth, resilience and will leverage and preserve value created in the past year.

Electrical Engineering

Gross domestic fixed investment is an indicator of growth.

Maximise local business volumes in South Africa and Zambia

- Leverage the segment's expertise, local manufacturing capacity, reputation and good customer relationships to maximise local business volumes
- Use our competitive advantage in local markets with a well-established footprint to defend and/or grow traditional business
- Adequately positioned to benefit from the higher demand arising from the investments into the TDP, rail and ports

Grow and expand the Low Voltage business in selected niche markets in the USA and Europe

- Continue to partner with reputable original equipment manufacturers for research and development, design, manufacture and supply of products
- Continued investment in overseas resources, offices and distribution channels to support growth

Drive business development and accelerate African export growth for African Cables and Zamefa

- Capitalise on private investments in copper, battery minerals and mining in Africa by positioning our cable businesses as the preferred partner in Southern, Central and East Africa
- Expand our presence in Africa with sales, services and technical support teams to serve customers and become the preferred partner

Continuous improvement, operational efficiency and capacity

- Ensure implementation of capacity upgrades, efficiency improvements, risk mitigation and quality enhancement initiatives, to meet and exceed customer expectations, as well as increased demand and supply requirements
- Maintain and strengthen our reputation as world-class manufacturers

ICT

Business confidence and South Africa's GDP are key indicators for growth.

- Capture and leverage sales opportunities at *iqbusiness* following the merger and restructuring
- Deliver synergy benefits from the combined SkyWire and ECN businesses, supported by key business partner relationships
- Partner with or further grow and develop our high-speed connectivity solutions, enabling customers to communicate, transfer data and access shared resources seamlessly
- Growth in core sales of multi-function printers at Nashua will be driven by replacement cycles, complementary value-added services and targeted support to grow market share
- Evolve our Total Workplace Solutions offerings
- Expand digital integration offerings, organically and through further acquisitions, comprising best-in-class assets delivering next-generation digital integration solutions
- Strategically acquire best-in-class assets with digital business solutions in selected higher-growth industries that provide business and knowledge process efficiencies through intelligent digital integration solutions

Applied Electronics

Global defence spending and GDP are key indicators of growth.

Internationalisation

- Serve international markets where we have a sustainable competitive advantage to increase global market share
- Establish a market-specific presence in targeted international jurisdictions to comply with regulations and to support our preferred partners and their access to the market
- Co-develop products and integrated solutions to create a preferred position for indigenous products in these markets
- Self-fund or co-fund technologies and products that support our international objectives and market penetration

Expand segment revenue streams through increased integrated solutions and service offerings

- Integrate the segment capabilities and product portfolio to enable vertical integration by participating as a global Tier 2 supplier
- Partner with and/or acquire companies to augment the segment's synergies, capability, product and solution offering to enable scale and turnover growth

Portfolio efficiency

- Improve the quality of earnings by optimising operating structures to gain efficiency in cost and asset management

Renewable energy

Grow build-own-operate (BOO) asset base and profitability

- Provide solar solutions to the commercial and industrial market segments, incorporating the latest technology and systems
- Establish a large portfolio of profitable BOO assets, providing reliable sources of renewable energy at competitive prices
- Maintain and strengthen our position as a market leader in the commercial and industrial segments in South Africa

Build strong pipelines, project development capacity and track record

- Leverage our capabilities, expertise, funds and reputation to develop a solid pipeline of bankable projects, with a high order-conversion rate, to build a sustainable source of future revenue from solar assets
- Secure a commanding market position in project development and execution

Invest in trading energy and wheeling

- Intensify the focus on wheeled-energy trading for the commercial and industrial segments
- Continued investments to deliver the wheeling business case, with financially viable and sustainable operations, taking a leading position in the green energy transition in South Africa
- Benefit from synergies between and convergence of our solar business and licensed wheeled-energy trading company

BUSINESS MODEL

Reunert's business model reflects how the Group creates and protects value for our stakeholders in a dynamic operating environment. Our business model is stable, anchored in embedded processes, controls and mature governance, yet responsive to cater for the markets we operate in.

The elements of our business model:

Our value proposition

outlines the key benefits and clear advantages that Reunert delivers through our business model and should be read with our investment case on page 26.

Our inputs

unpack the resources that we use and define the stakeholder relationships that we depend on to create and preserve value as per the six capitals.

Read more about our stakeholders on page 32.

Our business activities

summarise the key capabilities that turn resources and relationships into the products, services and solutions that we sell.

More information about these activities is available in the segment performance section from page 35.

Outputs

are the products, services and solutions that we offer and sell.

These are listed in more detail in the segment performance section from page 35.

Our waste reduction initiatives are set out in the environmental review on page 70.

Outcomes

of our business model demonstrate value creation and preservation. We also provide details on the financial value created for stakeholders on page 31.

Trade-offs

between the six capitals are listed as examples to demonstrate our strategic approach in managing their availability, quality and affordability.

Read about these trade-offs on page 31.

Our business model has been designed to adapt to changes in our external environment (read more on page 19) and to position Reunert to capitalise on future opportunities through our strategy (read more on page 22) and investment case (read more on page 26).

Our value proposition

- Reunert is a Purpose-led and responsible employer with values-driven leadership, a strong employee value proposition and an active people development ethos
- We have a deep understanding of customers' requirements and business drivers through relationships and growing in-country presence in international markets
- We continuously invest in product research and development, technologies, manufacturing techniques and business process improvements
- Operational efficiency and effective capital allocation deliver strong cash flows and a healthy balance sheet that contribute to attractive capital returns
- Our strategic capability to make acquisitions and manage mergers unlocks value and leverages Group value creation
- We create value through a diversified portfolio of high-quality assets

Our inputs

The relationships on which we rely

Customers	• Creating demand for the Group's products and services based on international certifications, where applicable • Co-investment in product research and development, technologies, manufacturing techniques and business process improvement
Channel partners	Networks consisting of franchisees, dealers, agents, distributors, resellers, wholesalers and branches to access customers in some of our markets
Providers of financial capital	Read more about our strategic allocation of capital on page 25
Employees	• Leadership capabilities developed through the bespoke Leadership Development Programme • Technical skills of high quality that continue to evolve • Implementation of the strategy and compliance with internal policies, procedures and standards
Suppliers and service providers	• High-quality products, services and solutions delivered on time in full • Expanding selection of products and services through technology application and innovation • Responsible and ethical sourcing and operations • Strong relationships with original equipment manufacturers • Infrastructure enablers, e.g. water, electricity, data networks and transport
Regulators and governments	• Clear policies, laws and regulations, including effective enforcement • Initiatives to support investment and economic growth • Infrastructure maintenance and investment
Communities	• Pools of potential customers, employees and suppliers • Charities and non-governmental organisations that support communities in need

The resources on which we rely

- **Financial capital** in the form of debt, equity and cash generated. Read more about strategic capital allocation on page 25
- **Manufactured capital** relates to offices, stores, factories, equipment and infrastructure. We list our key facilities per segment in the segment performance section from page 35
- **Intellectual capital** is key to our segments' competitive advantage. Read more about the depth of our intellectual capital in the segment performance section from page 35
- **Human capital** relates to our employees and the competencies, skills and capabilities that they bring to their work. Read more about human capital on page 54
- **Social and relationship capital** relates to our social licence to operate, corporate citizenship activities and the behaviours guided by our Purpose, Group Values and Code of Ethics. Read more in the Setco report on page 110
- **Natural capital** relates to water, energy, land, metals and minerals that we use in creating and preserving value. Read more in the environmental review on page 70

There are no major short-term risks related to the future availability of these resources and relationships, other than enduring human resource skills shortages. Economic growth and political stability are the most important factors to secure future supply and markets.

Business activities to create value

- Product, service and solution development
- Consulting and software development
- Product, system and process design
- Manufacturing, assembly, installation, testing and maintenance
- Distribution and infrastructure development
- Retail, sales and marketing, including international trade shows

Outcomes

Prudent capital allocation and cost control strengthened resilience

- Stable, defendable market positions
- Disposal of loss-making battery storage business concluded
- Group cash generation capacity remained intact, enabling investments and dividend payments

Stakeholders impacted: Providers of financial capital, customers and employees

Effective capacity utilisation and safety at all facilities

- Continuous efficiency improvements and responsible resource use
- R225 million invested to expand and sustain capacity through replacement and expansionary capital
- Innovation spurred demand and improved competitiveness
- R222 million invested in research and development, with new products and services introduced
- Legal and statutory compliance with no significant or recurring fines received
- No fatalities and a decline in lost days recorded due to injuries

Stakeholders impacted: Providers of financial capital, customers, employees, regulators and governments

We developed leaders and skills to remain an attractive employer

- 69% Employee Perception Survey participation rate
- 78 employees completed the Leadership Development Programme to date
- 472 learners on learnerships, apprenticeships and internships
- R87 million invested in employee development
- 2 358 employees participate in Kotulo, the Employee Share Ownership Plan
- R9 million dividends paid to Kotulo

Stakeholders impacted: Employees and communities

We maintained strong empowerment credentials

- 70% Black employees (South African permanent employees)
- 48% female employees (total employees)
- The three-year employment equity targets set by Setco remain on track to be achieved by the end of FY26
- Level 3 B-BBEE contributor status

Stakeholders impacted: Providers of financial capital, employees, regulators and governments, suppliers and service providers and communities

We served a 75 000+ strong customer base, which allowed for cross-selling of products and services

- Ongoing customer relationships with substantial repeat business
- Multiple offices in 11 countries to drive local beneficiation and growth
- An extensive network of channel partners throughout Southern Africa, Europe, North America and South-East Asia

Stakeholders impacted: Employees, communities, channel partners, suppliers and service providers

Communities and learners relied on Reunert for support

- Approximately 150 charities assisted through the Nashua Children's Charity Foundation, delivering resources to enhance and sustain the beneficiary children's quality of life and long-term wellbeing
- 57 students enrolled for IEB exams through the Reunert Learning Institute in 2025
- 100% pass rate achieved by the 2024 cohort of Reunert Learning Institute students
- 97 students qualified for bursaries from the Reunert Learning Institute bursary fund and the Rebatona Educational Trust
- 2 170 students trained at the Reunert Learning Institute since inception

Stakeholders impacted: Communities

We actively managed our natural resource use and emissions

- 355% increase in recycled waste
- Lower Scope 1 metric tonnes of CO_2 emissions
- 95 MW owned, in-construction and near-financial close effective BOO solar energy asset ownership

Stakeholders impacted: Providers of financial capital, regulators and government, suppliers and service providers, customers

● Positive/creating value ● Neutral/preserving value ● Negative/eroding value

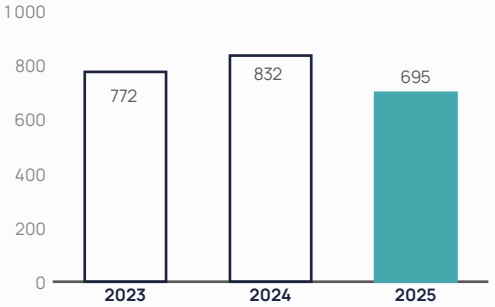
Outcomes

Shared financial value[1] as an outcome

Reunert distributed R5 062 million in shared financial value to key stakeholders (2024: R5 371 million).

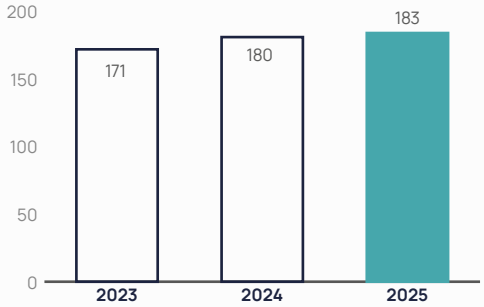
Retained for future growth

Reunert retains financial reserves to invest in potential growth areas. A total of 14% of our shared financial value was allocated to future growth initiatives (2024: 15%).



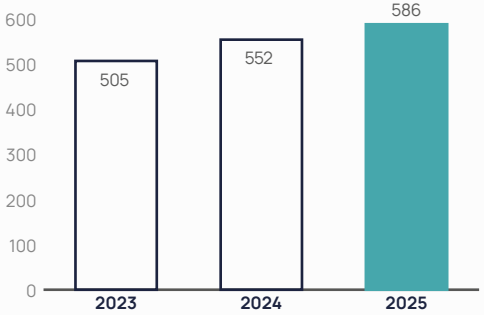
Providers of debt

The Group services our obligations through consistent repayments of debt and interest. Reunert allocated 3% of our shared financial value to debt repayments (2024: 3%).



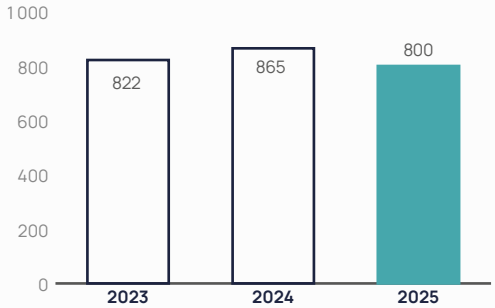
Providers of capital

Shareholders receive dividends and benefit from funds retained for future growth opportunities. Reunert allocated 12% of our shared financial value towards dividends (2024: 10%).



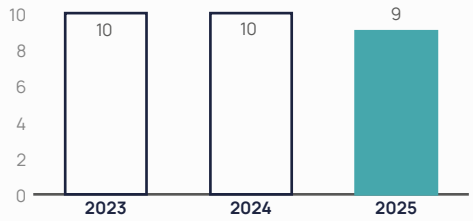
Government

Reunert is a responsible corporate citizen and pays taxes in the territories where we operate. Reunert paid governments 16% of our shared financial value (2024: 16%).



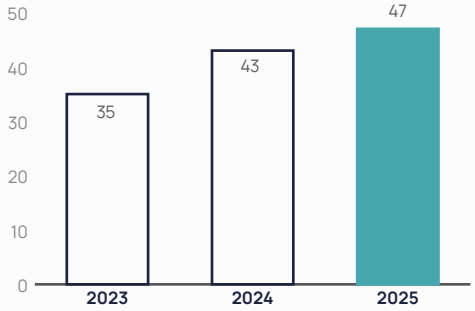
Socio-economic development

Reunert's socio-economic development spend supports child and youth development through community investment in education and food security initiatives. Reunert allocated 0,2% of its shared financial value to socio-economic development (2024: 0,2%).



Enterprise and supplier development

Reunert supports Black-owned enterprises in growing and participating in our supply chain. Reunert allocated 0,9% of our shared financial value to enterprise and supplier development (2024: 0,8%).



[1] *The shared financial value is total revenue of R13 956 million less amounts paid to suppliers for materials and services of R9 003 million plus income from investments of R109 million (2024: total revenue of R14 446 million less amounts paid to suppliers for materials and services of R9 184 million plus income from investments of R109 million).*

Trade-offs

We approach capital trade-offs in a systematic and disciplined way. Read more about strategic capital allocation priorities and our dividend philosophy on page 25.

In all trade-off decisions, we consider our Purpose, strategic pillars, investment case and desired business model outcomes. We follow a risk-based approach and also consider stakeholders, time horizons, the capitals affected and potential performance impacts when making these decisions. By applying integrated thinking principles, we recognise the connectivity and inter-dependencies between a range of factors that affect our ability to create and preserve value over time.

For the sake of long-term value creation and preservation, short-term advantages are sometimes foregone. Trade-off examples include:

- Municipalities are changing their cable contracting and funding models to involve distributors. These changes require that we maintain higher inventory buffers, which increases working capital but ensures volume preservation and growth. Higher inventory also mitigates against global supply chain risks and commodity price volatility
- The South African IT market is expected to experience increasing growth to 2030, driven by advancements in digital integration, cloud computing, artificial intelligence and an increasing demand for cybersecurity solutions.

STAKEHOLDER RELATIONSHIPS

Reunert builds trust with stakeholders through communication, collaboration and engagement.

The Board is responsible for monitoring stakeholder relationships. The Setco is mandated to oversee how the Group manages its relationships.

FY25 milestones

- Reunert deepened customer relationships by creating new channels that allowed for quick feedback and immediate action where needed, while maintaining existing customer relationships
- Additional touch points such as the Capital Markets Day allowed more existing and potential shareholders to engage directly with management

Read more about the shared financial value created for our stakeholders in the business model outcomes on page 31.

Customers

Reunert has more than 75 000 customers serviced by the business units and franchises.

Customer engagement and feedback are sourced *via* the following platforms:

- Direct relationships
- Service desks
- Customer satisfaction surveys
- Website links
- Social media pages
- Chatbots
- Internet-of-Things monitoring on technical devices

We create and preserve value for customers by keeping them the focal point of our Group Values and addressing them as a strategic pillar. All business deliverables are aimed at engaging with and delivering against customer mandates.

Employees

People are the foundation of Reunert's business and play a vital role in achieving the desired performance. Employees comprise permanent employees, contractors, temporary employees and trainees.

The table below shows the employee communications channels used across the Group and the desired outcomes.

Communication channel	Outcome
Email and MS Teams	Consistent, wide-reaching information flow
Social gatherings and team building	Drives cultural cohesion and belonging
Ethics and Group Values training	Reinforces values and ethical culture
One-on-one conversations	Personalised feedback and trust building
MS Teams and in-person or group meetings	Collaboration, alignment and operational clarity
Townhalls (Chief Executive Officer (CEO)/leadership)	High leadership visibility and direct engagement
Wellness initiatives	Promotes wellbeing and inclusion
Recognition events and awards	Motivates performance and recognition
Noticeboards and/or TV monitors	Accessible communication for all employees
Open-door policy	Encourages openness and approachability
WhatsApp groups	Instant updates and informal communication
Social media and intranet	Highlights values, announcements and celebrations
Leadership events (coffee/lunches)	Strengthens leadership-employee connection
Suggestion boxes and feedback	Captures employee insights and ensures transparency
Plugging-In sessions	Fosters transparency through anonymous Q&A
Employee Perception Survey	Improved participation, trust, engagement and performance

We create and preserve value for employees through ethical leadership, transparent communication and fair remuneration. Our people are one of Reunert's strategic pillars, indicating the strategic nature of our relationship with employees.

Trade unions

Approximately 20% of the Reunert workforce is unionised. Wage agreements are signed through the Wage Bargaining Council every three years.

Employees have freedom of association when choosing a trade union. Human resources communicate internal grievance procedures that all employees have easy access to. The external hotline for fraud and other misconduct is published in all communication from the GCEO.

All other labour engagements and activities are guided by South Africa's labour laws.

We create and preserve value for trade unions by engaging transparently in addressing the common interests and objectives of workers and Reunert as an employer.

Financial capital providers

Approximately 70% of Reunert's equity holders are institutional shareholders. More than 80 buy-side and sell-side portfolio managers and analysts were engaged through one-on-one meetings, webcasts, roadshows and industry conferences.

The longer-term committed Group facility instituted in 2023 remains in place until 2028. Subsequent to FY25 as part of the Group's continued capital optimisation strategy, the Group through its subsidiary Quince Capital renewed and consolidated its existing unsecured revolving credit facilities into a single committed facility of R550 million with a three-year contractual term. The renewed facility remains unsecured and is priced on market-related floating interest terms. Business relationships with our commercial and investment bankers or financiers remain solid.

We create and preserve value for financial capital providers through effective risk management, mature governance, increasing returns, a strong balance sheet and efficient operations.

Addressing unclaimed dividends

Reunert joined the JSE's "Claim It" initiative from 1 October 2024 to address the issue of dormant, unclaimed dividends in South Africa. The initiative is a collaboration between the JSE and some of the largest companies listed on the JSE and aims to return unclaimed dividends to their rightful owners.

Reunert is participating to ensure that any individual who may be entitled to payments from Reunert, such as shareholders with outdated contact information or executors of deceased estates, can be identified and receive their dividends.

Regulators and government

Reunert complies with all regulatory changes and notes any changing laws directly impacting the Group's licence to operate.

Specific engagements included the National Energy Regulator of South Africa (NERSA) throughout 2025 to:

- Ensure compliance
- Contribute to regulatory reform impacting licence conditions
- Provide commentary on the Draft Grid Capacity Allocation Rules
- Participate in the NERSA-led Trading Rules Working Group

Reunert sought Competition Commission approval for the sale of Blue Nova Energy. The disposal of the asset was completed successfully. Through these engagements, we sought to advocate for fair, transparent and enforceable rules, while shaping a trading framework that supports compliance and equitable market access.

We create and preserve value for regulators and government by being a good corporate citizen, which includes compliance with all regulatory requirements. We engage to advocate fair, transparent and enforceable rules, while shaping a trading framework that supports compliance and equitable market access.

Partners

Our business partners include suppliers and service providers such as our auditors and insurers, as well as channel partners or franchisees. These partners are integral to the Group value chain as they enable us to execute across five continents.

Our channel partners in South Africa span three broad economic sectors, namely manufacturing, construction and ICT.

We create and preserve value for partners through Group Values-based relationships of trust and collaboration to achieve mutual growth objectives.

Media

All segments received media coverage with varying themes, dominated by the announcement in April 2025 of Nick Thomson's pending retirement and the appointment of the new Group Chief Financial Officer (GCFO). The new GCFO's inbox was flooded with congratulatory messages on social media.

We create and preserve value for media through continuous engagement and communication.

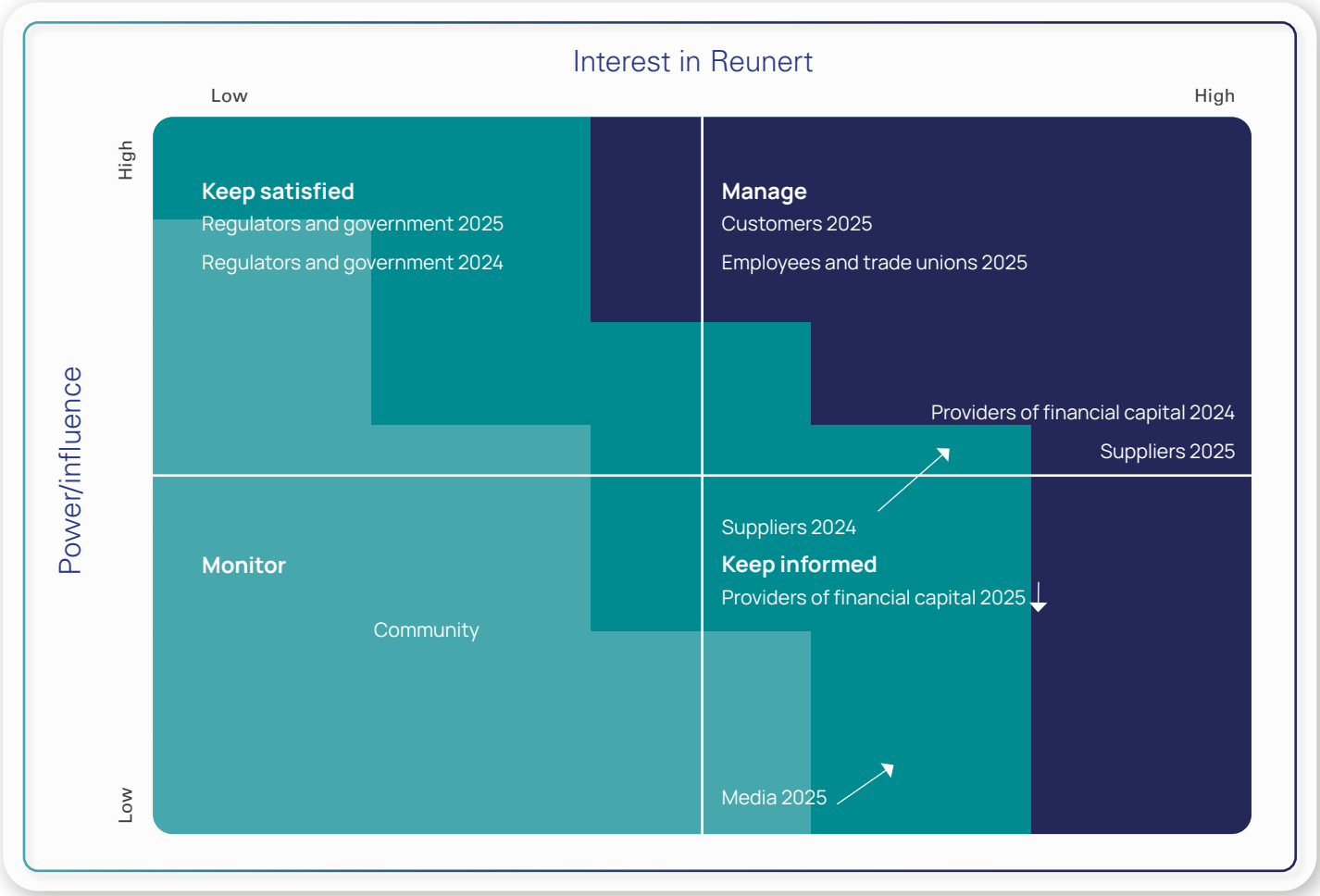
Communities

Reunert supports children's organisations and charities that serve children in undernourished communities. The Group also supports various education initiatives for young adults through the Reunert Learning Institute.

We create and preserve value for communities by being a socially responsible corporate citizen that promotes education and supports enterprise and supplier development for historically disadvantaged individuals.

Our engagement matrix

The matrix below outlines the level of power or influence of material stakeholder groups versus their interest in the businesses. This assessment is reviewed annually and adjusted based on feedback from the Board, executive management and relationship managers at business units.



↗ Increasing power and influence, i.e. stakeholders' impact on Reunert increased

↓ Decreasing power and influence, i.e. stakeholders' impact on Reunert reduced

Stakeholder priorities for FY26

Reunert's stakeholder priorities for FY26 identify customers, investors and employees as top priorities:

- Continue marketing our products and services to attract new customers, while deepening and maintaining relationships with our existing customers by creating multiple channels for customers to engage with us
- Growing the international shareholder base while solidifying relationships with our existing investors
- Further entrenching the Group Values and implementing action plans to address employees' concerns raised in the Employee Perception Survey
- Frequently engaging with the media to broaden our reach

Stakeholder disclosures

The Group complies with South African labour laws and relevant labour legislation prescribed in the countries where its operations are based. Reunert's working hours and disciplinary procedures comply with statutory requirements.

Other labour matters regulated by South African legislation include the prohibition of child and forced labour, freedom of association, the right to collective bargaining, occupational health and safety, premium rates for overtime pay, maximum weekly working hours and disciplinary procedures.

FY25 SEGMENT PERFORMANCE

	Page numbers
Segment introduction and context	36
Electrical Engineering	37
ICT	42
Applied Electronics (including Renewable Energy)	47

SEGMENT INTRODUCTION AND CONTEXT

Reunert has a federal business model that grants the three segments operational independence based on formal, Board-approved Delegation of Authority and Reserved Matters Frameworks. These governance arrangements facilitate decentralised decision-making and performance tracking aligned with the Group Strategy and targets.

Operating decisions are made by the business units; however, Reunert's Exco defines and monitors long-term strategic plans and investment decisions. Reunert's federal model ensures appropriate accountability in each business unit and that no director has unrestricted decision-making powers. Significant capital allocation is approved by the Board.

The segments are defined by their core capabilities, technology, products and services, markets and customer segmentation.

The Group's three segments

Electrical Engineering

- Power Cables
- Circuit Breakers

ICT

- Business Communication
- Total Workspace Provider
- Rental-based Finance
- Solutions and Systems Integration

Applied Electronics

- Secure Communications
- Fuzes
- Radars
- Logistics
- Renewable Energy

The segments are grouped into clusters of business units, based on vertical service offerings that entrench the Group's position in the value chain.

ELECTRICAL ENGINEERING

Deon de Kock[1]
Segment Chief Executive Officer



"Our well-established power cable and circuit breaker businesses, quality products, strong reputation and customer relationships contributed to resilience in a difficult year. Good exports, new product development and market penetration initiatives are driving future growth and internationalisation." – Deon de Kock, Segment Chief Executive Officer

Key facts

Electrical Engineering

- Power Cables
- Circuit Breakers

Manufacturing facilities:

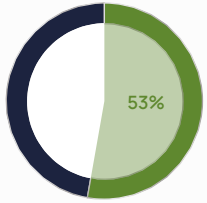
- One for circuit breakers in South Africa and one in Lesotho
- One for cables and copper rod in South Africa
- One for cables and copper rod in Zambia

2 562 employees

International footprint:

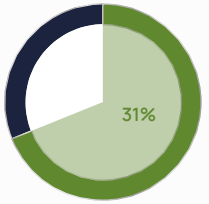
CBi-electric: low voltage serves export markets through subsidiaries in Australia, the USA and an agent in Europe, numerous distributors in Asia and full-time employees in India.

Contribution to Group revenue[2]



(2024: 53%)

Contribution to Group operating profit[2]



(2024: 42%)

1 *Resigned and will exit the Group in December 2025.*
2 *Contribution to continuing segment revenue and operating profit.*

Our clusters

Power Cables

Customers

- Utilities
- Mining, industrial, commercial and agricultural sectors
- Electrical contractors
- Indirect customers through solution integrators, engineering and procurement contractors, distributors and wholesalers

Products

- Low-, medium- and high-voltage cables with copper or aluminium conductor
- Overhead conductors for energy transmission, aerial bundled conductors and concentric cables for energy distribution
- Oxygen-free copper rods
- Cable accessories for low-, medium- and high-voltage

Capabilities

- World-class cable manufacturing and high-voltage circuit design
- Turnkey solutions for high-voltage cable installation, testing and maintenance services

CBi-electric: african cables

African Cables designs and manufactures a comprehensive range of electrical conductors, insulated cables and accessories up to 275 kV.

The business also specialises in turnkey solutions in design, installation, testing and maintenance of medium and high-voltage cable systems up to 400 kV.

CBi-electric: zamefa

Zamefa designs and manufactures a range of:

- Low-voltage electrical energy cables and insulated wires and cables up to 3,3 kV
- Overhead aluminium conductors, solid sector aluminium and oxygen-free copper rods

Circuit Breakers

Customers

We serve customers in South Africa, Africa, the USA, Europe and Asia, including:

- Large multi-nationals operating within sectors such as telecommunications, railways, mining and solar industrial groups
- Original Equipment Manufacturers (OEM) and distributors operating within the local South Africa/ Africa residential, commercial, industrial, mining and retail markets
- Utilities

Products

- Miniature and moulded case switchgear for infrastructure and appliance protection
- Miniature and moulded case earth leakage switchgear for human and machine protection
- Specialised miniature switchgear for equipment
- Internet of Things – monitoring, automation and control
- Class 1 energy billing meters
- Wiring accessories
- Surge protection devices
- Distribution boards
- Accessories
- Circuit breakers
- Earth leakage, protection, automation, monitoring and control devices
- Switchgear
- Electricity meters

Capabilities

- World-class engineering and development, manufacturing and assembly
- ISO/IEC 17025 accredited laboratory
- Key channel partner relationships with electrical distributors, system integrators and original equipment manufacturers

CBi-electric: low voltage

Supplies low-voltage electrical distribution, protection and control equipment and customer-specific solutions.

Approximately 65% of own manufactured products are exported, mainly to North America, Europe, Australia and Asia. We have wholly owned subsidiaries in Australia and North America.

Electrical Engineering's competitive edge

Electrical Engineering is the biggest supplier of copper cables, per volume, for electrical power in the renewable sector in sub-Saharan Africa.

The segment has a depth of intellectual capital and is committed to the development of new technology and intellectual property as one of our key capabilities. This includes:

- Design and installation of high-voltage cable systems
- Cable-based identification and a cable theft prevention system
- CBi-electric: low voltage owns the intellectual property rights to all products it manufactures

Power Cables

CBi-electric: african cables

- CBi-electric: african cables' power installations division is the sole Southern African cable power installation company accredited with ISO 9001 quality certification and has a 9EP Construction Industry Development Board rating
- CBi-electric: african cables is the only cable manufacturer in Southern Africa to supply a range that meets any user requirement, irrespective of voltage and load

CBi-electric: zamefa

CBi-electric: zamefa's unique location on the Zambian Copperbelt offers immediate access to the finest copper cathodes to produce high-quality oxygen-free copper rods to manufacture and supply electrical power wire and cables to the mining sector, utilities and commercial sectors in Southern and Eastern Africa.

Circuit Breakers

CBi-electric: low voltage

CBi-electric: low voltage is the only local manufacturer of circuit breakers in South Africa and has the manufacturing capability to produce more than 25 million parts a month. CBi-electric holds a significant market share in every market sector where we operate locally through its manufacturing capability and history in South Africa.

- It is a world leader in the design of hydraulic-magnetic circuit breaker technology
- It designs and manufactures all components in-house and has one of the largest tooling design and manufacturing facilities in South Africa
- It can rapidly design, develop and test customised prototype products through its testing and research laboratory, the only private testing facility of its kind in the southern hemisphere

Segment performance FY25

The Electrical Engineering Segment's revenue decreased by 3% to R7 458 million (2024: R7 682 million) and segment operating profit decreased by 31% to R461 million (2024: R665 million).

Performance in both clusters has been under pressure. South African customer sectors served by the segment, including residential, industrial, commercial and mining, experienced difficulties due to the convergence of several factors, creating a perfect storm.

Fixed investment in South Africa remained below emerging market standards and historical levels, with local challenges including a lack of perceived governance and slow infrastructure spend. The long-term decline in gross fixed capital formation (GDFI) in South Africa has resulted in muted power cable sales.

Zamefa has a sustainable and large Zambian market share and delivered good volume growth and positive exports into Africa, but was impacted by the significant strengthening of the Zambian kwacha and a change in product mix.

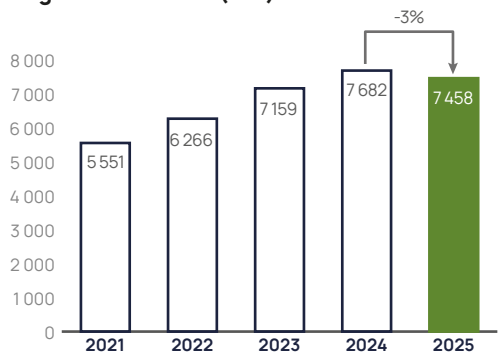
Our cable manufacturing business units benefited from stable aluminium and steel pricing; however, copper prices continued to rise. Nearly all metros and municipalities demonstrated low fiscal discipline and execution capacity, leading to financial constraints and cash flow issues, with infrastructure and maintenance projects delayed and basic service delivery suffering. This is despite government's commitment to significant infrastructure investment programmes. Challenges at metros and municipalities have had a significant impact on segment performance.

Record revenues from circuit breaker sales in the USA were diluted due to the new import tariff regime. Overall performance was satisfactory, with good prospects.

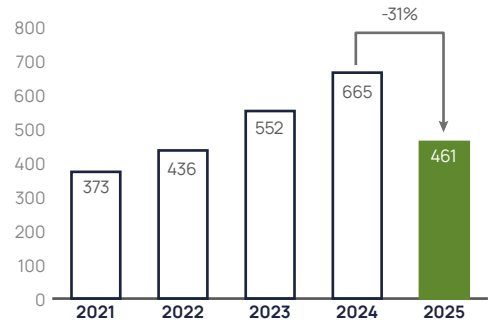
In South Africa, cheap, non-compliant imports and counterfeit products increase, with low enforcement or government protection for local providers.

We continue to look at ways to ensure that our product offering remains competitive.

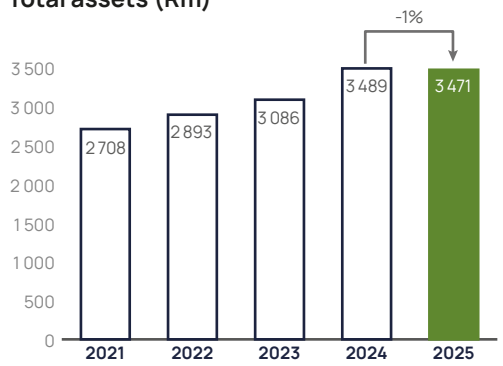
Segment revenue (Rm)



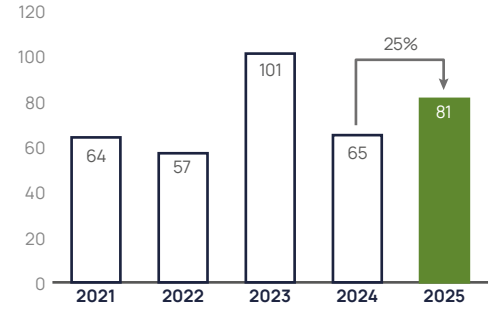
Segment operating profit (Rm)



Total assets (Rm)



Capital expenditure (Rm)



		2023	2024	2025	Performance
Manufactured capital (factory capacity utilisation)					
CBi-electric: african cables	%	86	85	**80**	●
CBi-electric: zamefa	%	37	43	**44**	●
Circuit Breakers	%	74	85	**85**	●
Natural capital					
Electricity consumption	MWh	47 708	52 123	**47 712**	●
Water consumption[1]	Ml	209	216	**192**	●
CO_2e[2,3]	Mt	37 610	41 713	**37 890**	●
Human capital					
Employees at year-end	Number	2 554	2 520	**2 562**	●
Work-related fatalities	Number	0	0	**0**	●
Training spend	Rm	16	21	**20**	●
Social and relationship capital					
Community investment	Rm	4	3	**2**	●
Enterprise and supplier development spend	Rm	14	16	**20**	●

● Positive/creating value ● Neutral/preserving value ● Negative/eroding value

1 *Includes municipal and borehole water.*
2 *Excludes Scope 3 emissions.*
3 *CO_2e figures restated and kilotonnes changed to metric tonnes.*

Cluster performance FY25

Power Cables

CBi-electric: african cables

Growth at CBi-electric: african cables relies on infrastructure investment, which did not materialise. The request for proposals for the first independent transmission pilot project was published in November 2025 and relates to 1 400 km of the 14 500 km of new transmission lines planned. Reunert participated in 1 223 km, setting a baseline for how we plan to engage in public-private partnerships going forward.

Read more about the South African Transmission Development Plan on page 41.

Export volumes into Southern and Central Africa and Australia increased due to a continued internationalisation drive.

Declining overall demand led to a strong focus on costs, without compromising our ability to meet future demand. Capital expenditure was limited to core maintenance, while productivity initiatives, such as a reduction in scrap metal, led to improved efficiency. We reduced manufacturing costs through better procurement of raw materials.

We also continued to innovate through the development of high-temperature low-sag conductors, which increase transmission capacity while reducing the need for extensive structural modifications. Minimal sagging improves safety and reliability under high-load conditions.

CBi-electric: zamefa

CBi-electric: zamefa overall profitability was negatively impacted by the rapid appreciation of the Zambian Kwacha against the US Dollar and reduced ZESCO purchases.

Zamefa remains the market leader in Zambia, with ZESCO one of our core customers. The prolonged drought in Zambia affected hydro power generation and impacted ZESCO's revenue, which resulted in diminished capacity to invest in electrification. We took the necessary steps to manage our exposure to ZESCO, which impacted product mix.

Good rainfall, the Zambian government's debt restructuring programme and lower inflation eased business conditions in the latter part of the year. Government introduced strategic reforms to diversify energy supply and is set on attracting investment to improve energy security. This bodes well for future revenue.

Another promising source of growth is the mining sector, where new and reprivatised mines, including mining rehabilitation projects, will drive demand for underground cabling.

CBi-electric: zamefa exports directly to seven neighbouring countries, with future growth likely to emanate from Namibia, Botswana and East Africa.

Circuit Breakers

CBi-electric: low voltage's revenue in the South African market remained under pressure with the current low GDFI spend. The local market is complex and volume-driven, with competition from low-priced imports. CBi-electric: low voltage has a strong footprint, good reputation and quality products, which contributed to our resilience. New innovative products, including the Astute Smart Adaptor, were introduced (read more on page 71).

We realigned our management structure in Australia and diversified away from a strong OEM manufacturing approach to penetrate wholesaler and retailer markets. This has led to a more efficient panel manufacturing environment and the introduction of new products such as distribution boards in addition to switchgear and protection devices. The Australian market remains under pressure and competitive despite the introduction of a new government.

There was strong revenue growth in Africa, especially from Namibia, Zambia and Botswana. Botswana was the largest revenue contributor, with growth due to the government's electrification programme for rural settlements and our strong long-term relationships in the market. We recognise the key role of donor funding for new projects in Africa and engage with stakeholders on this basis.

In India, engagement with multi-national companies to enter more complex market segments such as rail infrastructure and telecommunications continued.

Record revenue was achieved in the USA following the expanded focus over the past two years from telecommunications and data into a more diversified offering based on strong business development capabilities. We are the fourth circuit breaker manufacturer to obtain product certification in the USA for our ground fault circuit interrupter (GFCI). The latter is a human protection device, complemented recently by the introduction of further equipment protection devices.

The new 30% tariff regime implemented in August 2025 had a negative impact on profitability. However, a range of models have been implemented to mitigate the impact as our commitment to the US market remains as part of our internationalisation strategy. We continue to pursue growth in other global markets through partnerships and product development, with several large orders in the pipeline.

Outlook for the segment

Non-South African business is well positioned to continue the current momentum. The impact of US tariffs on circuit breakers has largely been mitigated and new product launches into the US circuit breaker market verticals will underpin international volumes and revenue growth. The demand for power cables is driven by mining and infrastructure projects in Southern and Central African regions and expected export volumes. Stabilised Zambian government cash flows and improved foreign exchange availability are expected to support stronger sales volumes and enhance profit. Constrained South African market conditions are likely to persist until infrastructure spending improves and local circuit breaker volumes are expected to remain nominally in line with current trends.

Electrical Engineering focus areas for FY26

- Increasing segment internationalisation through export volume growth
- Research and development projects to facilitate the use of artificial intelligence, Internet of Things and data for circuit breakers
- Continue improving manufacturing proficiency to reduce the unit cost of production and gain market share in the power cable businesses

Read more about the segment's investment case growth opportunities on page 27.

Future growth through the South African Transmission Development Plan

The South African Transmission Development Plan (TDP) has been described as the single largest infrastructure project underway in South Africa. It sets out a long-term strategy to expand and modernise the country's high-voltage electricity transmission network to accommodate new generation, primarily renewable energy, and to improve grid reliability and adequacy. The 2025–2034 TDP outlines the construction of approximately 14 500 km of new transmission lines and a significant increase in transformer capacity to integrate 56 000 MW of new power generation over the next decade.

Progress with TDP implementation includes:

- Contracts for building transmission lines and substations have been awarded
- Key long-lead items such as transformers are in procurement, with final negotiations underway
- A five-year framework agreement for cables is concluded, with local suppliers playing a strong role
- Full-scale rollout expected by 2026–2027

The National Transmission Company of South Africa (NTCSA) is a wholly owned subsidiary of Eskom tasked with the transmission of electricity in South Africa. It was created through the unbundling of Eskom. NTCSA lacks the balance sheet to finance the full 14 500 km expansion independently. Initial funding will be sourced through traditional procurement and government backing as the private sector's role in transmission evolves. Public Private Partnerships (PPPs) are expected to play a larger role beyond the immediate five-year horizon.

Cable production capacity in South Africa is sufficient, but concerns exist regarding steel supply and tower fabrication capabilities. Major transmission components, such as transformers, will likely be procured internationally due to local capacity constraints.

TDP demand is dominated by aluminium overhead conductors, while urban and industrial projects (e.g. ports, water treatment) require copper-heavy underground cabling.

Key sectors such as rail, water treatment and logistics are directly tied to power investments. Transnet's rail refurbishment and port berth expansions also require significant electrical cabling.

Reunert will maintain flexible production lines capable of switching between copper and aluminium, and overhead or underground cables, depending on demand. Circuit breakers will be a required component in both public and private sector builds, with our investment in manufacturing capabilities aligned to anticipated growth in volumes. As municipalities become less functional, circuit protection equipment may increasingly be procured by private utilities or public-private infrastructure consortia.

Reunert's experience, technical expertise and manufacturing scale position the segment well to participate in TDP opportunities over the short to medium term.

ICT

Graeme Eddey
Segment Chief Executive Officer



"Our ICT portfolio is evolving to meet customer requirements through innovation, optimisation and enablement solutions. We stay well ahead of the curve in unlocking potential for sustainable growth." – Graeme Eddey, Segment Chief Executive Officer

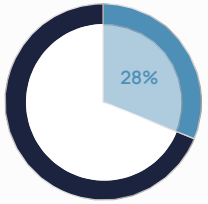
Key facts

ICT

- Business Communications
- Total Workspace Provider
- Rental-based Finance
- Solutions and Systems Integration

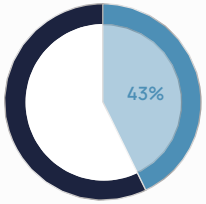
- 42 Nashua franchisees
- 464 SkyWire high sites
- Quince Capital is ISO 9001 certified
- 2 135 employees
- R2,2 billion rental finance book
- Nashua received Top Employer certification
- *iqbusiness* is BCorp certified

Contribution to Group revenue[1]



(2024: 27%)

Contribution to Group operating profit[1]



(2024: 44%)

[1] *Contribution to continuing segment revenue and operating profit.*

Business Communications[1]

Customers
- Indirect access to Nashua franchises and other independent dealers, service providers and wholesalers
- Small, medium and large business enterprises

Products
- Voice products and services delivered over fixed-line and wireless access circuits
- Cloud-based virtual private branch exchange (PBX) offerings
- Hosted call recordings
- Geographic number portability
- Business internet access products
- Dynamic, flexible and scalable cloud solutions
- Hosting, backup and storage solutions
- IPVoice

Capabilities
- Telecommunication solutions and peering points throughout the country
- SkyWire provides premium internet and wireless last mile broadband connectivity
- Voice, video, PABX, SD-WAN, MPLS and data traffic routing

SkyWire

SkyWire
SkyWire delivers a fixed-wireless point-to-point data solution, efficiently and speedily connecting businesses.

ECN electronic communications network a Reunert company

ECN
ECN is a market leader in next-generation networks offering a range of voice, data and hosted services.

Total Workspace Provider

Customers
- Corporates
- Small and medium enterprises (SMEs)
- State-owned enterprises
- Government

Products
- Data and document management
- Multi-functional and production printing devices
- Print software and solutions
- Telephony and connectivity solutions
- Smart solutions, such as interactive whiteboards and projectors
- Surveillance and access control

Capabilities
- Nashua has a network of exclusive franchises covering South Africa, Namibia, Eswatini, Lesotho and Botswana
- We provide quality after-sales support, service and preventative maintenance
- Local and international partners and suppliers include Ricoh and Hewlett-Packard

NASHUA a Reunert company

Nashua
Nashua is a Total Workspace Provider that offers a range of solutions and services which enable better business outcomes.

Rental-based Finance

Customers
- Corporates
- SMEs
- State-owned enterprises
- Government

Products
- Asset-backed rental-financial solutions

Capabilities
- Quince Capital is the power behind Nashua's in-house finance solutions for small businesses and large corporations alike

QUINCE Capital a Reunert company

Quince Capital
Quince provides asset-backed rental financial solutions to the ICT business units.

Solutions and Systems Integration

Customers
- Corporates
- Government
- Multi-site large enterprise

Products
- Digital and technology consulting
- Unified communication
- Cloud, data and security services
- Managed IT and global services

Capabilities
- Identifying the most appropriate data sets, methods of analysis and technologies to reduce customers' cost to operate and develop new data products
- End-to-end business transformation partner in finance, healthcare, technology and beyond

iq business a Reunert company

iqbusiness
We offer a comprehensive suite of digital, managed and consulting services across Africa and beyond. We deliver tailored solutions that drive digital integration.

[1] *SkyWire and ECN were merged into a new entity, Reunert Connect, on 1 October 2025.*

ICT's competitive edge

Business Communication

- ECN is the largest independent next-generation communications and connectivity solutions provider in South Africa
- SkyWire is the largest independent wireless network service provider in South Africa and is designated as a Tier 1 connectivity provider
- The size of its network enables SkyWire to compete with fixed-wireless access providers, fibre network operators and mobile network operators in South Africa
- SkyWire is the third-largest co-locator on Telkom towers

Total Workspace Provider

- Nashua is a wholly owned South African company with franchises throughout South Africa
- We own the trademark and naming rights for Nashua in Southern Africa and selected African countries
- Nashua is a top print service provider in South Africa
- Nashua has global industry partners that enable the provision of leading technology, supported by a large network of customer-focused employees in our franchise distribution channels and maintained by more than 500 technicians

iqbusiness

- *iqbusiness* operates at the forefront of innovation, with digital platforms and interactive resources allowing customers to engage seamlessly, regardless of their location or industry
- As a Digital Integrator, iqbusiness accelerates the progress of next generation digital transformation solutions
- *iqbusiness* holds BCorp, Conscious Companies and Top Employer status

Segment performance FY25

The ICT Segment's revenue increased by 0,2% to R3 903 million (2024: R3 897 million) and the segment operating profit decreased by 9% to R644 million (2024: R706 million) in a challenging year. However, working capital improved and the segment experienced strong cash generation, exceeding our target ratio of 65% of EBITDA to free cash flow conversion.

The segment experienced tough market conditions as large and small customers deferred IT projects and reduced their budgets. The IT services sector faced headwinds due to decreased IT spend, a lag in decision-making from customers and the low-growth economy, resulting in reduced corporate and SME spend. This has resulted in increased pressure on revenue and margins. Major investment decisions have been put on hold across industries and sectors as business confidence wavered and economic prospects remained uncertain.

A strategic decision was made to merge ECN and SkyWire into a new business called Reunert Connect. The merger will create a vertically integrated communications solution provider, allowing us to consolidate our connectivity offerings, capitalise on routes to market and expand our value proposition to customers while leveraging complementary skill sets.

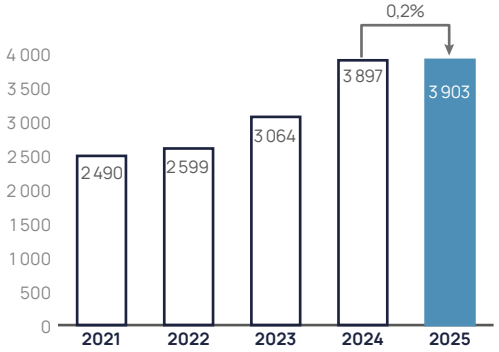
ECN has a white label channel offering voice-as-a-service to smaller, independent customers, whereas SkyWire contracts directly with large corporates through strategic partnerships.

The SkyWire network focuses on last mile delivery, whereas ECN uses the core network by buying services from SkyWire or other telecommunications providers. By combining these two businesses, we achieve synergies, especially related to connectivity services, to deliver greater penetration and capture significant cost savings.

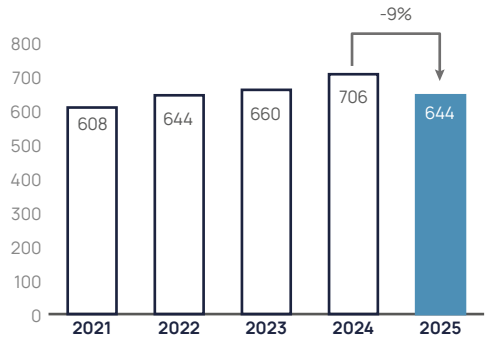
The merger further enables us to leverage a similar technical skill set for both businesses and expand complementary offerings using over-the-top (OTT) services such as cloud hosting and data security.

Skills shortages in this environment remain a problem and this is addressed as part of Reunert's overall Human Resources Strategy. Read more on page 56.

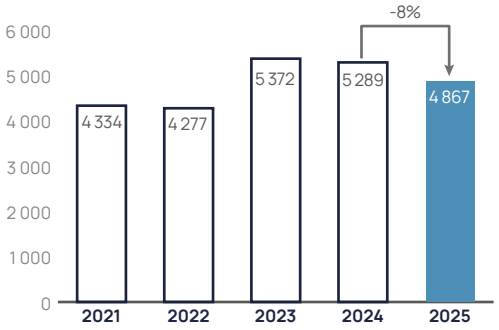
Segment revenue (Rm)



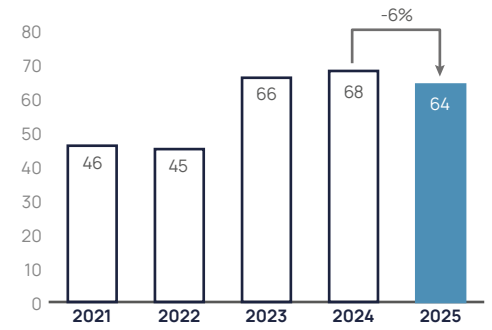
Segment operating profit (Rm)



Total assets (Rm)



Capital expenditure (Rm)



		2023	2024	2025	Performance
Financial and manufactured capital					
Total voice minutes	%	741	621	**546**	●
Gross Group lease and loan receivables	%	2 493	2 385	**2 350**	●
Natural capital					
Electricity consumption	MWh	2 160	2 361	**2 194**	●
Water consumption	Ml	15	17	**22**	●
CO_2e[1,2]	Mt	935	921	**918**	●
Human capital					
Employees at year-end	Number	2 425	2 224	**2 135**	●
Work-related fatalities	Number	0	0	**0**	●
Training spend	Rm	34	40	**38**	●
Social and relationship capital					
Community investment	Rm	3	4	**4**	●
Enterprise and supplier development spend	Rm	10	14	**15**	●

● Positive/creating value ● Neutral/preserving value ● Negative/eroding value

1 *Excludes Scope 3 emissions.*
2 *CO_2e figures restated and kilotonnes changed to metric tonnes.*

Cluster performance FY25

Business Communications

Business Communications improved financial performance was driven by the expansion of the SkyWire network and growth in demand for connectivity, along with a strong focus on cost savings through operational efficiencies.

ECN

ECN has been under pressure for several years because of declining voice minutes. Investment in new infrastructure, such as PABX systems, declined as customers opted to extend the life of existing assets in response to the challenging economic environment. As a result, voice traffic volumes remained under pressure and voice-minute performance stabilised in H2FY25. New customer acquisition remained positive, although average revenue per user decreased. We have successfully derisked the business by introducing complementary offerings in broadband and business connectivity.

ECN was further impacted by the decline in interconnect rates from 1 July 2025 as the Independent Communications Authority of South Africa (ICASA) finalised the final Call Termination Rate Amendment Regulations. Voice call termination is the service between networks to carry voice traffic to end-users.

The regulations are part of broader measures to reduce the cost of communication and will continue decreasing in 2026 and 2027. ECN has been diversifying into new over-the-top services to mitigate pricing model risk.

SkyWire

SkyWire, our last mile broadband connectivity business, continued its double-digit growth trajectory. Read more about our positive impact on community connectivity in the case study on page 46.

The ICT Segment is participating, through the Wireless Access Providers Association of South Africa (WAPA), in the process facilitated by ICASA to finalise regulations on Dynamic Spectrum Access and Opportunistic Spectrum Management in the innovation spectrum frequency ranges 3 800 – 4 200 MHz and 5 925 – 6 425 MHz. These regulations will enable our customers to access and share unused spectrum without interfering with primary licence holders.

The intent is to make spectrum readily available and to improve spectrum efficiency for remote underserved areas and across multiple locations.

Total Workspace Provider

Nashua showed improved performance as supply chain challenges of FY24, caused by the Transnet-managed ports, were addressed.

Sales were driven by volume improvements on the back of successful large tender wins and an improved run-rate business.

Strong print volumes in the first half of the year lost momentum in the second half to end slightly higher than in the previous year.

- Nashua launched a new water solution that complements its existing energy backup solution under the umbrella of business continuity services. Nashua now offers water generators, which condense moisture in the air and turn the vapour into water. This is accompanied by water backup equipment such as tanks, filters, purifiers and pumps
- Nashua implemented artificial intelligence innovation in its customer service support portal through chatbots and will be building capability and consider new offerings
- Nashua also launched vertical market offerings in education, warehouse logistics, supply chain and agriculture. For example, Nashua provides soil monitoring, including hydration, fertiliser levels, etc. In schools, we offered student biometric identification and other products that fully integrate voice, interactive boards and classrooms

Rental-based Finance

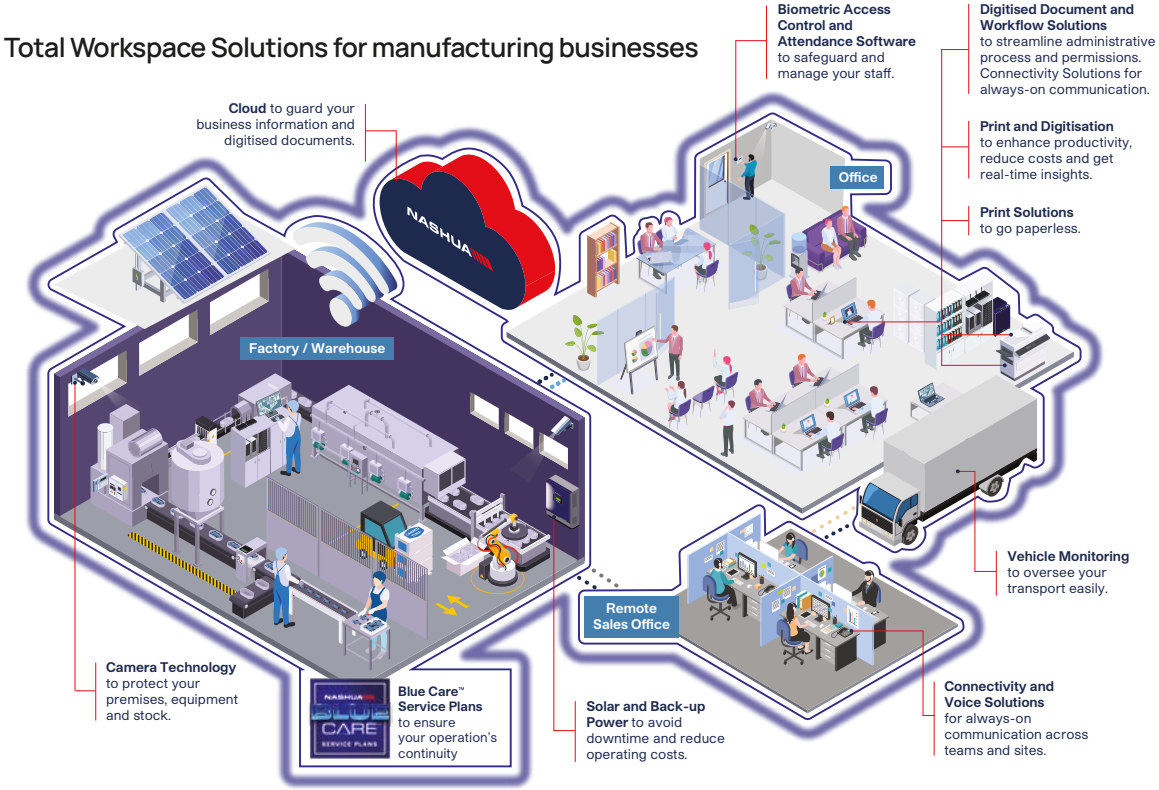
Quince Capital's revenue decreased due to lower interest rates and a reduced rental book of 1%. Despite topline challenges, the expected credit loss provision (ECL) improved due to a more stable debtors environment and strong collections. The quality of our book is supported by sound controls and procedures to mitigate credit risk.

Solutions and Systems Integration

The Solutions and Systems Integration Cluster faced a challenging first year as a merged entity in an environment where customers reduced their spend and major projects came to an end. *iqbusiness*, the merged entity encompassing IQbusiness and +OneX, benefited from a strong brand presence, an engaged management team and a go-to-market strategy that unlocked greater customer synergies.

However, customers reassessed the need to augment internal skills and reduced their dependency on consulting input. Constrained IT budgets further diminished demand and investment in software development was curtailed.

Total Workspace Solutions for manufacturing businesses



We have restructured the business, reset the cost base and revised our strategy.

The cluster has been building out its artificial intelligence (AI) capabilities and launched an AI go-to-market offering that will demystify AI for businesses. This will enable customers to apply AI for increased productivity and differentiation. Some consulting lines have been repurposed and we invested in reskilling people to specialise in AI.

Outlook for the segment

The new Reunert Connect will retain the strong ECN and SkyWire brands and will benefit from short-term savings, while positive channel leverage will be delivered in the medium term.

The South African ICT market remains subdued, with longer decision cycles and cautious investment demand for digital transformation, cloud, cybersecurity, and AI remains strong as clients seek efficiency and resilience.

According to South Africa's ICT Market Report, Mordor Intelligence, the broader ICT market is expected to grow steadily, with IT services projected to expand between 7% and 8% CAGR to 2030.

ICT focus areas for FY26

- Continue expanding our complementary product and service offering through Nashua
- Embed the newly merged Reunert Connect while realising synergies and new growth
- Optimise and reposition *iqbusiness* to be fit-for-purpose, given changing customer appetites and priorities
- Continue exploring acquisitions that are either complementary or will expand our digital service or solution offerings

Read more about the segment's investment case growth opportunities on page 27.

Innovative Blue Care™ for Nashua customers

Nashua launched Blue Care™ Service Plans and Blue Care Online to proactively manage, monitor and maintain customers' technology. This will help customers avoid downtime and ensure the optimal performance of the technology that supports their businesses.

Through Blue Care Online, Nashua's customer portal, customers have access to account and service management details. This includes the ability to log service calls with direct access to a dedicated service team. Customers can also capture and submit meter readings, ensuring timely and accurate billing.

SkyWire partnered for community solutions

SkyWire, South Africa's largest independent wireless network service provider, created a unique mobile solution through a OneWeb application to support voter enrolment in rural communities. The solution provided a seamless, high-availability network that directly connects to satellites in low earth orbit (LEO), ensuring uninterrupted service even in the most remote locations. This supports both mobile and fixed connectivity applications in hard-to-reach areas, addressing critical needs in community services, disaster recovery and diverse business sectors.

Through its partnership with NEC XON, a leading African integrator of ICT solutions and part of a Japanese global company, SkyWire can provide connectivity even where terrestrial towers are not available. This includes areas like the Northern Cape and the Karoo, where using a clear line of sight over longer distances is problematic due to mountainous terrain. LEO satellites offer higher speeds, low latency and dependable uptime even in rugged areas. This LEO satellite solution enables SkyWire to deliver reliable service where traditional networks cannot reach, with faster installations and reduced operational costs.

SkyWire's trained technical teams ensure smooth and efficient installations. A unique management interface provides SkyWire with visibility over customer terminals, enhancing proactive maintenance and support capabilities. Customers now have access to enhanced connectivity solutions, whether for mobile applications in social development, healthcare or government services or as a primary or backup connectivity option for industries such as mining, retail and construction.

The success of the OneWeb deployment has drawn interest from a variety of sectors eager to benefit from low-latency, high-availability connectivity. Moving forward, the partners plan to expand OneWeb services into sectors such as mining, oil and gas and border security, with additional focus on the retail and banking sectors.

APPLIED ELECTRONICS

Trevor Raman
Segment Chief Executive Officer



"Our segment's growth potential is evident in our long-term relationships, innovative product development, technical acumen and increasing operational efficiency, all aligned to the Group Strategy." – Trevor Raman, Segment Chief Executive Officer

Key facts

Applied Electronics

- Secure Communications
- Fuzes
- Radars
- Logistics
- Renewable Energy

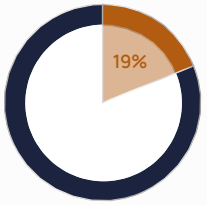
1 680 employees

All facilities are ISO 9001 certified

Offices in six countries

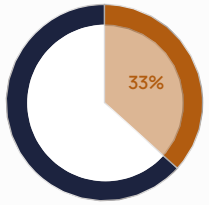
Six manufacturing facilities

Contribution to Group revenue[1]



(2024:20%)

Contribution to Group operating profit[1]



(2024:26%)

[1] *Contribution to continuing segment revenue and operating profit.*

Our Defence Clusters

Secure Communications[1]

Customers
- Defence (land, air and naval-based platforms)
- Mining and industrial
- Cybersecurity
- Rail

Products
- Secure communication products and solutions
- Secure network-centric solutions
- Cryptographic products and solutions
- Tactical navigation, smart displays, embedded products, cybersecurity and rail safety and productivity solutions

Capabilities
- Specialised manufacturing of highly complex military-grade printed circuit boards
- Designing, developing and manufacturing advanced electronic and embedded solutions and customised digital products

Reutech Communications
Specialises in secure radio communication systems for airborne, land and naval-based platforms; and secure network-centric solutions for command and control, blue force tracking, forward observation link and messaging services.

Etion Create
An Original Design Manufacturer (ODM) with a reputation for excellence in the design, development and manufacturing of an extensive range of electronic and digital products.

Nanotech, which was acquired by Etion Create specialises in designing, developing and industrialising cryptographic products and solutions to meet cybersecurity and cyberdefence requirements. Secure communications and encryption hold promising prospects, specifically in fintech.

Omnigo
A contract manufacturer focused on electronic manufacturing services, it has a specialised production facility for the population and assembly of highly complex printed circuit boards.

Fuzes

Customers
- Local and international defence end-users
- Defence original equipment manufacturers

Products
- Electronic fuzes
- Electro-mechanical assemblies
- Reserve power supply modules and antennas

Capabilities
- Electronic and precision mechanical design
- High-volume manufacturing and production

Fuchs Electronics
Provides advanced electronic fuze technology. Capabilities include electronic and precision mechanical design and high-volume production of electro-mechanical assemblies.

Radars

Customers
- Local and international defence end-users
- Mining companies

Products
- Search and tracking radar systems
- Command and control systems
- Passive situational awareness sensors
- Mining surveillance radars

Capabilities
- Developing and manufacturing radar, command and control systems and situational awareness sensors

Reutech Radar Systems
Develops and manufactures search and tracking radar systems, command and control systems and subsystems for local and export markets. Its technology includes radar sensor systems used globally at mining operations.

[1] *Nanoteq merged with Etion Create effective 1 October 2024.*

Logistics

Customers
- The South African National Defence Force
- South African Police Service
- State-owned entities
- Export markets for shipyards and vehicle OEMs

Products and services
- Maintenance and repair of defence equipment
- Communications infrastructure installations
- Remote-controlled systems
- AI optical tracking software

Capabilities
- Specialised engineering, maintenance and repair services
- Commercial ICT network support and maintenance

REUTECH SOLUTIONS a Reunert company

Reutech Solutions
Provides through-life support, systems integration and turnkey project management services for telephony/VoIP, static and mobile ICT infrastructure, tactical mobile ICT command and control systems, as well as communication on-the-move solutions.

DYNATEQ INTERNATIONAL a Reunert company

Dynateq International
Dynateq International specialises in the marketing and sales of components for various land and naval applications. Dynateq International offers a complete complement of capabilities to specify, design, develop, manufacture and support defence products.

Applied Electronics' competitive edge
- In the defence market, we have a competitive local cost base augmented by qualified global suppliers. Export markets are serviced through trusted, long-term international strategic partnerships
- The Defence Cluster has a proven track record of indigenous co-development projects that meet localisation requirements and enable new product offerings in existing markets

Depth of intellectual capital
We invest in research, innovation and high-potential technology to support growth and to deepen our extensive intellectual property capabilities.

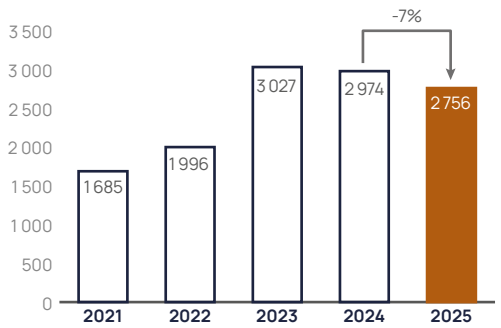
We invested R222 million (2024: R234 million) in research and development. We maintain close ties with local and international tertiary and applied research institutes to augment our core research and development competencies in communications, micro-electronics, radar, control systems, navigation and encryption.

Segment performance FY25
Segment revenue decreased by 7% to R2 756 million (2024: R2 974 million), while segment operating profit increased by 21% to R500 million (2024: R414 million). The Defence Cluster showed strong growth and was supported by a solid renewable energy performance. Blue Nova Energy was sold in FY25.

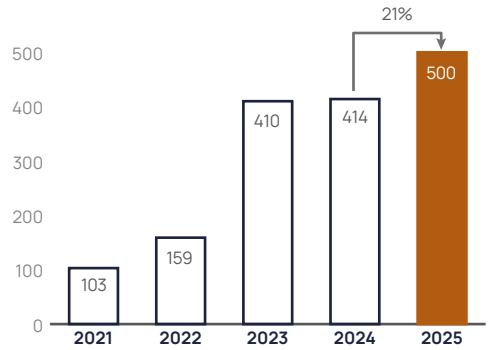
Our segment's internationalisation drive has been supported by strong export revenue growth over the past five years, with the trajectory expected to continue.

All clusters within the Applied Electronic segment have growth opportunities and potential going forward.

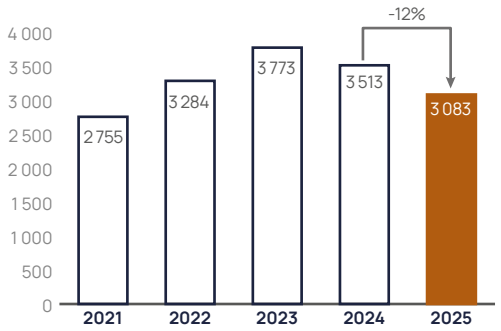
Segment revenue (Rm)[1]



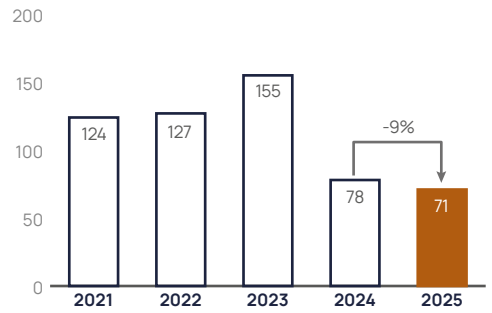
Segment operating profit (Rm)[1]



Total assets (Rm)



Capital expenditure (Rm)



[1] *The reported comparative results have been adjusted to reflect the segment's continuing operations.*

		2023	2024	2025	Performance
Intellectual capital					
Research and development	Rm	147	234	**222**	●
Natural capital					
Electricity consumption	MWh	5 006	5 470	**4 876**	●
Water consumption	Ml	51	51	**67**	●
CO_2e[1,2]	Mt	2 913	3 500	**2 874**	●
Human capital					
Employees at year-end	Number	1 778	1 682	**1 680**	●
Work-related fatalities	Number	0	0	**0**	●
Training spend	Rm	19	16	**17**	●
Social and relationship capital					
Community investment	Rm	3	3	**3**	●
Enterprise and supplier development spend	Rm	11	12	**12**	●

● Positive/creating value ● Neutral/preserving value ● Negative/eroding value

1 *Excludes Scope 3 emissions.*
2 *CO_2e figures restated and kilotonnes changed to metric tonnes.*

Defence Cluster performance FY25

Global geopolitical tensions prompted a shift towards self-sufficiency in European defence capabilities, with higher defence spending committed. Reunert is well-positioned to participate in European defence programmes through suitable product offerings and a willingness to meet European Industrial Participation requirements.

In the Middle East, we are expanding our market presence to support long-term defence projects, focusing on intellectual property co-development. Through customer funded projects, we develop and industrialise products for indigenous customer requirements. We participate in industrialisation workshare to meet partners' local launch orders. Our office in Riyadh has been established and resourced, meeting the criteria for in-country presence, and deepening our commitment to the market.

In South-East Asia, we continued delivering products in a region that showed stable demand, especially for radars and sensors, and secure communications.

We entered new markets in South America with secure communications products and services.

Defence spending remains elevated across all key markets. The Defence Cluster's pipeline remains extremely robust, complemented by increasing demand from rail and mining sectors. There has been increased interest in multi-year, high-value, high-margin contracts as customers secure capacity for their long-term supply.

Our strategic positioning of the Defence Cluster as a systems and solution provider, as well as a subsystems product provider, started delivering benefits. The individual cluster businesses are leveraging complementary capabilities to enable an expanded capability and value chain presence. Increasing collaboration has unlocked several opportunities where units are selling into each other's markets, for example, secure communications gaining new market segment access in the Middle East.

We also continue strengthening our partnerships and have been working on longer-term and larger projects that are likely to land in the near future, encompassing all the product classes in our cluster.

Defence Cluster efficiency initiatives

- We merged two business units in the segment, namely Etion Create and Nanoteq, effective 1 October 2024. This will enhance our offerings in cybersecurity while streamlining operational capabilities. The merged entity will operate as Etion Create, however, the Nanoteq brand and products will remain
- There has been a strong quality and safety push in our cluster, as indicated in last year's focus areas for FY25. This followed the expansion at our Fuchs Electronics manufacturing facility, the Etion Create merger and several ISO and other accreditation processes. Customer specifications in terms of quality and safety standards continued increasing, including for newly served platforms such as air defence
- We onboarded a new supplier in India that reduced the risk associated with single-source dependency and allows for greater localisation in foreign markets
- We implemented a new enterprise resource planning system at three business units as we continue to digitise the business and improve efficiency
- At Omnigo, the business strategy was refocused to its core strength of high-end electronic manufacturing services (EMS) military and mining capabilities

Secure Communications

- The cluster delivered strong operating profit growth as Omnigo was refocused to its core strength of high-end EMS military and mining capabilities. Omnigo has a healthy order book and signed a multi-year agreement with a strategic customer, which positions the business well for future growth
- The merger between Etion Create and Nanoteq delivered synergies and complementary areas, including:
  - The ability to share a resource base of highly skilled technical employees
  - Parallel cyber and crypto strategies that can be consolidated and streamlined
  - Similar technology applications with different strengths
  - Both entities operate in South Africa and have complementary geographical markets and customer bases

– We expect the combined business to gain efficiency, expand its offering and have a more significant impact through cross-selling and shared resources.

By combining Nanoteq's expertise in cryptographic solutions with Etion Create's comprehensive cybersecurity experience, we are creating a unified, agile and resilient entity that is better equipped to meet evolving market demands. The efficient use of complementary technologies and expertise will enhance sustainability and responsiveness.

Fuzes

Fuchs Electronics delivered an excellent performance with operating profit growth on the back of increased capacity, higher volumes, a more profitable product mix and foreign exchange gains.

The Group made a strategic investment in capacity to manufacture electronic fuzes by consolidating and expanding the Fuchs Electronics facilities in Johannesburg. We upgraded the facility to world-class standards, increased capacity for key equipment and added more test equipment. This enabled us to automate and improve quality, which resulted in less rework and shorter lead times.

The European demand for mortar and artillery electronic fuzes remains strong.

Radars

Reutech Radar Systems progressed well on the execution of its strategic intellectual property co-development contract with a key international customer and delivered a strong performance. The company entered successful new development contracts with customers, demonstrating an appetite for multi-year orders. In the mining sector, the business unit experienced continued market expansion, driving higher demand.

Logistics

The cluster experienced a decrease in local maintenance, repair and overhaul (MRO) order intake and revenues, negatively impacting current year profit performance. This decline in the MRO business is compensated for by strong demand for export remote controlled systems with engagements on multiple multi-year opportunities, underpinned in the land domain in South-East Asia.

Outlook for Defence

- In both Europe, the Middle East and South-East Asia, we anticipate a strong five-year-plus growth trajectory for products from all business units
- In the local market, we are seeing increasing demand for secure communications and radar products, which bodes well for future contracts

Defence focus areas for FY26

- Ongoing focus on establishing international partnerships for product development and market diversification
- Partner with and/or acquire companies that meet our return requirements to augment synergies, capability and product and service offerings
- Improve the quality of earnings through the optimisation of operating structures and efficiency in cost and asset management

Read more about the segment's investment case growth opportunities on page 27.

Renewable Energy Cluster

Renewable Energy

Customers
- Retail
- Industrial
- Mining
- Manufacturing
- Agriculture
- Property funds

Products
- Turnkey energy engineering solutions
- Embedded solar generation
- Energy storage solutions
- Wheeled energy supply

Capabilities
- Project development and implementation
- Engineering
- Training
- Support
- Maintenance

APOLLO AFRICA
a Reunert company

Apollo Africa

Sources and secures sustainable energy supply from Tier 1 independent power producers (IPPs) being developed to create customised energy trading products for commercial and industrial customers.

Terra Firma

Terra Firma Solutions (part of Lumika Renewables joint venture)

A photovoltaic project developer and owner with extensive experience in the engineering, design and construction of clean energy solutions for commercial and industrial customers. Terra Firma Solutions also provides fully financed solutions and Power Purchase Agreements (PPAs).

Renewable Energy Cluster performance FY25

Terra Firma Solutions

Loadshedding in South Africa continued to decline in 2025, with lower demand for Eskom electricity supply, more generation capacity and better Eskom plant reliability. National average tariffs have risen 190% since 2014, with the projected 2026 hike (8,8%) exceeding the Consumer Price Index forecast and above the utility-scale solar photovoltaic levelised cost of electricity[1].

Tariff increases bode well for future demand, but with less urgency in securing electricity supply, lower business confidence and low economic growth, customers delayed investment.

Terra Firma Solutions delivered a solid bottom line through effective project execution as it responded to a dynamic and evolving renewable energy market. With lower energy security risks, the opportunity for Terra Firma Solutions behind-the-meter[2] investment, trading in carbon credits and a strong uptick in the demand for battery energy storage solutions.

1 *The Council for Scientific and Industrial Research annual report on power generation statistics in South Africa, 1 January to 30 June 2025. https://www.csir.co.za/loadshedding-down-82-h1-2025-demand-eases-and-eaf-edges-tariffs-still-exceed-inflation.*

2 *Behind the meter refers to any energy generation, storage or usage infrastructure located on the customer's side of an electricity meter, which typically represents the boundary between the public grid and private electrical infrastructure. Distribution utilities (e.g. municipalities) own infrastructure up to this point.*

We made steady progress on build-own-operate (BOO) projects. However, bigger projects and large-scale wheeling sites are facing challenges, including access to the grid and municipal infrastructure connections. As such, these projects are subject to delays and have not yet delivered the desired returns.

Terra Firma Solutions has begun realising revenue in trading carbon credits on our BOO assets. This is still an immature market in South Africa but is expected to grow rapidly over the medium term.

Blue Nova Energy

Blue Nova Energy was disposed of in FY25 following the Board's proactive decision to dispose of the business. This was due to increased competition, low demand in the residential and small commercial battery storage market (which constituted around 75% of Blue Nova Energy's customers) and a slowdown in the large battery storage market.

Blue Nova Energy was sold to ACDC, a distributor and retailer of lithium-iron-phosphate battery energy storage systems and concluded the sale in May 2025. Competition Commission approval was obtained in August 2025. In terms of the final transaction, all guarantees and liabilities were transitioned to ACDC. The transaction allowed us to protect jobs and created an opportunity for a B-BBEE ownership transaction at ACDC.

Apollo Africa

Apollo Africa is building a supply pipeline, negotiating offtake agreements and shaping resource capacity. As an electricity trader, we aggregate and distribute electricity sourced from multiple independent power producers employing different technologies, supplying a wide range of commercial and industrial off-takers according to their specific energy needs.

The National Energy Regulator (NERSA) awarded Apollo Africa its electricity trading licence on 29 October 2024.

Our first trading contracts are expected to be concluded in 2026, coinciding with the launch of the South African Wholesale Electricity Market (SAWEM). This will create a competitive electricity trading market that is cost-efficient, price-transparent and increases private sector participation. SAWEM will replace Eskom's single-buyer model with a multi-buyer, multi-seller model, with Apollo Africa readying itself to play a meaningful role when appropriate.

Outlook for the Renewable Energy Cluster

With the sale of Blue Nova Energy, the cluster has shifted from an end-to-end renewable energy provider to a more focused offering in photovoltaic systems, the building of BOO assets and electricity trading.

Future demand will be less driven by energy security and more by the cost imperative as electricity tariffs increase beyond inflation and carbon tax changes are implemented. Unreliable municipal grid infrastructure will underpin demand for embedded generation solar, battery energy storage systems (BESS) and hybrid solutions.

The Climate Change Act was enacted in March 2025. The Act coordinates South Africa's response to climate change and sets out additional mitigation and adaptation policies and measures to support South Africa's transition to a lower-carbon and climate-resilient economy.

Carbon tax, which was introduced in 2019, was one of the mechanisms to facilitate a transition to a low-carbon economy. In January 2026, the basic carbon tax-free allowance in South Africa will be reduced by 10%, followed by further annual reductions of 2,5%, which will increase the effective tax burden well above historical levels. This phased escalation is designed to place increasing pressure on emitters to adopt cleaner technologies and improve energy efficiency.

Reunert's Renewable Energy Cluster is well-positioned to support customers in reducing their electricity use and offering renewable energy options that reduce their carbon footprint and operating costs.

Renewable Energy focus areas for FY26

- Continue investment in renewable energy BOO assets to generate annuity income and in line with growing demand
- Sign up supply and offtake agreements, to continue strategic and staggered investments into Apollo Africa based on milestones achieved
- Enhance the business case for wheeling and conclude pipeline contracts
- Entrench market positions for Apollo Africa as an energy trader and Terra Firma Solutions as an end-to-end renewable energy solutions provider
- Continuation of successes in project execution and cost control initiatives

Read more about the cluster's investment case growth opportunities on page 27.

RESPONSIBLE BUSINESS PRACTICES

	Page numbers
Human Capital review	54
Our human capital approach	56
Employee statistics	58
Our transformation approach	60
Our health and safety approach	63
Our sustainability approach	64
Our Sustainability Strategy Framework	70
Climate-related financial disclosures	76

HUMAN CAPITAL REVIEW

Mohini Moodley
Group Human Capital and Sustainability Executive Director



This year, we gained insight into what makes people choose Reunert as an employer and why they stay. We have a core strength in long-serving employees with deep technical expertise and institutional knowledge. We demonstrated our interest in their personal wellbeing, connection and contribution to Reunert, while inspiring our leaders to have different conversations based on our Group Values.

Introduction

Reunert's people agenda is guided by a well-established Human Resources Strategy that ensures a consistent approach to attracting, developing and retaining the capabilities required to deliver our strategic objectives. The strategy is embedded across all business units through structured governance, monthly reporting and oversight by the Group Exco and relevant Board committees. To enhance the quality, reliability and accessibility of human capital insights, the Group is implementing a new cloud-based human resources system that will strengthen workforce analytics and support more integrated decision-making.

Our strategy is supported by an integrated talent framework that aligns talent attraction, planning, development and retention into a cohesive model. This framework enables us to deploy the right people, with the right skills, at the right time by combining annual talent assessments, succession planning, career development and capability-building initiatives.

Execution of the strategy is structured around three pillars:

1. **Talent attraction and retention** – ensures access to critical and scarce skills, promotes Reunert as an employer of choice and strengthens retention mechanisms for high-performing and critical skills.
2. **Talent planning** – provides organisational continuity through structured succession planning, early identification of talent risks and targeted career development plans for potential successors.
3. **Talent development** – builds long-term organisational capacity through learning, leadership development and programmes that support the growth of an internal talent pipeline.

Outcomes delivered

During the year, the Group recorded strong indicators of cultural alignment and engagement. Our Employee Perception Survey showed high levels of pride, values alignment and advocacy, supported by the effectiveness of leadership communication. Talent stability remained within tolerance levels, and succession planning strengthened, with 90% of critical roles supported by successors or stopgaps. Capability development continued to advance, with expanded learning opportunities and improvement in career development planning across leadership levels.

The stay interview process provided deeper insight into the drivers of employee retention and shaped targeted responses to enhance purpose, recognition and growth. These insights have informed action plans to reinforce employee engagement and strengthen our employee value proposition.

What we aim to achieve

Looking ahead, our focus is on building a future-ready workforce that enhances the Group's competitiveness and ability to execute its strategic objectives. Key initiatives include deepening leadership capability, improving internal mobility, embedding career development as a strategic lever and strengthening our analytics through integrated digital systems. A Group-wide disability sensitisation initiative scheduled for FY26 will further support our commitment to an inclusive culture.

Through these initiatives, Reunert aims to cultivate a skilled, engaged and resilient workforce that supports sustainable value-creation and ensures long-term organisational growth.

The Reunert employee value proposition

THE INDIVIDUAL

We are committed to delivering a distinctive work experience for our employees, characterised by meaningful contributions, a supportive and positive environment, ample opportunities for personal and professional growth, competitive rewards and recognition programmes and the chance to make a significant impact within the Group.

THE COLLECTIVE

We are committed to building a robust Reunert culture that is anchored in our core ethics and values. Our Group Values, Code of Ethics and revitalised brand reflect shared beliefs that promote teamwork and collaboration. This approach is designed to foster healthy working relationships and enhance employee engagement throughout the Group.

Reunert's comprehensive employee value proposition includes:

- Group Values and a professional and ethical culture
- A positive working environment with open lines of communication between management and employees
- Ongoing learning and development initiatives
- Coaching and mentoring
- Recognition initiatives
- Employee wellbeing initiatives, including employee wellness days and assistance programmes
- Market-related remuneration structures
- Career development opportunities

Employee Perception Survey

Reunert launched its first employee survey in 2018, focusing on the Group Values. The purpose of the survey was to help align employees with Reunert's Group Values and foster a unified culture despite differences between the business units' operations. We used the biennial survey to identify improvement areas and to implement action plans.

We changed the format of the survey to focus on a broader range of topics, repositioning it as an Employee Perception Survey. We assessed the effectiveness of key strategic initiatives such as the Group Values, Code of Ethics, employee involvement and the refreshment and revitalisation of our corporate identity. The independent survey was anonymous and achieved a 69% participation rate, the highest survey participation rate to date.

Key outcomes:

- The ICT Segment was the top performer, scoring above the Group average in four out of five indices
- Newer employees (less than one year) consistently reported the most positive scores
- Overall results for the Group are positive; however, there are specific opportunities for targeted intervention, for example, engaging more effectively with long-serving employees
- 77,1% of employees reported that their personal values align with those of the Group
- 86,3% of employees observed their colleagues living the Group Values, demonstrating a strong ethical foundation
- Business updates from management are seen as a critical communication lifeline by employees across the Group, with 96,6% emphasising their importance
- 95,7% of employees expressed pride in working for Reunert
- Positive sentiment translated into strong internal and external advocacy, with 91,8% of employees indicating they would recommend the Group's products and services and 77,6% who endorse Reunert as an employer
- 77,8% feel the Group corporate identity provides them with purpose and direction

The words employees most commonly associate with the Reunert Group corporate identity:

Employees associate Reunert's corporate identity strongly with **innovation, integrity and excellence**

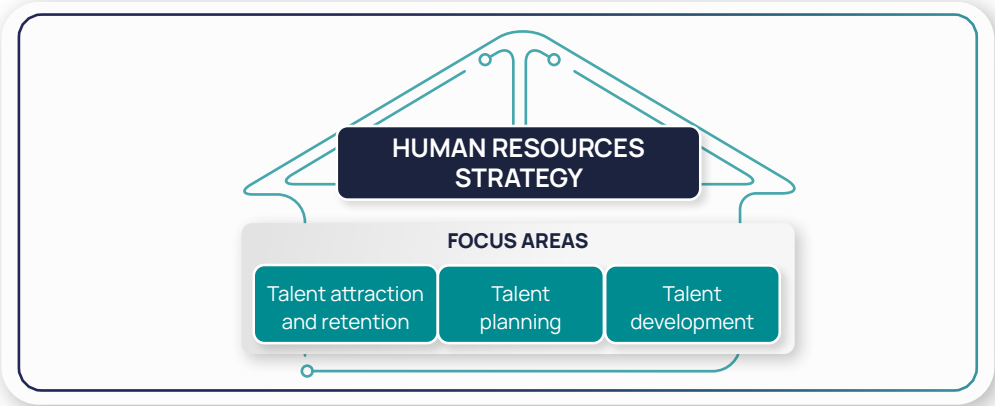
The Group is also widely seen as **stable and established**, with mentions of longevity, professionalism and reliability

Reunert is seen as having a strong aspiration toward a **people-centred** organisation

Each business unit received a separate report with their specific survey feedback to review and identify action plans. Learnings from effective interventions are shared between the business units and formalised, for example, the widely practised breakfast sessions with CEOs.

OUR HUMAN CAPITAL APPROACH

Our Human Resources Strategy was reviewed during the year and a risk monitoring framework will be implemented in FY26. For FY25, we report against three focus areas as per previous reports.



Talent attraction and retention

There is a shortage of skills in the market for people with the right experience and qualifications in our industries. As such, we aspire to appeal to talented people looking for a Group where they can harness their skills, develop their talents, show their passion and commitment and benefit from a quality career. Talent attraction and retention are aimed at individuals with the potential to contribute to the achievement of operational and strategic objectives.

Reunert's annual employee turnover rate remains within the range of 9% to 11%.

Turnover of high performers, critical employees and employment equity individuals at top, senior and middle management levels was 5,3% (2024: 7,6%), below our risk tolerance level. Voluntary turnover for all levels of management was 9,2% (2024: 10,5%).

We balance the value of new talent with retention initiatives to optimise the cost associated with recruitment, training and productivity loss.

The main reasons for critical role exits in the past year were:

- **Career development**, including rapid growth prospects, over and above career development plans
- **Business opportunities**, driven by entrepreneurial aspirations
- **Emigration**, due to a decision to leave South Africa for various reasons unrelated to employment in the Group

Stay interviews

Stay interviews take place annually across the Group and focus on employees in critical roles, identified as key talent and successors. Stay interviews continue to serve as a valuable platform for line management to engage with employees identified as critical skills within their respective business units.

These discussions promote open conversation, enabling leaders to gain insights into factors influencing retention, motivation and career aspirations. Leaders can identify early flight risks, strengthen engagement and inform targeted retention and succession strategies.

Our retention mechanisms include:

- Overall employee value proposition
- Our reward structures, including the Employee Share Ownership Plan
- Stay interviews
- Action plans following the Employee Perception Survey
- Career development plans
- Risk mitigation plans for potential flight risks
- The retention of critical skills is a KPI for the short-term incentive (STI) plan

What we measure

- Employment offer acceptance
- Retention of critical skills

Talent planning

We have a strategic approach to ensure effective talent planning, focusing on the right people in the right roles at the right time. Succession planning is a priority for critical roles at top, senior and middle management levels.

Business units develop targeted plans for the recruitment, retention, development and transfer of skills. These plans drive business continuity and growth and cultivate a talent pipeline for the Group.

Reunert adopts a build, buy or borrow approach:

- **Build** refers to developing the required capabilities internally
- **Buy** is the external recruitment of required resources
- **Borrow** is the ability to second resources between business units or use retired employees and contractors to fill vacancies temporarily

Our talent planning matrix

We use a nine-box talent assessment matrix framework to conduct annual evaluations for potential and performance to:

- Develop a talent map for the Group
- Assess talent gaps and potential risks
- Identify critical skills and succession planning
- Formulate career development plans

This process also highlights employees who are underperforming, allowing for the development and implementation of performance management plans aimed at addressing and improving their performance.

Career development plans

These plans cover short- and long-term objectives that have been identified for employees relating to their current and future job opportunities. It includes planned formal and informal learning interventions to assist employees by addressing their identified development needs. The career development plan plays a critical role in ensuring career readiness for identified successors.

Succession planning

The development of successors for critical roles is a non-financial KPI linked to remuneration in the Group's STI plan.

14% of roles at top, senior and middle management levels have been identified as critical

92% of identified critical roles have a successor or stopgap identified

The Group has a risk tolerance threshold of **70%**[1]

[1] *To ensure business continuity, Reunert requires critical roles to have at least 70% coverage to ensure operations are not interrupted.*

The Group remains committed to fostering employee growth and development. Reunert will continue to implement targeted career development initiatives designed to enhance the skills and capabilities of our talent.

Planning for mission-critical roles

We defined mission-critical roles: those that are so important that if the role were to be left vacant for an extended period, it would have a material impact on the business. Examples are the CEO roles at the business units, particularly for manufacturing operations.

What we measure

- Critical roles at top, senior and middle management levels (%)
- Successors and/or stopgaps for critical roles at top, senior and middle management levels (%)
- Time to fill critical role vacancies (days)
- Offer acceptance rates (%)

Talent development

Our investment in formal talent development ensures a relevant and targeted skills pipeline to support succession and the implementation of our strategy. We have a strong commitment to internal talent development and career progression within the Group.

Reunert requires a broad range of skills, from highly technical to highly functional skills. Sound leadership and management form part of the skills that are needed to make us successful. Therefore, we focus on developing these senior skills using assessments to support development plans.

The Reunert Leadership Development Programme

Reunert's bespoke Leadership Development Programme was launched in January 2023. The programme is tailored to Reunert, focuses on continuous personal development and is premised on the "Reunert Leadership DNA" that was developed through an intensive consultation process.

The eight-month programme includes theoretical, practical and group work. Modules cover the entire job value chain and include internal and external elements, depending on the candidate's individual skills requirements. It also includes coaching and mentoring, with the latter focusing on technical skills and knowledge.

19 employees completed the programme in 2025

78 employees have completed the programme to date

A new cohort of employees will begin in 2026

The cohort that will start in 2026 may be the last for top and senior management levels. From 2027, the programme will be adjusted for middle and junior management development.

The Reunert Learning Management System is being upgraded and will be completed in FY26. Compliance training was integrated into the system, and compulsory Competition Law training was rolled out to selected participants from May 2025.

4 133 employees received LMS training (2024: 3 342)

94% average completion rate (2024: 85%)

25 828 courses available (2024: 13 029)

Talent pathways

Reunert has a structured talent review process which identifies successors and potential skills gaps. The latter is addressed by means of tailored career development plans.

132 successors for critical roles at top, senior and middle management levels have been identified

4 identified successors have been promoted to reinforce succession pathways

126 successors are engaged in individual career development plans

What we measure

- Career development plans for successors for critical roles at top, senior and middle management levels (%)
- Career development plans completed (%)

The new Human Resources Risk Framework

Our people are a strategic pillar and a material matter for the Group and thus also a key risk area. To streamline the reporting and actions taken related to people risk, we developed an HR Risk Framework. The framework formalises all risk reporting channels to ensure all committees receive the same information. We also developed a threshold for people risk metrics.

Human Capital future focus areas

To further strengthen an inclusive workplace culture, a Group-wide disability sensitisation initiative is scheduled for implementation in FY26. This initiative will aim to foster greater awareness, encourage voluntary disclosure in a supportive environment and guide the provision of reasonable accommodation.

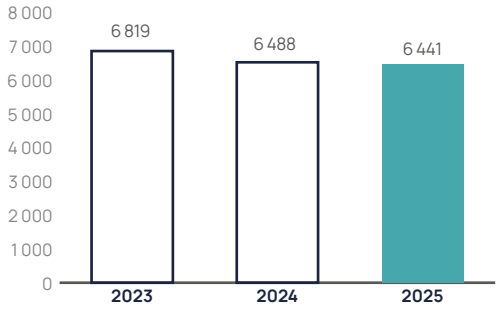
EMPLOYEE STATISTICS

Workforce profile

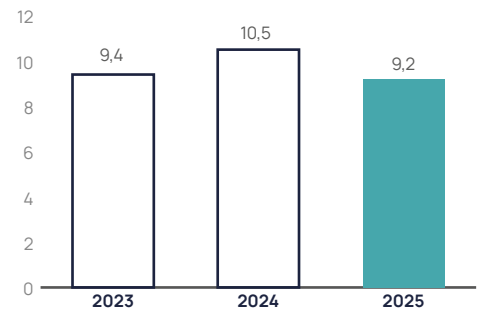
	2021	2022	2023	2024	**2025**
Employees by country (number)					
South Africa[1]	4 517	4 151	5 509	5 173	**5 109**
Lesotho	812	950	907	892	**932**
Ghana	0	5	1	0	**0**
Zambia	305	331	339	335	**340**
Australia	44	55	54	50	**46**
India	7	5	3	31	**5**
USA	6	6	6	7	**9**
Total	5 691	5 503	6 819	6 488	**6 441**
Disabled employees (number)[1,2,4]					
Men	46	30	63	43	**53**
Women	62	44	97	58	**51**
Average South African employee age group (%)[3]					
18 – 34	30	31	31	35	**32**
35 – 44	32	32	31	30	**31**
45 – 54	25	24	25	24	**25**
55 – 59	8	8	8	7	**8**
60+	5	5	5	4	**4**
Gender diversity among permanent employees (%)[1]					
Men	60	59	58	54	**52**
Women	40	41	42	46	**48**

1 *Includes 50% Lumika Renewables employees, prior years included 100%.*
2 *Variance in disabled employee numbers due to most disabled persons being non-permanent employees.*
3 *Permanent SA employees excluding franchises.*
4 *All SA employees excluding franchises.*

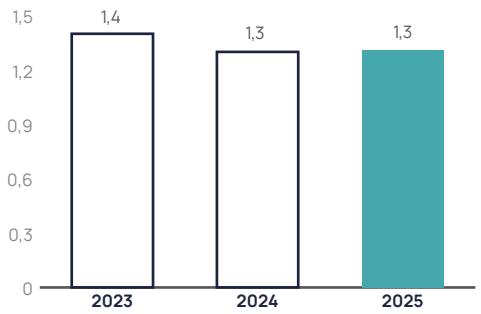
Permanent and non-permanent employees (number)



Voluntary employee turnover (%)[1]



Absenteeism (%)[1]



Reunert's employees are spread across seven countries, with 79% employed in South Africa. We are committed to transformation and the creation of a diverse and representative workforce. We comply with all employee-related regulations in the countries in which we operate and aim to create local jobs where possible.

Equity profile by employee numbers, including international operations[2]

	Black Male	White Male	Total Male	Black Female	White Female	Total Female	Total SA	Foreign Male	Foreign Female	Foreign Total	Total
Top and senior management	102	151	252	70	57	127	379	44	7	51	430
Professionally qualified, specialists and middle management	211	225	436	136	77	213	649	40	6	46	695
Skilled, technical and academically qualified junior management	646	366	1 012	503	214	717	1 729	52	60	112	1 841
Semi-skilled and unskilled	621	36	657	414	43	457	1 114	246	874	1 120	2 234
Total permanent	1 579	778	2 357	1 123	391	1 514	3 871	382	947	1 329	5 200
Contractors	7	14	21	9	5	14	35	5	1	6	41
Temporary employees	240	128	368	396	65	461	829	24	16	40	869
Trainees	185	1	186	126	1	127	313	13	5	18	331
Total non-permanent	432	143	575	531	71	602	1 177	42	22	64	1 241
Total employees	2 011	921	2 932	1 654	462	2 116	5 048	424	969	1 393	6 441

[1] *Includes South African business units but excludes franchises.*
[2] *These numbers exclude foreign nationals working in South Africa.*

Percentage of Black management in South Africa[1,2]

	Black male (%)			White male (%)			Black female (%)			White female (%)		
	2023	2024	**2025**	2023	2024	**2025**	2023	2024	**2025**	2023	2024	**2025**
Top management	19	19	**21**	57	57	**53**	14	13	**14**	10	11	**12**
Senior management	33	32	**29**	31	30	**33**	17	18	**21**	19	19	**17**
Middle management	29	31	**32**	39	35	**35**	19	21	**21**	13	12	**12**
Junior management	38	37	**38**	24	23	**21**	26	27	**29**	12	12	**12**

Support provided to enterprise and supplier development beneficiaries

Category	Total number of beneficiaries assisted	100% Black owned		Majority Black owned		30%+ Black Women owned beneficiaries
		Number of beneficiaries	Value received in Rm	Number of beneficiaries	Value received in Rm	
Enterprise development	**31**	**20**	**9**	**12**	**10**	**11**
Supplier development	**31**	**21**	**21**	**10**	**7**	**19**

1 *These numbers exclude foreign nationals working in South Africa.*
2 *Includes 50% Lumika Renewables employees, prior years included 100%.*

OUR TRANSFORMATION APPROACH

The South African government implemented B-BBEE to promote economic transformation and to increase the participation of Black South Africans in the mainstream economy. The B-BBEE Act, 53 of 2003 is supported by BEE Codes that set out a scorecard-based system to assess companies' empowerment performance across five key pillars, which are ownership, management control, skills development, enterprise and supplier development and socio-economic development.

The Department of Trade, Industry and Competition issued sector codes, which tailor the scorecards to industry-specific needs. Key sector codes that apply to Reunert include the Generic Sector Code, South African Defence Industry Code, the Construction Sector Code and the ICT Sector Code.

Reunert has experienced the positive impacts of B-BBEE in our business units, where strategically embedded empowerment practices have been driving social progress and sustainable business value.

Level 1 drivers for business units

Below are examples of business units that achieved and maintained their level 1 statuses.

- **CBi-electric: african cables** has maintained a level 1 B-BBEE status since 2016. CBi-electric: african cables performed strongly in all five categories but excelled in skills development as the business contributes a substantial amount to bursaries and upskilling programmes
- **Reutech Dynamic Control**, now operating under Dynateq International, retained its level 1 B-BBEE status in 2025 with high scores in management control, skills development and socio-economic development. Reutech Dynamic Control and Reutech Solutions have similar programmes, and as such, Reutech Solutions has retained its level 1 B-BBEE status. These business units honed their efforts to localise and develop suppliers, which improved their overall scores
- ***iqbusiness*** participates in the Youth Employment Service (YES) Programme, which creates 12-month job opportunities for youth aged 18-35 to enhance their skills and employability. This contributes to their B-BBEE level

The Reunert Learning Institute and the Nashua Children's Charity Foundation are the Group's flagship socio-economic development initiatives. Read more about these on page 62. Almost all our businesses invest in and receive full points towards their socio-economic development scores.

92% of the business units have a level 4 or better B-BBEE status.

B-BBEE status overview

Reunert's B-BBEE Strategy addresses all five elements of the B-BBEE scorecard and ensures that the Group achieves our targets. We use a B-BBEE monitoring tool to track and flag any risks to the Group's transformation initiatives. Business units exchange transformation-related insights to promote best practices throughout the Group.

Element	Score Nov 2024	**Score Nov 2025**	Overview
Ownership (out of 35)	25,00	**25**	Reunert is committed to an ownership and control structure aligned with the vision outlined in the B-BBEE Codes of Good Practice. We have fostered a relationship with empowerment partners where the overarching goal is to create a mutually beneficial partnership that promotes empowerment, economic transformation and inclusivity.
Management control (out of 19)	11,31	**13.24**	Reunert and the Group's South African verified entities strive to increase Black representation at top, senior, middle and junior management levels, including employees with disabilities. Employment equity remained a focus and was a remuneration-linked non-financial KPI. Business units monitor their employment equity progress against targets and reports are presented to the Group Executive Committee (Exco) and Setco. Reunert is in the second year of the Setco three-year targets.
Skills development (out of 40)	16,28	**14.75**	Skills development refers to the Group's contribution to developing the core, scarce and critical skills of Black people. These contributions include internal and external training initiatives and direct and indirect training costs. The Group spent R75 million (2024: R77 million) on internal and external skills development.
Enterprise and supplier development (out of 40)	36,75	**36.88**	All business units have initiatives to support small, medium and micro-sized enterprises (SMMEs) as a supply chain priority. An SMME framework and operational model ensure successful supply chain integration. Reunert contributed R47 million (2024: R43 million) to enterprise and supplier development. The beneficiaries are Black-owned, exempted small and qualifying small enterprises chosen by the Group's business units. The support provided to these SMMEs includes, but is not limited to, professional services rendered at no cost, interest-free loans without security requirements, sponsorship of overhead costs, direct costs incurred by the beneficiary and skills transfer. Reunert's supplier development score as a percentage of profit after tax is 8.18 out of 10 for supplier development and five out of five for enterprise development. Two bonus points were achieved.
Socio-economic development (out of 5)	4,70	**4.77**	Reunert addresses socio-economic development through the Nashua Children's Charity Foundation and the Reunert Learning Institute. Additional initiatives are supported in local communities. Reunert spent R9 million (2024: R10 million) on socio-economic development. 100% (2024: 99,1%) of Reunert's total corporate social responsibility spend was allocated to previously disadvantaged groups.

Download our latest B-BBEE verification certificate from the website at https://reunert.co.za/pdf/supplementary-reports/2025/form-bbbee-1-compliance-report-reunert-fy-2025.pdf

The Rebatona Educational Trust and Reunert Learning Institute journey and impact

The Rebatona Educational Trust is a 8,5% shareholder of Reunert and is one of our key B-BBEE shareholders. The trust has four female trustees of whom two are Reunert executives.

The Rebatona Educational Trust's main objective is to benefit Black female youth by directly providing funding or support for:

- Further education and training in the subjects of mathematics, science, English and accountancy at any tertiary education institution in South Africa
- Scholarships, bursaries, awards or loans for study
- Further education and training in any technical subject or field
- Skills development to obtain employment and/or succeed in business

The trust uses its dividend income from Reunert to fund specific beneficiaries from the Reunert Learning Institute (read more on page 62) and the Gauteng City College (GCC). Students apply annually to study in their preferred career direction and can choose any learning institution. The sponsorship covers their fees, accommodation, study material and/or living expenses. Reunert funds the GCC students *via* the trust. A total of 71 students received support in 2025, with all beneficiaries being Black females.

Additionally, a further 26 bursars were funded through the Reunert Learning Institute. Students from the Reunert Learning Institute can choose any learning institution and the sponsorship covers their fees, accommodation, study material and/or living expenses.

"Thank you for your unwavering belief in us, for the generous support that continues to open doors and for the investment you have made not just in our education, but in our futures. The Rebatona bursary is more than just financial assistance, it is a lifeline, a symbol of hope and a reminder that we are not walking this journey alone."
– Polite Dhladhla, Rebatona student

Kotulo: "Together we reap the reward"

Reunert's Employee Share Ownership Plan is called Kotulo, a name that was proposed and selected by qualifying employees in 2022. Qualifying employees include all full-time, permanent employees of any of Reunert's South African subsidiaries on 1 April 2022. Employees participating in other incentive programmes are excluded from the plan.

The rationale for the name: "Kotulo means harvest, which is the process and period of gathering ripe crops. The act of harvesting involves a community working together to gather the bountiful harvest after a long period of nurturing the crop.

The Reunert employees are that community. To grow and reap a bountiful harvest, it must be planted in fertile soil, nurtured, watered and protected. The share plan is our bountiful harvest that we as the Reunert shareholders own and must nurture, grow and eventually gather. A harvest unites a community and requires people, teamwork, accountability, excellence and mutual respect of everyone's contribution to ensuring the harvest is gathered timeously. These are our pillars that we pride ourselves in."

Employees elect two beneficiary trustees.

The Nashua Children's Charity Foundation

The Nashua Children's Charity Foundation (NCCF) was founded in 2006. It has expanded its impact through strategic partnerships and donations focused on improving the lives of children.

These contributions encompass a wide range of support, including essential health services provided by key partners. The NCCF supplies groceries and educational assistance to various charities, offering items such as school uniforms, school bags, stationery and educational equipment. Additionally, the foundation supports infrastructure development through building renovations and the provision of bunk beds, mattresses and linen, further enhancing the wellbeing of indigent children.

FY25 milestones:

- About 150 children's organisations and more than 20 charities benefited from NCCF support
- 15 000 meals were distributed to indigent children

Through education and child welfare, Reunert strengthens the social fabric that underpins South Africa's long-term economic resilience.

The Reunert Learning Institute

Reunert has a proud legacy of investment in education, technological innovation and industrial entrepreneurship. The Reunert Learning Institute was established in 1993 to address a growing demand for educational and workplace skills for previously disadvantaged communities. The year-long programme augments maths, science and accounting skills, combined with essential life and social skills.

Many learners receive bursaries and/or secure employment within the Group after completing the year-long programme. Read more on page 61.

100% pass rate was achieved in 2024

21 township schools take part in this initiative

2 170 learners have completed our academic advancement programme since 1993

"I am so proud to say that I am now part of the Reunert family! I will forever be grateful for the opportunities I received at the Reunert Learning Institute. The doors to my future are now wide open. I pledge to continue to make Reunert proud of me. I am sincerely grateful for all the sponsored prizes that I received at the Awards Ceremony." – Palesa Hope Rameraki, Dux learner, 2024

OUR HEALTH AND SAFETY APPROACH

Occupational health and safety committees are in place at all business units and hold frequent meetings. Health and safety reviews are conducted at business units cyclically by an external service provider. Formal agreements with trade unions and formal joint worker-management health and safety committees are in place where applicable.

Full-time clinics are available at the manufacturing plants for CBi-electric: african cables, CBi-electric: zamefa, CBi-electric: low voltage and Fuchs Electronics. Employees can seek basic health assistance from the resident nursing sister or a locum doctor. All other business units in the Group offer screenings for blood pressure, cholesterol, vision and diabetes as part of their annual wellness days.

Reunert contracts with wellness suppliers to provide employees with a comprehensive corporate wellness programme that can improve their health and wellbeing. We offer services such as employee assistance programmes, counselling, legal advice and coaching.

No South Africa-based employee was exposed to any high-risk or infectious diseases while at work in FY25

HIV/Aids information is strictly confidential and is **not disclosed**

Zambia has a high incidence of malaria. **370** cases were recorded at CBi-electric: zamefa (2024: 378)

Reunert's health and safety performance

	2021	2022	2023	2024	2025	2025 performance
Health and safety audit scorecard (%)						
Electrical Engineering	98	98	98	97	**97**	●
ICT[1]	95	99	96	96	**95**	●
Applied Electronics	96	99	99	95	**88**[3]	●
Health and safety records (number)						
Employee fatalities	0	1	0	0	**0**	●
Occupational diseases record	792	356	0[2]	0	**0**	●
Work-related injuries	52	31	20	32	**25**	●
Lost days recorded due to injuries	360	260	198	348	**190**	●

● Positive/creating value ● Neutral/preserving value ● Negative/eroding value

1 *Not all entities were graded.*
2 *As per the change in SA legislation, Covid-19 cases are no longer reported.*
3 *Impacted by personnel changes at Omnigo. If Omnigo is excluded, Applied Electronics scores 95%.*

Our Health and Safety Policy is available online at https://reunert.co.za/policies.php

A healthy and safe working environment

A healthy and safe environment is one of the principles contained in our Code of Ethics and will always be a priority. We are committed to maintaining a safe working environment for all our employees.

Management takes accountability for health and safety in the workplace. Reunert complies with the Occupational Health and Safety Act and manages its compliance with the Department of Employment and Labour. Certain business units adhere to the International Organization for Standardization (ISO) 18001: 2007 and ISO 45001:2018, which are aligned with health and safety.

These certifications are listed in the standards and principles fact sheet and can be found at https://reunert.co.za/supplementary-reports.php

An independent service provider verifies that Reunert's work environments are safe, suitable and hygienic and that employees are equipped with appropriate protective clothing and receive safety training. Audit reports are provided to management for review with feedback on suggested improvement areas, which are duly implemented.

New hires and contractors participate in induction programmes with health and safety components. Continuous health and safety training includes firefighting and first aid.

OUR SUSTAINABILITY APPROACH

The Group has a sustainability track record of more than a decade. Our progress to embed sustainability in operations continues to mature. Sustainability is not a tick-box exercise but is embedded in Reunert's DNA, giving stakeholders confidence in our resilience and long-term focus.

Reunert operates in line with good corporate citizenship principles and drives responsible business practices by integrating sustainability into the Group Strategy. Our Group Environmental Policy and Group Sustainability Strategy Framework provide guidelines for operating responsible businesses and consider the following:

- JSE's Sustainability and Climate Change Disclosure Guidance (June 2022)
- Carbon Disclosure Standards Board (formerly known as the Carbon Disclosure Project)
- United Nations Global Compact (UNGC)
- Sustainability Accounting Standards Board (SASB)
- United Nations (UN) Sustainable Development Goals (SDGs)
- The National Environmental Management Act, 107 of 1998
- The Waste Act, 59 of 2008
- The National Water Act, 36 of 1998
- The latest environmental standards from the ISO 14001:2015 Environmental Management Systems

Reunert considers and complies, where relevant, with global environmental, social and governance (ESG) standards. This positions the Group as a trusted, future-ready partner for investors, customers and governments.

Our contribution to the SDGs

Reunert identified three SDGs where we make the most significant contribution towards peace and prosperity for people and the planet by 2030.

Powering energy transition and security



Partnering for sustainable growth



Progressing towards zero waste



Read more about the outcomes that support these goals in our business model from page 30.

Sustainability milestones

2014
Reunert published the first Sustainability Report as part of the Group's Annual Report, highlighting our foundational efforts to address environmental and social issues within operations.

2016
Carbon footprint reports were published following a structured approach to measure and report greenhouse gas (GHG) emissions based on the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.

2018
Sustainability Strategy approved by the Reunert Board, guided by the United Nations Global Compact principles.

2019
Sustainability performance indicators refined to better measure and manage Reunert's sustainability goals.

2022 – 2023
Regular carbon footprint assessments commissioned by the Group and conducted by Terra Firma Solutions for the reporting period.

2023
Sustainability Strategy reviewed and new Sustainability Strategy Framework approved. Disclosure indicators expanded to reflect current local and international frameworks and standards.

2025
Rollout of the revised Environmental Framework and commitments.

Sustainability governance

The Reunert Board is responsible for sustainability and provides oversight to ensure the Group conducts and grows the business and its interests sustainably. The Board has mandated four committees to have oversight of matters relevant to sustainability.

Setco	• Oversight of ethics, good corporate citizenship and labour-related matters • Monitors the implementation of the Group Sustainability Strategy Framework • Monitors material activities related to social and economic development (including Broad-Based Black Economic Empowerment (B-BBEE)), labour, employee development, the promotion of equality and the prevention of unfair discrimination in the workplace • Monitors material activities related to the environment, health and public safety and compliance with consumer protection laws • Makes recommendations to the Remuneration Committee on performance measures associated with the implementation of the Group Transformation Strategy
Nomination and Governance Committee	• Responsible for the ethical conduct and governance of the Board and its individual members • Considers and makes recommendations to the Board on the composition of the Board and its committees, promoting diversity in terms of gender, race, culture, age, field of knowledge, skills and experience • Oversees regulatory investigations
Risk Committee	• Considers the risk environment based on materiality and changes in the external, transactional and internal environments • Oversees reporting to stakeholders on organisational risks and opportunities
Remuneration Committee	• Sets and monitors the ESG-related key performance indicators (in consultation with Setco) for the Group's senior management short-term incentive plan • ESG has been included as a KPI for the Reunert STI plan applicable to all senior management across the Group

Clear accountability at Board and executive levels ensures that ESG is not just about compliance – it is treated as a social responsibility imperative and a driver of growth, improved risk management and expanding shareholder value.

Read more in the Setco report on page 110, the Risk Report on page 99 and the Remuneration Report on page 114.

Sustainability management

The Group Human Capital and Sustainability Executive Director is responsible for the Group's sustainability function. This covers all elements of sustainability, including integrating the Sustainability Strategy Framework into the business strategy. We operationalise sustainability in the following ways:

ENVIRONMENT

Our sustainability specialist focuses on environmental measurement and reporting and coordinates this through champions in the business units.

SOCIAL

We have a federal Group model where each business unit has its own human resources capability that drives social impact. Business units align their human resources plans and initiatives with the business unit requirements and Human Resources Strategy.

GOVERNANCE

The Group Company Secretary is responsible for governance practices and disclosures.

Sustainability management continued

The sustainability specialist coordinates sustainability training across the business units. An annual sustainability workshop ensures alignment and knowledge sharing.

Safety, health, environment and quality (SHEQ) managers support sustainability implementation and report to senior operational roles at the business units, depending on the level of risk exposure. The risk team consolidates SHEQ data.

By embedding sustainability management across all business units, Reunert reduces ESG-related risks that could threaten operations and customer service, protecting profitability and stakeholder trust.

Read more about the Human Resources Risk Framework on page 58.

The Reunert Social and Environmental Management System (SEMS)

The Reunert SEMS is aligned with South African legislation, international best practices and relevant lender requirements, including those of development finance institutions.

The SEMS is based on the following key pillars:

- **Risk identification and assessment:** Proactive identification and classification of environmental and social risks related to operations, supply chain and investment activities
- **Mitigation and management:** Implementation of appropriate control measures and environmental mitigation strategies
- **Monitoring and reporting:** Ongoing monitoring of environmental and social performance indicators and timely reporting to internal and external stakeholders
- **Training and capacity building:** Continuous improvement of employee awareness and accountability through SEMS-specific training

Business units make annual SEMS disclosures that relate to environmental and social incidents or non-compliance, including grievances logged. Where relevant, business units are subject to internal SEMS audits.

ESG and remuneration

In FY2025, non-financial key performance indicators make up 30% of Reunert's short-term incentive plan, applicable to executive directors, top management, and selected key managers. Of this, ESG-related measures account for 8% of the overall short-term incentive weighting. By measuring performance related to these indicators, we ensure the effective implementation of our Sustainability Strategy Framework and scale our positive impact.

Non-financial KPIs relate to:

- People transformation linked to achieving employment equity targets (10%)
- Management of talent linked to the Human Resources Strategy, focusing on succession and critical skills turnover (12%)
- ESG KPI linked to the Sustainability Strategy Framework, focusing on ESG reporting and governance to improve disclosure and compliance (8%)

ESG KPIs relate to the following objectives:

- Maintain compliance with the current green data disclosures
- Improve disclosure by reporting on social information
- Increase governance by implementing green data controls and processes within the business unit
- Introduce mechanisms to improve operational efficiencies relating to energy, water, fuels and waste management

A comprehensive annual process is followed to evaluate and verify the extent to which non-financial KPIs are achieved, with additional verification of employment equity data by internal audit.

The alignment between ESG and remuneration ensures leaders are rewarded not just for financial outcomes, but for delivering sustainable growth, reinforcing investor confidence in long-term value creation.

Read more in the Remuneration Report from page 114.

Sustainability risks and opportunities

We consider environmental, social and governance risks as part of our risk management process. Read more about this process on page 101.

Environmental risks

Climate change poses risks including water scarcity, severe weather (floods and fires), supply chain volatility and evolving carbon tax regulations.

Mandatory reporting requirements under the Climate Change Act, 22 of 2024 may demand improved emissions disclosure and scenario analysis.

Mitigation and opportunities

- We are expanding renewable energy generation and storage capacity to reduce reliance on the grid
- Green revenues are growing as a result of innovative energy efficiency and digital monitoring solutions
- Our enhanced ESG disclosures support investor confidence and access to green capital

Governance risks

High expectations and changing requirements regarding regulatory compliance and responsible business practices can increase the risk of penalties or reputational harm if not met.

Gaps remain in climate change scenario planning and training for relevant employees on climate disclosures.

Mitigation and opportunities

- We continue improving sustainability governance and disclosure aligned with international frameworks such as IFRS S1/S2
- We are leveraging strong ESG ratings to access capital from investors seeking governance-aligned companies

Social risks

Social risks include high unemployment, inequality, water and energy insecurity and education and training gaps that impact talent pipelines.

Shifts in workplace expectations (flexibility, employee wellbeing and transformation) require ongoing investment in people and systems.

Mitigation and opportunities

- We are attracting and retaining high-performing, diverse employees through tailored talent development programmes
- We are rolling out broadband connectivity and ICT solutions to schools, clinics and communities, strengthening digital inclusion
- We are strengthening transformation outcomes to meet B-BBEE scorecard expectations while unlocking business opportunities

Economic-related ESG risks

ESG-conscious customers are increasingly demanding low-carbon products and services.

Failure to adapt could erode market share. International trade may be affected by climate-related barriers if Reunert's product portfolio is not aligned with global standards.

Mitigation and opportunities

- Reunert's leadership in renewable energy, clean technology and digital solutions positions the Group to capture ESG-driven market demand
- By embedding sustainability into remuneration KPIs and governance structures, we ensure accountability and long-term value creation

Reunert strengthens competitiveness in high-growth, ESG-conscious markets by turning risks such as carbon regulation and supply chain volatility into opportunities for renewable energy and digital energy management.

Climate-related transition risks and trends

Reunert is cognisant of the fact that climate change is a risk factor to the continued viability of the Group. We are also aware that with every risk, there is a related opportunity regarding our growth and our impact on the environment in which we operate.

Market shifts

- ESG-conscious customers require new products, solutions or service methodologies to comply with stringent climate requirements or support their ESG aspirations
- New products and services that better serve ESG-conscious markets can disrupt Reunert's markets
- Potential climate-related trade barriers to key export markets might challenge our diversification efforts

Supply chain

Supply chain volatility may arise as traditional suppliers transition toward lower-carbon operating models

Reputation

Climate risks and opportunities are increasingly important to providers of capital, including current and potential shareholders, bankers and funders

Profitability

- The cost of complying with emerging legislative and governance requirements, as well as meeting our own climate ambitions, may place pressure on profitability
- Supply chain costs may arise as suppliers pass through their climate-related compliance expenses to Reunert

Reunert's climate-related opportunities

Reunert is well-positioned to benefit from the worldwide drive towards a low-carbon future. The Group is capitalising on market opportunities, including energy efficiency and optimisation, renewable energy and electrification to improve access to green energy. These efficiency gains reduce costs and enhance resilience against South Africa's energy constraints.

Several of Reunert's business units are positioned to develop strategies to maximise these opportunities within electricity management and the digitisation of electrical monitoring. These include optimising energy through digitised control and monitoring and specialised Internet of Things circuit breaker products. Read more about the Astute Range on page 71.

Material sustainability themes



Reunert's material sustainability matters are considered during our strategy review cycles and have been reviewed annually since 2018. From 2023, the review process includes an outward (impact materiality) and inward (financial materiality) focus. The outward impact considers our bearing on society and the environment, and financial materiality considers matters influencing revenue generation and shareholder value preservation over time.

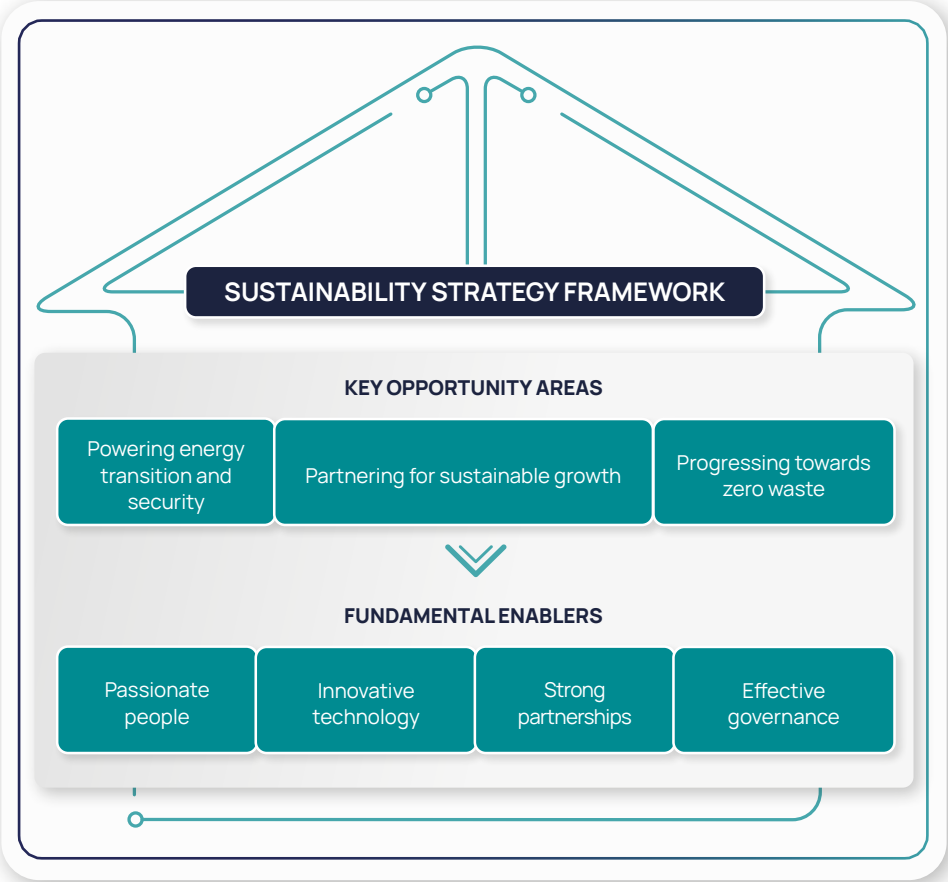
Reunert recognises that materiality is dynamic and related matters or themes change over time.

We group the material sustainability matters into themes that link to the resources we use and affect. The 2025 review resulted in 12 material matters across five themes. Read more about the matters that materially affect Reunert's ability to create value on page 20.

Material theme	Material sustainability matter	Sustainability Strategy Framework response
1 Responsible environmental stewardship	• Energy consumption monitoring • Water consumption monitoring • Waste generation and management	*Focus areas:* • Powering energy transition and security • Progressing towards zero waste *Enablers:* • Innovative technology
2 Adapting to a changing economic context and energy transition	• Carbon emissions disclosure (CDP) • Clean energy solutions • Renewable energy generation	*Focus areas:* • Powering energy transition and security *Enablers:* • Innovative technology
3 Enabling our people to thrive	• Employee training • Workplace culture, capability, diversity and inclusion	*Focus areas:* • Partnering for sustainable growth *Enablers:* • Passionate people • Strong partnerships
4 Aligning with the relevant ESG disclosures	• Reporting alignment with local and international standards	*Enabler:* • Effective governance
5 Maintaining the principles of good governance	• Board accountability • Legal, regulatory and compliance • Business ethics and integrity	*Enablers:* • Effective governance • Strong partnerships

OUR SUSTAINABILITY STRATEGY FRAMEWORK

The Group is committed to reducing adverse environmental and societal impacts, having a more positive influence and ultimately creating mutually sustainable value for our stakeholders. As such, sustainability is a key objective under our strategic pillar for transformation.



Sustainability Strategy Framework progress

Powering energy transition and security

Our key actions

- Developing and deploying renewable energy solutions to meet growing market demands
- Advancing energy storage capabilities to support the energy transition
- Implementing energy-efficient technologies to enhance sustainability

Our energy transition opportunities

- Reducing energy consumption: Implementing energy-efficient measures and technologies to reduce overall energy consumption and costs
- Reducing carbon emissions: Lowering greenhouse gas emissions through improved energy management
- Energy management: Optimising energy usage

Driving national and international decarbonisation objectives

We offer a range of services and solutions to enable customers to drive cost-effective decision-making in improving energy efficiency and planning for their transition to renewable energy. We are at the forefront of new technology applications and have expert teams to design, build, maintain and provide advice to our customers.

Our solutions include:

- Engineering, procurement and construction for commercial and industrial solar PV systems and battery storage
- An in-house developed solar monitoring platform
- Smart metering and utility management solutions in the commercial, industrial, retail and residential environments
- Long-term integrated sustainability strategies and policies for companies with a five, 10 or 20-year action plan
- Monetising and trading renewable energy certificates on recognised local and international trading platforms

Powering energy transition and security continued

Driving decarbonisation for Reunert

Reunert is in the process of developing a carbon reduction roadmap to align our efforts in support of this sustainability opportunity. Read more about our progress with data collection on page 70.

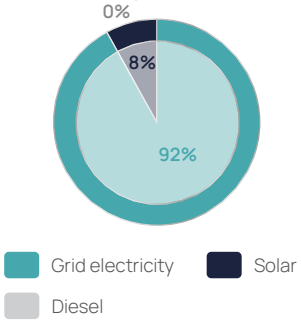
Renewable energy is an important initiative to reduce Scope 2 emissions. Reunert has installed the following:

- 297 kW peak solar PV system at Reunert Park in Midrand, providing 37% of the site's energy needs
- 429 kW peak solar PV system at Fuchs Electronics, providing 40% of the site's energy needs
- 1,1 MW peak system at CBi-electric: low voltage, providing 34% of the site's energy needs
- 2 MW peak system at CBi-electric: african cables, providing 4% of the site's energy needs

The Electrical Engineering and Applied Electronics Segments have the highest energy consumption in the Group due to their energy-intensive manufacturing operations.

Our investments in renewable energy reduce operational costs, protect the business from escalating grid tariffs, and unlock new green-energy revenue streams – delivering direct, long-term value to both shareholders and customers.

Group energy consumption



MWh	2021	2022	2023	2024	2025
Grid electricity	59 408	48 083	54 941	57 776	**54 841**
Solar	1 105	2 543	3 095	3 466	**5 411**[1]
Diesel[2]	1 297	2 076	2 389	2 249	**43**
Total energy consumption	61 810	52 703	60 425	63 491	**60 296**

[1] *Driven by the consolidation of African Cable's full-year renewable energy generation.*

[2] *Diesel use declined significantly following the end of loadshedding.*

Carbon tax compliance

Reunert tracks amendments to local and international carbon tax regulations. None of Reunert's business units trigger the threshold for stationary combustion as per the South African Carbon Tax Act, 15 of 2019. The Act requires a carbon tax payment for the use of stationary equipment to combust 10 MW at a facility, regardless of fuel type.

As Reunert falls below the threshold, no submissions to the Department of Environmental Affairs and National Treasury are required.

Climate Change Act compliance

The South African Climate Change Act, 22 of 2024 was enacted on 17 March 2025. Several key provisions remain deferred pending regulation, including sections related to carbon budgets and sectoral emissions targets. These provisions are awaiting gazetted regulations, currently under development by the Department of Forestry, Fisheries and the Environment, with public consultation expected soon.

The Act enforces rigorous requirements to curb greenhouse gas emissions. Compliance will necessitate substantial operational and financial adjustments; however, it also offers potential benefits such as tax incentives and access to funding. Reunert will continuously try to proactively invest in green technologies and processes to mitigate climate change risks, enhance market positioning and capitalise on financial incentives.

All Reunert's business units disclose annual carbon emissions. This practice will continue to ensure compliance with the mandatory emissions data reporting as stipulated in the Climate Change Act.

Energy transition opportunities for the Group

Reunert's Sustainability Strategy Framework identifies significant opportunities for the Group to support the energy transition and energy security by:

- **Reducing energy consumption:** Implementing energy-efficient measures and technologies to reduce overall energy consumption and costs
- **Reducing carbon emissions:** Lowering greenhouse gas emissions through improved energy management
- **Energy management:** Optimising energy usage

Reunert's installed Solar PV capacity has driven a reduction in grid reliance from 6% to 10%, representing a 66% year-on-year improvement.

Helping people take control of energy consumption

The Astute Smart Adaptor is a CBi-electric: low voltage innovation that lets a user control, automate and monitor their appliances from anywhere, using an app on their phone. Ideal for homeowners, renters, home offices and flexible spaces, the Astute Range allows users to schedule or respond to current, voltage, time, power and other variables *via* remote control. This saves energy and costs related to geysers, pool pumps, lights, etc.

The Astute controller is Wi-Fi enabled and allows for family sharing. Easy to install, it was made for the South African market, leveraging CBi-electric's 70 years of experience in the electrical market.

Features:

- The Astute Smart Power Indicator displays the status of the power supply, be it Eskom or alternative energy
- Power failure events trigger notifications as they occur
- Power interruptions can be manually managed without switching off non-essential or high-consumption loads
- Wireless connections with other Astute devices
- Protects power inverters from overloading
- Prevents battery depletion from non-essential or high-consumption loads

Since its launch in 2022, the Astute Range has achieved widespread adoption across the South African market.

CBi-electric: low voltage designs, develops and manufactures equipment for electrical automation, distribution, protection and control locally, contributing to lower carbon emissions and more efficient resource use.

This innovation empowers households and businesses to cut costs and emissions, proving that Reunert can commercialise sustainability while meeting urgent energy needs.

We continue to explore sustainable energy strategies and solutions for the Group and our customers.

Partnering for sustainable growth

Our key actions

- Aligning sustainability reporting with established frameworks and standards to ensure transparency and accountability
- Increasing regulatory requirements for sustainability disclosure drives the Group to report on defined sustainability data metrics
- Engaging with external stakeholders and communicating sustainability progress fosters trust and strengthens partnerships for long-term growth

Transparent reporting

Reunert engages with our stakeholders through a range of channels to facilitate transparent, relevant and responsive reporting.

Reunert's ratings

Rating agency	What they evaluate and what it means	Reunert's score
CDP	CDP scores are aligned with IFRS S2 and provide a snapshot of environmental disclosure and performance. Companies are scored from D- to A, reflecting where they are on the road towards operating in line with a 1.5 degree Celsius, deforestation-free and water-secure future. *Reunert achieved a score of 'C', which signifies an awareness level in our environmental disclosure and performance. It acknowledges a level of understanding of how the Group's operations impact climate change, water scarcity or deforestation, while beginning to assess related risks and opportunities.*	C (2024: D)
Marsh	The ESG risk rating is a self-assessment of Reunert's ESG performance. It is measured against internationally recognised standards and frameworks, including IFRS S2, GRI and the European Union Taxonomy for Sustainable Activities. *The risk rating helps position Reunert against international best practice and assists in managing ESG risks and opportunities by identifying, prioritising and integrating them into risk management planning. Our score reflects low risk and a financially stable position.*	5,8 (2024: 5,8) indicating a fair level of ESG risk resilience
MSCI	MSCI ESG Ratings are industry-relative measures, determined at the company level. Ratings are on a global seven-band scale from AAA (the highest ESG Rating) to CCC (the lowest ESG Rating). *Ratings consider Reunert's exposure to potentially material ESG risks, the quality of management systems and governance structures to mitigate potential ESG risks, and, where applicable, positioning to meet market demand for the provision of products and services that have a positive environmental or social contribution.*	Reunert has been upgraded to 'AAA' from 'AA' (March 2025)
ISS	The ISS ESG Corporate Rating evaluates the ability to adequately manage material ESG risks, mitigate negative and generate positive social and environmental impacts and capitalise on opportunities offered by transformation towards sustainable development. The rating applies a holistic and forward-looking concept of materiality that focuses on long-term value creation through a double materiality lens. *Reunert achieved a score of 'C', reflecting our awareness of our ability to manage risk, mitigate impact and generate positive impacts toward sustainable development.*	C (2024: D)

We also participate in *ad hoc* discussions with the JSE on listings and sustainability-related disclosure requirements.

Reunert has completed an internal IFRS S1 and S2 gap analysis to assess readiness for future disclosures. More work will be done to prepare for potential mandatory reporting requirements going forward.

Partnering for sustainable growth continued

Connecting communities to the future

The digital divide persists in parts of South Africa, with many remote or poor communities still underserved in terms of communication technology. SkyWire partnered with resource company Exxaro to close the divide for a community in Belfast, Mpumalanga.

SkyWire is South Africa's largest independent wireless network service provider and was the ideal partner for Exxaro, which is developing a first-of-its-kind digital mine in Belfast. Taking digital beyond mining, the partners were able to deliver and distribute Wi-Fi to multiple schools, community clinics, municipal halls, the police, innovation centres, business hubs and shopping centres.

SkyWire built a physical network and deployed towers to deliver reliable, available, metropolitan-quality connectivity to the Belfast area *via* 16 strategic, secure sites.

The community Wi-Fi initiative enables people to participate fully in the economy and access learning, social and trading opportunities not previously available.

4
SkyWire towers

16
secure sites

51 890
registered users

± 5 000
concurrent users daily

6,2 terabytes
of data used monthly

SkyWire demonstrated its expertise and ability to deliver bespoke solutions for this community, connecting people through quality infrastructure and platforms.

By connecting underserved communities, Reunert expands digital inclusion, creates economic opportunity and builds future customer markets.

Progressing towards zero waste

Our key actions

- **Recycling:** Increasing recycling interventions
- **Waste reduction:** Regularly monitoring and improving waste management practices
- **Waste targets:** Setting and communicating targets for waste reduction and recycling rates

Reunert's operations include factories and manufacturing facilities for cables, circuit boards, fuzes, radars and ICT infrastructure. These facilities produce waste in the form of plastics, metals, cardboard and used oils.

Waste regulation and compliance

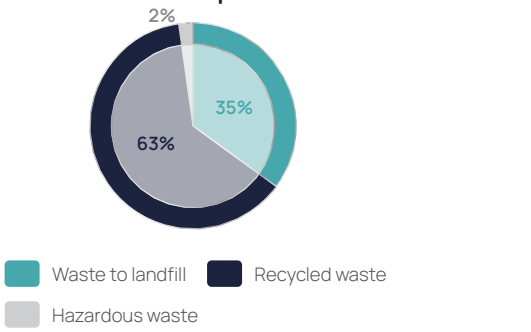
Reunert complies with the requirements of the South African Waste Act, 59 of 2008, which requires, *inter alia*, that we protect health and the environment by preventing pollution and ecological degradation, implement waste management measures and participate in the national waste information system.

The business units have processes and systems to recycle, avoid and minimise waste. Business units all comply with the Waste Act.

Reunert takes responsibility for the management of our products at end-of-life as per the Extended Producer Responsibility (EPR) legislation. We undertook a detailed compliance assessment against the EPR in FY25. The business units that fall within the scope of the EPR were found to be mostly compliant, with improvements required regarding annual reporting of their waste management practices to the government database.

The Group will establish regular monitoring and reporting structures to align with EPR legislation. Stronger waste management reduces compliance risks, cuts disposal costs and supports circular economy innovation, aligning Reunert with global investor expectations on resource efficiency.

Our waste profile



Tonnes	2022	2023	2024	2025
Total waste	299 137	203 845	226 426	**233 885**

Waste to landfill was reduced by 55% in 2025.

Recycled waste[1] increased by 355% to 147 348 tonnes (2024: 32 360 tonnes).

[1] *Recycled waste increased by 355% compared to FY24, reflecting enhanced waste segregation practices and the comprehensive accounting of all waste material streams.*

Progressing towards zero waste continued

Extended producer responsibility at Nashua

Nashua has been taking proactive steps to align with the South African Extended Producer Responsibility (EPR) legislation since these were introduced in November 2021. This means taking accountability for the environmental impact of its products throughout the product life cycle, including at end-of-life.

Nashua recognises that printers, cartridges and related consumables generate post-consumer waste streams that must be responsibly managed. To address this, Nashua has developed a structured EPR programme aimed at reducing waste to landfill, increasing recycling and creating a more circular value chain.

Impact highlights (FY25)

- 177 tonnes of cartridges and office equipment collected and diverted from landfill
- 12% increase in recycling rate compared to FY24
- 42% of refurbished equipment redeployed into the market
- 5 SMEs and recycling partners supported

Nashua's initiatives are ensuring regulatory compliance and positioning the business as a leader in responsible product stewardship and circular economy innovation.

Five-star grading for CBi-electric: low voltage in external environmental audit

CBi-electric: low voltage scored 100% in a comprehensive environmental control systems audit done by Marsh Advisory in 2025. The audit assessed potential environmental risks and liabilities associated with the daily operation of CBi-electric: low voltage at the Elandsfontein site.

Key features from the audit:

- CBi-electric: low voltage has a Business Management System Manual incorporating environmental management plans. The manual sets out the unit's compliance and physical obligations, geographical locations, communities affected by operations and environmental concerns
- The business has a formal procedure that shows an understanding of the needs and expectations of interested parties related to environmental issues. CBi-electric: low voltage also has an Environmental Policy, which is displayed across the site. The policy includes a commitment to prevent pollution, review environmental objectives and targets, while complying with all necessary environmental regulations
- Roles and responsibilities for the implementation and administration of the environmental management system on site are clearly defined
- Environmental aspects have been included in the meeting agendas of the management review meetings
- Environmental performance agreements are in place for management and supervisory employees
- The necessary permits and licences have been obtained for effluent discharge, flammable stores and waste disposal
- Emergency response procedures have been developed for potential emergencies which will have an environmental impact
- The environmental performance indicators tracked by CBi-electrical: low voltage include incident and accident investigations, complaints, water sampling results, waste disposal, spillages, water and electricity use
- All waste to landfill is tracked with general waste, such as paper and plastic, separated at the site and recycled by a waste service provider

Achieving a 100% score signals operational excellence and reassures customers, regulators and funders that Reunert meets the highest environmental standards.

Our Sustainability Strategy Framework enablers

PASSIONATE PEOPLE

Reunert's employees and particularly our ESG champions drive the implementation of our strategy in their areas of responsibility and expertise.

People are also one of our strategic pillars.

Read more about our people in the section on human capital on page 54 and the strategy section on page 23.

INNOVATIVE TECHNOLOGY

Our business units invest in research and development to drive technology innovation.

Read more about their competitive positions in the segment reports from page 35 and about innovation as a strategic pillar on page 23.

STRONG PARTNERSHIPS

We are committed to partnerships to leverage positive impact in sustainable development.

Read more about these partnerships in the stakeholder section on page 32 and in the section on partnering for sustainable growth on page 72.

EFFECTIVE GOVERNANCE

Effective governance is the foundation of our sustainability efforts and impact.

Read more about the structures and roles that govern sustainability at Reunert from page 65.

The Setco report also provides a summary of governance oversight for FY25 from page 110.

CLIMATE-RELATED FINANCIAL DISCLOSURES[1]

Reunert is committed to climate change mitigation by measuring and reducing greenhouse gas emissions in alignment with national and international climate targets and integrating climate change considerations into key aspects of our business operations.

GOVERNANCE – related to climate-related risks and opportunities		
Role of the Board in overseeing climate-related risks and opportunities	The Board has adopted a structured approach to climate risks by integrating climate risks into the Group Risk Management Framework. The Board oversees the development of and annually reviews the framework and plan for risk management in accordance with the principles and relevant recommended practices of King IV. The Board ensures that the business strategy and decision-making include a broader, integrated consideration of environmental (including climate change), social and governance impacts.	Page 65
Role of management in assessing and managing climate-related risks and opportunities	Reunert's sustainability management is delegated to the Group Human Capital and Sustainability Executive Director, who has operational responsibility for sustainability and environmental matters. The Executive Director has operational control over human capital, sustainability and transformation and is supported by senior management, business unit Chief Executive Officers (CEOs) and safety, health, environmental and quality (SHEQ) managers.	Page 65

STRATEGY – addressing actual and potential material impacts of climate-related risks and opportunities on the Group's businesses, strategy and financial planning		
Climate-related risks and opportunities identified over the short, medium and long term	Reunert recognises the risks presented by climate change and continues to establish the necessary framework towards addressing risks. Some of the climate-specific risks include: • Increased market attention on responsible investing developments that will mandate accurate reporting of GHG emissions to attract future investments • Climate matters are specifically included in the Group's annual strategy process, which is approved by the Board each year • Increased expectations regarding regulatory compliance and responsible business practices	Page 67

RISK MANAGEMENT – how the organisation identifies, assesses and manages climate-related risks		
Processes for identifying, assessing and managing climate-related risks	Reunert follows a formal risk management process to ensure that risk management is executed in a structured and consistent way throughout the Group. A standard agenda and a "risk register completeness task list" are used when the business units conduct their risk meetings. Climate change is one of the risk categories included in each operation's risk register.	Page 101
How processes for identifying, assessing and managing climate-related risks are integrated into overall risk management	Reunert's Risk Management Framework promotes a risk management culture and ensures that effective risk management policies and procedures are standardised. The process is based on continuous review and improvement and encourages collaboration and ongoing communication with stakeholders.	Page 101

[1] *No external verification has been obtained for the climate related disclosures; the carbon assessment is compiled by an external service provider.*

Shift toward ISSB/IFRS sustainability standards

Reunert has aligned climate-related disclosures with emerging ISSB/ IFRS Sustainability Disclosure Standards as per table below:

METRICS AND TARGETS		
Metrics used to assess climate-related risks and opportunities in line with strategy and risk management process	We disclose the following performance metrics to track our climate change actions: • Energy use (GJ) and efficiency (GJ/tonne manufactured) • Water use (kL), water and recycled water (ML)/ recycled (%), water discharge (kL) • Renewable energy usage (GJ) • GHG emissions (tCO_2e)	Pages 77 and 78
Scope 1, 2 and 3 GHG emissions and the related risks	We disclose the following performance metrics for our Scope 1, 2 and 3 emissions: *Scope 1* Emissions from the combustion of fuels, including diesel, light fuel oil, coal and natural gas *Scope 2* Emissions associated with the production, transmission and distribution of electricity from the national grid, as well as purchased steam *Scope 3* Indirect emissions in the value chain not measured in Scope 2 and not owned or controlled by the business	Page 77
Targets used to manage climate-related risks and opportunities and performance against targets	Reduction targets for Scope 1 and 2 emissions will be developed in future. • Risk: Availability of technology and solutions to reduce or capture GHG Define upstream and downstream Scope 3 accurately • Risk: Availability and credibility of Scope 3 information	Page 77

Integrating climate risk into financial planning protects investor value, enhances access to green financing and strengthens resilience against regulatory shocks.

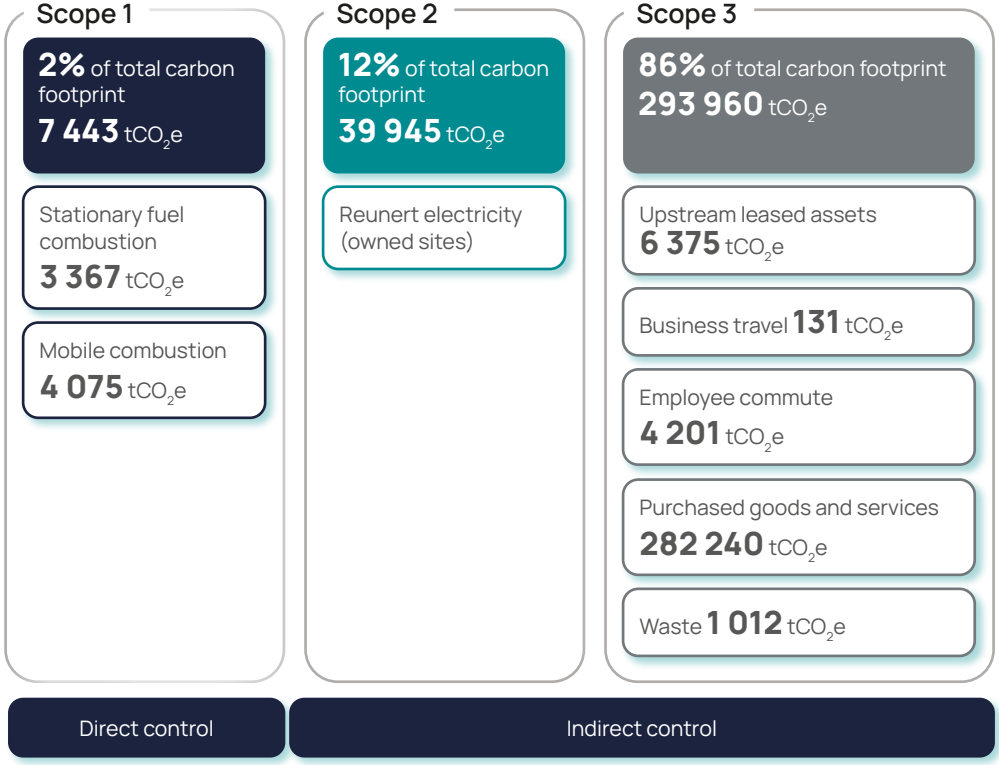
* *The exclusion of Blue Nova Energy, following its divestment, reduced Scope 1 emissions by eliminating a high-intensity fuel combustion source.*
** *The onboarding of IQ Business owned office buildings expanded the electricity consumption boundary resulting in notable increase in Scope 2 emissions.*
*** *Business travel returned to normal levels across the Group.*

Carbon emissions summary

Metric tonnes CO_2e	2021	2022	2023	2024	**2025**
Greenhouse gas emissions by scope					
Scope 1	6 090	8 071	7 802	8 309	**7 443**
Scope 2[1]	48 501	37 176	33 689	29 480[2]	**39 945**
Intensity metrics[3]					
Scope 1 and 2 emissions per full-time equivalent employee	11,38	9,85	7,55	8,40	**11,46**
Scope 1 and 2 emissions per R million revenue	5,51	4,03	3,02	2,63	**5,20**

[1] *Location based.*
[2] *The full onboarding of IQ Business owned office buildings significantly increased Scope 2 emissions.*
[3] *Based on gross global combined Scope 1 and 2 emissions per CO_2e tonne.*

Reunert's carbon footprint



Carbon emissions summary continued

Our total carbon footprint increased by 3% to 341 349 CO_2e (2024: 332 735 CO_2e) due to higher electricity consumption and improved data completeness for high-intensity facilities.

Improved carbon intensity demonstrates that Reunert is decoupling growth from emissions, proof that the Group can grow profitably in a carbon-constrained world.

Our carbon footprint is independently assessed every year, based on the GHG Protocol standard using the financial control approach, and covered 42 entities in 2025. The report is available on our website at https://reunert.co.za/sustainability-reports.php.

Employee participation in the annual commuter survey

Reunert recognises that employee commuting patterns contribute to our overall carbon footprint and directly influence Scope 3 emissions. To address this, the Group launched an annual commuter survey as part of its broader climate strategy and sustainability reporting.

Survey design and participation

The survey was conducted across all business units and achieved 72% employee participation rate. Questions covered daily transport modes, average commuting distance, vehicle occupancy and fuel consumption.

Key findings (FY25)

- 81% of employees commute using private vehicles, contributing the largest share of emissions
- 19% rely on public transport options such as taxis, buses or trains
- 34% of employees travel more than 30 km per day, highlighting long-distance commuting challenges
- 4 201 tonnes of CO_2e were estimated as Scope 3 commuting emissions, representing 1% of Reunert's total Scope 3 footprint

Impact highlights (FY25)

- Employee commuting emissions remain the same compared to FY24

The commuter survey increased employee awareness around climate impacts and confirmed Reunert's commitment to reducing emissions in the value chain.

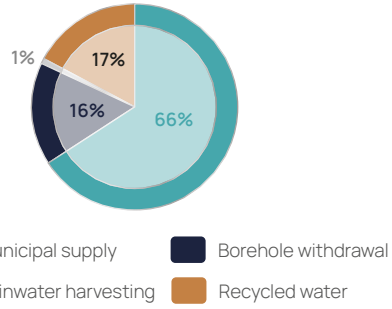
Reducing water consumption

Our key actions

- **Water consumption reduction:** Implementing strategies to reduce overall water withdrawal and consumption, leading to cost savings and reduced reliance on municipalities
- **Water recycling and harvesting:** Exploring on-site water recycling and rainwater harvesting solutions to reduce reliance on freshwater sources
- **Water management:** Optimising water usage

The Group acknowledges the need to protect scarce water resources. We prioritise water conservation in business operations, ensuring the sustainable use of water resources and minimising water wastage in line with industry best practice.

We adhere to the requirements of the National Water Act, 36 of 1998. Our manufacturing processes are not water intensive. However, we continue to identify potential water-saving opportunities in our value chain through engagement with stakeholders.



kL	2021	2022	2023	2024	2025
Municipal supply	234 510	227 604	227 406	236 827	**228 635**
Borehole withdrawal	1 179	–	–	12 916	**56 485**
Rainwater harvesting	112	52	3	3	**367**
Recycled water	46 094	58 314	50 796	52 104	**59 505**
Total water consumption	281 895	285 969	278 205	301 850	**344 992**

Our total recycled water use increased by 14% to 59 505 kL (2024: 52 104 kL).

Water savings reduce reliance on stressed municipal systems, safeguard operations during shortages and lower costs for both Reunert and our customers.

Borehole water withdrawals increased due to disruptions in the municipal water supply in South Africa.

GOVERNANCE AND LEADERSHIP

	Page numbers
Our governance approach	80
Our governance structures	82
Group compliance	83
Key governance matters in FY25	84
Key governance matters in FY26	84
Reunert's leadership	85
Our Board	87
Board committees	90
Nomination and Governance Committee Report	92
Audit Committee feedback	95
Investment Committee feedback	98
Risk Committee Report	99
Social, Ethics and Transformation Committee Report	110
Remuneration: supporting performance	114

OUR GOVERNANCE APPROACH

Reunert adheres to sound corporate governance practices, which are examined and enhanced as the Group evolves. All applicable King IV principles are adhered to[1]. The Group is assessing the King V Code on Corporate Governance and plans to implement any adjustments that may be required from FY26.

The Group derives its governance responsibilities and duties from:

- The Companies Act 71 of 2008 (as amended)
- JSE Limited Listings Requirements (JSE Listings Requirements)
- The Company's Memorandum of Incorporation (MOI)
- King Code on Corporate Governance™ for South Africa, 2016 (King IV)[2]
- South African common law relating to directors' duties

In addition to the above, there are various other pieces of legislation that are relevant to boards of directors. In accordance with the provisions of section 88(2)(a) and (b) of the Companies Act, the Reunert Board is advised of their regulatory obligations by the company secretary, or external legal advisors if required for technical questions.

Reunert's governance framework consists of a set of documents that guide the members of the Reunert Board on key aspects of their roles, responsibilities and how these are addressed and discharged. The Reunert governance framework also establishes a Group structure to monitor and address the Group's key risks and opportunities.

This creates a system that optimises the balance between Board oversight, executive management supervision and operational autonomy for business units, driving outcomes related to an ethical culture, good performance, effective control and legitimacy.

[1] *Principle 17 is not applicable to Reunert. A King IV disclosure matrix is available at https://reunert.co.za/supplementary-reports.php.*
[2] *The Group will apply the King V Code on Corporate Governance (and the publications associated therewith, such as the Glossary and the Disclosure Template) from the 2026 Integrated Report.*

THE REUNERT GOVERNANCE FRAMEWORK ENCOMPASSES THE FOLLOWING KEY DOCUMENTS

Board governance includes the Board Charter, Reunert Board Delegation of Authority Framework and Board policies

The Board Charter and policies ensure a shared understanding of expected behaviour and procedures that support ethical and effective leadership. Directors' conditions of appointment require that they adhere to the Board Charter.

The Board Charter and associated policies, including the Board's approach to diversity (which has been incorporated into the Director Appointment and Diversity Policy), are available at www.reunert.co.za/corporate-governance.php.

Board committee governance, including the Committee Terms of Reference

The Committee Terms of Reference are available at www.reunert.co.za/corporate-governance.php.

The Reunert board committees' terms of reference are reviewed annually.

Group governance-directed structures and documents

Policies

Group policies ensure a shared understanding of expected behaviour and procedures that support an ethical culture, effective control and regulatory compliance.

Reunert's Head Office prescribes policies on matters such as accounting practices and aspects of regulatory compliance.

Engagement structures – segments and business units

In addition to the various Group policies, the GCEO and Group Chief Financial Officer (GCFO) have:

- Regular meetings with the Segment CEOs and Segment CFOs
- Meetings, at least quarterly, with business unit executive teams

The above meetings are formal, scheduled in advance, with written information on key matters being circulated ahead of time to facilitate preparation, and therefore constructive use of time available for these meetings. These meetings serve as an additional forum for communication and oversight by the Group. During the year, "emerging risks" were added as a standard agenda item at the business unit meetings.

Engagement structures – Group

The Reunert Group Executive Committee (Exco) and Financial Controls, Information and Technology Committee (Fitco) have formal Terms of Reference. The Exco makes recommendations to the Board on matters such as strategy and budgets, and considers ongoing operational and strategic matters as these arise. The Fitco is a sub-committee of the Exco, and is responsible for matters such as the Group's internal control environment and IT governance and security.

The Exco added consideration of material "emerging risks" raised by business units as a standing item on its agenda.

The Reunert Reserved Matters Framework supports the Delegation of Authority Framework

A key element of Group Governance is the "Reunert Reserved Matters" Framework, which lists key transactions and transaction thresholds for which business units require additional approvals. The Reserved Matters Framework also ensures that the GCEO is made aware of matters that must be brought to the attention of the Board and its committees, in accordance with the Board Delegation of Authority Framework.

The Reunert Reserved Matters Framework is a comprehensive document that adapts to the Group's changing circumstances. Subsidiaries in the Group are obliged, in terms of their MOIs, to adhere to the Reunert Reserved Matters Framework, as well as other policies and procedures prescribed by Reunert.

Business units with third-party shareholders are required to adhere to specified governance standards and policies, which is stipulated in their MOIs and applicable shareholders' agreements. These governance requirements are the same, or similar to, the requirements imposed on Reunert's subsidiaries.

Business unit constituting documents

Business units are governed by their MOIs and applicable shareholders' agreements. Business units also have their own policies and formalised procedures as is appropriate for the size and activities of the business and the industries in which they operate.

DELEGATION BY THE BOARD

A Board-approved formal Delegation of Authority Framework sets out the delegation of roles and duties by the Board to board committees, the Reunert Group Chief Executive Officer (GCEO) and, where appropriate, other executive directors. This framework is reviewed annually.

The Board is satisfied that the Delegation of Authority Framework supports role clarity and the effective exercise of authority and responsibilities. Certain key matters and high-value transactions are not delegated and must be considered by the Board as a whole.

The Board appreciates that delegating responsibilities does not absolve it of its accountability.

The GCEO is responsible for the effective integration of Group governance structures. He is tasked with executing the Board-approved strategy and the implementation of Board-approved policies and procedures and facilitating the communication of those matters reserved for the Board. He delegates this authority to executives in the Group, as appropriate.

OUR GOVERNANCE STRUCTURES

Reunert's governance structures are aimed at promoting clarity and understanding of roles, responsibilities and accountability across the federal Group structure, which allows business unit management to retain an appropriate level of operational autonomy. The summary below focuses on key areas of the Group's governance approach. The implementation of the King V Code and its associated Disclosure Framework will be a focus area for the Board, and all of its Committees, for FY26.

The Board

The Board approves the Group's Strategy (incorporating segmental strategy) and the Group's budget. The Board further exercises oversight in respect of the governance of the Reunert Group, execution of the Board-approved Group Strategy and the Group's financial performance, with due regard to the Group's ethics and values.

The directors, individually and collectively, cultivate the characteristics of integrity, competence, responsibility, accountability, fairness and transparency and exhibit them in their conduct.



The Group Executive Committee (Exco) and the Financial Controls and Information and Technology Committee (Fitco)

Reunert's Exco is mandated to oversee the formulation and implementation of the Group and segmental strategy. The Exco further monitors and addresses significant developments in and outside the Group, and the extent that these are likely to impact Reunert's businesses.

The Exco receives regular reports on the Group's financial performance and relevant human resources, governance, sustainability (including environmental) and transactional matters. The Exco also receives quarterly updates from the head of internal audit and the head of risk.

Exco oversees the activities of the Fitco (which activities are further discussed on pages 96, 106 and 108). Fitco is mandated to, among others, oversee the implementation of internal financial reporting controls and information and technology governance in the Group.

Segments and business units

Segment CEOs and CFOs coordinate and monitor material matters within their respective segments.

Within the segments, each business unit executes operational plans designed in accordance with that business unit's strategy.

Each business unit is responsible for its own sales and marketing, customer programmes, supply chain management, efficiency enhancements, and product and service innovations. Each business unit is also accountable for regulatory compliance and human resources management.

The Board, supported by committees, is satisfied that it has fulfilled its legal responsibilities. The Board's agenda is set in line with its workplan, supplemented by any *ad hoc* items that may warrant the Board's attention under its formal Delegation of Authority Framework, or that are proposed by members and considered appropriate by the Chair.

Each committee fulfilled its mandate in accordance with the committee's workplan, and provided feedback to the Board on the matters considered by that committee. As with the Board, each committee chair, considers and includes additional items on the committee's agenda that are relevant to fulfilling its mandate.

Governance of foreign entities

The Group Governance Framework provides for specific arrangements that apply to foreign entities in which the Group has an interest. The Group currently has a presence in a number of jurisdictions, including Australia, India, Lesotho, Mauritius, the USA and Zambia.

- The Investment Committee provides oversight for any expansion into new territories, as per the Delegation of Authority Framework
- Direct responsibility to manage foreign entities is allocated to relevant South African-based business units. This includes accountability for operational performance, financial reporting, regulatory compliance in the relevant jurisdiction and management oversight
- The responsible South African business units appoint representatives to foreign entities' board (or similar oversight structure)
- Foreign entities are required to participate in the Group's annual CEO compliance certification process, adjusted to be appropriate for the relevant jurisdiction
- Reputable advisors are appointed in-country to assist with regional governance and compliance requirements

GROUP COMPLIANCE

Compliance is an essential element of the Group's governance. The Setco oversees Reunert's regulatory compliance, unless the matter falls within the specific mandate of another board committee (for example, the Audit Committee oversees compliance relevant to financial reporting).

Reunert's compliance activities aim to ensure that the Group operates within the bounds of laws, regulations, ethical standards and internal policies. It promotes transparency and accountability that strengthen Reunert's Group Values and ethical behaviour.

Due to the diverse nature of the Group's businesses and the industries within which they operate, the primary responsibility for regulatory compliance rests with business units. Business unit CEOs delegate the compliance responsibilities to their teams, as appropriate. Business units' compliance is supported by advice and assistance from Group-level functional heads, and businesses are encouraged to obtain external legal advice on matters where the relevant expertise is not available in the Group.

Compliance activities during FY25 included ongoing monitoring of regulatory developments and understanding the implications thereof for the Group. Read more about new regulatory requirements on page 19.

The most senior employee in each business unit (usually the CEO) is required to annually consider and submit a written declaration relating to the business unit's regulatory compliance.

The annual "compliance certificate" requires specific certifications on:

- The Prevention and Combating of Corrupt Activities Act
- The Competition Act
- Other critical legislation, as identified by each business unit based on the nature of its business and the jurisdiction in which it operates

The Setco annually assesses the Group's regulatory compliance landscape to confirm that appropriate compliance structures and initiatives are in place.

During the year, a formalised Group-wide Information Security Communications Plan was developed, to provide a robust, transparent, and coordinated approach to stakeholder engagement before, during, and after a cybersecurity breach. Further, a Reunert framework relating to the utilisation of artificial intelligence is in development.

We will continue to assess changes to legislation and the extent to which these require action to be taken by individual business units, or the Group.

KEY GOVERNANCE MATTERS IN FY25

Strategy review and approval

The Board conducted a review of the Group's strategy in March 2025. The Board considered and confirmed, in respect of the Group, the:

- material risks
- strategic assumptions
- competitive environment
- medium- to long-term financial forecast
- operational performance

Based on the above the Board considered and confirmed the proposed adjustments to the Group Strategy determined during 2024, and the Group's strategic imperatives.

Strategy implementation

In accordance with the approved Group Strategy, the Board, advised by the Investment Committee, approved the disposal of Blue Nova Energy and the corporate restructure of some of the Group's business units to enhance efficiency and growth.

Annual General Meeting (AGM) voting results

As a result of changes to the Companies Act that came into effect on 27 December 2024, we were required to publish a Supplementary Notice of AGM, in addition to our original Notice of AGM which was published on 20 December 2024.

Despite the late change, Reunert received a high level of shareholder participation in and support for all the resolutions proposed at the AGM, including the two non-binding advisory votes on remuneration.

Board policies and Terms of Reference reviewed and approved

In accordance with its practice to annually review relevant governance documentation, the Board considered and approved the:

- Delegation of Authority Framework
- Board Charter
- Policy on Appointments of Directors and (Board) Diversity
- Policy on Induction of Directors
- Policy on Balance of Power
- Policy on Non-executive Directors' Fees and Reimbursement of Expenses
- Board committee Terms of Reference

GCFO appointment

In light of Nick Thomson's planned retirement as Reunert Group Chief Financial Officer, the Board appointed Mark Kathan to this role with effect from 1 April 2025. The process to identify and interview candidates for the role is discussed on page 87.

GCEO appointment

As announced to the market on SENS on 20 November 2025, Anthonie de Beer had been appointed as Alan Dickson's successor for the role of Group Chief Executive Officer. The transition to a new GCEO will take place through a well-structured and carefully managed process, with Alan remaining on the Board until 31 May 2026 and as an employee of the Group until 30 November 2026.

KEY GOVERNANCE MATTERS IN FY26

As indicated above, the implementation of the King V Code will be a focus area for the Board, and the Board's committees, during FY26. The Board will also consider the prescribed Disclosure Framework and its reporting requirements in this regard. The Board has noted that the JSE will require that listed entities utilise the King V Disclosure Framework in its annual reporting.

REUNERT'S LEADERSHIP

Non-executive directors

as at 30 September 2025[1]



MOHAMED HUSAIN (64)
Chair, independent non-executive director

Appointed to the Board: 1 November 2020
Appointed Chair: 15 February 2022
Qualifications: BProc, Practising Attorney



TASNEEM ABDOOL-SAMAD (51)
Independent non-executive director

Appointed to the Board: 1 July 2014
Qualification: CA(SA)



RALPH BOËTTGER (64)
Independent non-executive director

Appointed to the Board: 1 March 2022
Qualification: CA(SA)



GAVIN DALGLEISH (59)
Independent non-executive director

Appointed to the Board: 1 October 2023
Qualifications: BSc. Eng (Chemical), MSc. Eng (Chemical)



TINA EBOKA (66)
Independent non-executive director

Appointed to the Board: 1 March 2022
Qualifications: BSc (Textile Eng.), BSc (Applied Maths), MBA



PIERRE FOURIE (66)
Independent non-executive director

Appointed to the Board: 1 October 2019
Qualification: CA(SA)



JOHN HULLEY (65)
Independent non-executive director, lead independent director

Appointed to the Board: 1 July 2018
Qualifications: NDip Mechanical, MDP



DR TUMEKA MATSHOBA-RAMUEDZISI (44)
Independent non-executive director

Appointed to the Board: 1 April 2018
Qualifications: CA(SA), PhD

Executive directors

as at 30 September 2025



ALAN DICKSON (54)

Group Chief Executive Officer[1]

Appointed to the Board:
21 November 2013

Appointed GCEO:
1 October 2014

Appointed to Reunert:
1 January 1997

Qualifications:
BSc (Eng), MSc (Eng), MBA



MARK KATHAN (55)

Group Chief Financial Officer

Appointed to the Board:
1 April 2025

Appointed as GCFO
1 April 2025

Appointed to Reunert:
1 March 2025

Qualifications:
CA(SA)
Advanced Management Programme



MOHINI MOODLEY (50)

Group Human Capital and Sustainability Executive Director

Appointed to the Board:
1 April 2015

Appointed to Reunert:
1 September 2013

Qualifications:
BA, LLB, Admitted Attorney



NICK THOMSON (66)

Group Chief Financial Officer (retired from this role on 31 March 2025)

Retired:
As GCFO on 31 March 2025
From the Reunert Board on 30 September 2025

Appointed to the Board:
15 June 2015

Appointed to Reunert:
15 June 2015

Qualification:
CA(SA)

Strong shareholder support

The 2025 AGM was held through an interactive electronic platform. Reunert shareholders holding 74,69% of Reunert shares in issue submitted their voting instructions. All resolutions proposed were passed with a high level of shareholder support.

[1] *To hand over the role of GCEO to Anthonie de Beer on 1 March 2026.*

OUR BOARD

Board composition

Following the retirement of Sarita Martin and Nick Thomson, the Board consists of 11 members, with a mix of directors who are acquainted with the business and newer directors who bring fresh perspectives. The Nomination and Governance Committee evaluates the composition of the Board and committees to ensure that it is consistent with key issues such as power balance, diversity, knowledge and skills and regulatory compliance.

We have a Board renewal process and strive to achieve an appropriate mix of new and longer-serving directors. The Board, with the assistance of the Nomination and Governance Committee, is currently in the process of recruiting at least one additional female non-executive director to strengthen the gender diversity on the Board and to meet the Board's target of at least 40% female representation.

Changes to the Board

Mark Kathan succeeded Nick Thomson as a member of the Risk Committee, a member of the Exco and the Chair of the Fitco. He also attends the meetings of the Audit Committee and Risk Committee as a permanent invitee.

There were no other changes to the composition of the board committees during FY25.

The appointment of the new GCFO

Reunert has a policy on the appointment of directors and diversity of the Board. This policy directed the recruitment of the new GCFO. This commenced with the appointment of a special *ad hoc* Board committee (the GCFO Selection Committee) to oversee and participate in the process. The policy ensures that a fair and compliant process is followed, that the candidate's knowledge, skill and experience, as well as diversity is considered, and the necessary checks are done.

Reunert published SENS announcements on 21 November 2024 and 21 February 2025, respectively, advising the market of Nick Thomson's retirement as GCFO on 31 March 2025, and his retirement as Executive Director of Reunert on 30 September 2025.

A recruitment agency was appointed and compiled a comprehensive list of potential internal and external candidates. Shortlisted candidates with suitable qualifications and experience were interviewed by the GCFO Selection Committee, consisting of Pierre Fourie, Ralph Boëttger and Tumeka Matshoba-Ramuedzisi.

Mark Kathan was subsequently appointed and joined Reunert on 1 March 2025. Following an extensive induction process in accordance with the Board Induction Policy (available at https://reunert.co.za/pdf/board-induction-may-2025.pdf), Mark assumed the role of GCFO and Executive Director on 1 April 2025.

The approved policy on the induction of Board members was followed to introduce Mark to Reunert's key Company documents, people and operations.

Executive directors – Group Chief Executive Officer transition

As announced to the market on 20 November 2025 (https://www.profiledata.co.za/JSE_SENS_PDF/history/2025/11/20/SENS_20251120_S513683.pdf), Alan Dickson will leave the Group after nearly 12 years of exceptional service as Group Chief Executive Officer and almost 30 years' service within the Group. This transition to a new Group Chief Executive Officer will take place through a well-structured and carefully managed process. Alan will formally hand over his Chief Executive responsibilities on 1 March 2026 and will remain as an executive director until 31 May 2026. Thereafter, he will continue in an advisory capacity as an employee until 30 November 2026, to ensure a seamless transition and full handover of responsibilities.

Anthonie de Beer will join the Group on 1 February 2026 to commence the handover process and assume the role of Group Chief Executive Officer with effect from 1 March 2026. Anthonie is a Chartered Accountant (CA) and previously served as the Chief Executive Officer of the listed group, Ethos Capital. He brings extensive experience in leading complex, diversified businesses, and has demonstrated strong strategic, operational, and leadership capabilities.

Board diversity and succession

Reunert is satisfied with the race, tenure and age representation on the Board and is in the process of recruiting an additional female board member to enhance its gender representation. Targets for race and gender remain appropriate. Three of our Board committees are chaired by Black directors, including two women.

The Board has a race target of 50% Black representation and a female representation target of 40%. The Board has considered and applied the broader diversity requirements contemplated in paragraph 3.84(h) of the JSE Listings Requirements in the nomination and appointment of directors during the reporting period and will continue to do so in respect of future nominations and appointments. The Policy on Appointment of Directors and Diversity of the Board is available at https://reunert.co.za/pdf/board-appointment-and-diversity-may-2025.pdf.

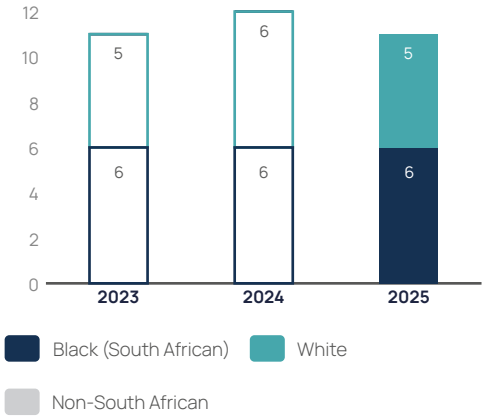
The promotion of diversity is a core criterion in succession planning. Read more about succession oversight on page 92.

As indicated above, the Board is focusing on non-executive succession management, particularly in light of Sarita Martin's retirement on 30 November 2024.

Find more details about the Board members in the profiles on pages 85 and 86 or Reunert's website at https://reunert.co.za/leadership.php.

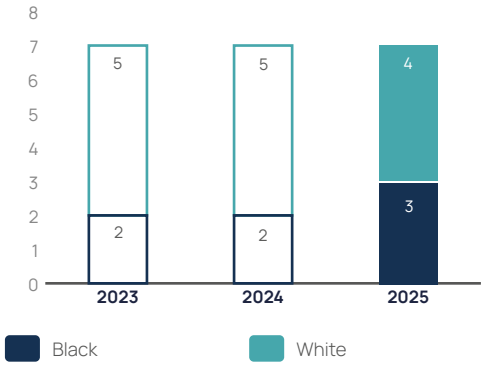
The tables below represent the Board information as at 1 October 2025.

Board: Race



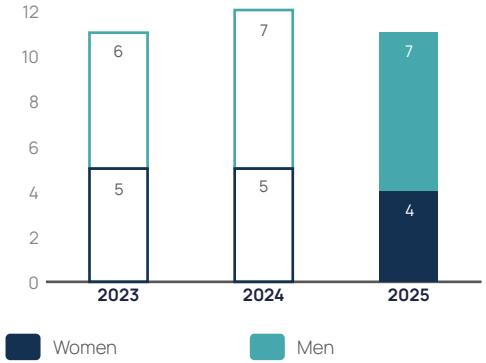
BLACK REPRESENTATION 55% (2024: 50%)
BLACK TARGET 50% minimum

Exco: Race



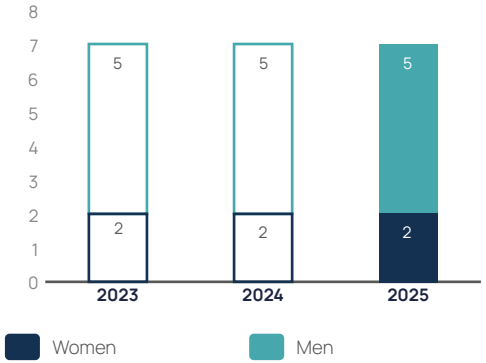
BLACK REPRESENTATION 43% (2024: 29%)

Board: Gender



WOMEN REPRESENTATION 36% (2024: 42%)
WOMEN TARGET 40% minimum

Exco: Gender



WOMEN REPRESENTATION 29% (2024: 29%)

Knowledge, skills and experience

The Board has a diverse range of knowledge, skills and experience. Maintaining varied viewpoints is a key consideration in succession planning. An assessment was conducted of Board members' industry and business skills and experience in 2024. Experience in fields that are important to Reunert, such as engineering, finance and law, is represented on the Board, and the Board is satisfied with the range of skills and experience of its members.

When considering potential candidates for future appointments to the Board, and as the Group and the competitive landscape evolve, the Board will consider the need for additional experience that augments the current skill set of the Board.

Length of service
as at 30 September 2025

< 5 years	MJ Husain RJ Boëttger GB Dalgleish TNM Eboka KM Kathan
> 5 – 9 years	LP Fourie JP Hulley Dr MT Matshoba-Ramuedzisi
> 9 years	AE Dickson M Moodley NA Thomson T Abdool-Samad

Board diversity in age
as at 1 October 2025

Average age of all directors	58
Oldest non-executive director	66
Youngest non-executive director	44

Board meeting attendance

Board member[1]	Board	Audit Committee	Nomination and Governance Committee	Investment Committee	Risk Committee	Setco	Remco
Number of meetings	5	3	3	2	2	3	3
Non-executive directors							
M Husain (Chair)	5/5		3/3	2/2			3/3
T Abdool-Samad	4/5	3/3	3/3	2/2			3/3
RJ Boëttger	5/5	3/3		2/2			3/3
GB Dalgleish	5/5				2/2	3/3	3/3
TNM Eboka	5/5				2/2	3/3	
LP Fourie	5/5	3/3	3/3	2/2	2/2		
JP Hulley[2]	5/5		3/3		2/2		3/3
S Martin[3]	1/1	1/1				1/1	1/1
MT Matshoba-Ramuedzisi	4/5	3/3			2/2	3/3	
Executive directors							
AE Dickson	5/5				2/2	3/3	
M Kathan[4]	2/2				1/1		
M Moodley	5/5						
NA Thomson	4/5				1/1		

* *Committee Chair.*
1 *The Chair's and executive directors' attendance at committee meetings as invitees is not included in this table.*
2 *Lead independent director.*
3 *Sarita Martin resigned from the Board and the Audit Committee, Setco and Remuneration Committee on 30 November 2024.*
4 *Mark Kathan was appointed as an Executive Director on 1 April 2025.*

Directors' attendance is indicated against the number of meetings held by the committee during the tenure of the relevant director on that committee.

Board rotation in FY26

Board member	Last elected or re-elected	Up for election or re-election at 2026 AGM
MJ Husain	2023	X
T Abdool-Samad	2024	
RJ Boëttger	2025	
GB Dalgleish	2024	X
AE Dickson[1]	2025	
TNM Eboka	2025	
LP Fourie	2024	X
JP Hulley	2025	
M Kathan[2]		X
MT Matshoba-Ramuedzisi	2024	X
M Moodley	2024	
NA Thomson[3]	2023	

1 *Stepping down as GCEO on 1 March 2026 and as executive director on 28 February 2026.*
2 *Appointed as executive director and Group Chief Financial Officer on 1 April 2025.*
3 *Retired as GCFO on 31 March 2025 and as executive director on 30 September 2025.*

BOARD COMMITTEES

Reunert's Board committee structure is consistent with King IV's recommendations for good governance practices and supports the Board in carrying out its governance tasks.

Each Board committee carries out its mandate in accordance with relevant regulatory requirements and its Terms of Reference. Committee workplans are prepared in accordance with the duties of committees and allow committees to review progress made against their mandates throughout the year. The Terms of Reference for all standing committees of the Board are available at https://reunert.co.za/governance-overview.php#board-policies.

Each committee reviews its Terms of Reference at least annually and proposes updates to the Board (if required), for final approval. The Nomination and Governance Committee is also consulted where significant changes to committees' mandates are proposed that could potentially amend the nature of a committee's mandate. The Nomination and Governance Committee annually considers the content of the Board Charter and the Board's Delegation of Authority Framework and recommends appropriate updates to the Board for final approval.

THE BOARD COMMITTEES

Audit Committee (page 95)

- Oversees all matters prescribed for this committee by the Companies Act and the JSE Listings Requirements
- Oversees the integrity and reliability of financial reporting, including people, processes and assurance required for accurate financial reporting

Nomination and Governance Committee (page 92)

- Oversees the sound governance and ethical conduct of the Board
- Considers and makes recommendations to the Board on its governance structures, diversity, independence, performance and succession planning
- Oversees changes in senior executive leadership positions to assess leadership stability

Investment Committee (page 98)

- Oversees the identification and execution of corporate action opportunities such as acquisitions, mergers, joint ventures, disposals and Reunert securities repurchases and restructures
- Gives guidance to executive management on the Group's portfolio of assets and liabilities in accordance with the Board-approved strategy
- Oversees the Group's capital structure

Risk Committee (page 99)

- Oversees risk governance in the Group (other than matters relating to financial reporting, which the Audit Committee oversees), including the following:
  - Identification, management and review of risks in the Group
  - Specific risk-related matters such as implementation of internal controls, information management, Information, Technology and cybersecurity, risk tolerance and appetite, Group insurance, climate risk and internal audit reports
  - Combined assurance
- Advises the Board on the risks to be considered in the Board's annual strategy process

Setco (page 110)

- Executes the statutory duties of a social and ethics committee, including overseeing Group Values, ethics, human resources, corporate citizenship and stakeholder relationships
- Oversees and monitors matters relating to the Group's Transformation and Sustainability Strategy, including the Group's environment, social and governance (ESG) initiatives
- Monitors the integration of sustainability (including environmental) metrics and practices
- Oversees the Group Governance Framework and the Group's regulatory compliance

Remco (page 114)

- Oversees the Group's Remuneration Policy, the implementation thereof and reporting thereon
- Oversees executive and top management remuneration and the remuneration of heads of control functions, such as the Head of Internal Audit and the Head of Risk
- Oversees the Group's short- and long-term incentive structures

GROUP EXECUTIVE COMMITTEE

Exco

The role of the Exco is also discussed on page 81 above.

It is a standing committee, with the following membership:

- The Reunert executive directors
- The three Segment CEOs
- The Group Company Secretary
- The Head of Corporate Finance and the Group Legal Counsel are permanent invitees to the meetings of the Exco.

Exco meetings are chaired by the GCEO and are generally held every two weeks.

Meetings of the Exco are structured in accordance with a formal agenda, and minutes of the Exco meetings are provided to the Board at each Board meeting.

The Exco serves as an important communication and coordination platform between the Group (as overseen by the Reunert Board) and executive management. The Segment CEOs are responsible for the communication of relevant information between the business units in their segments and the Exco.

The Exco oversees the work carried out by the Fitco.

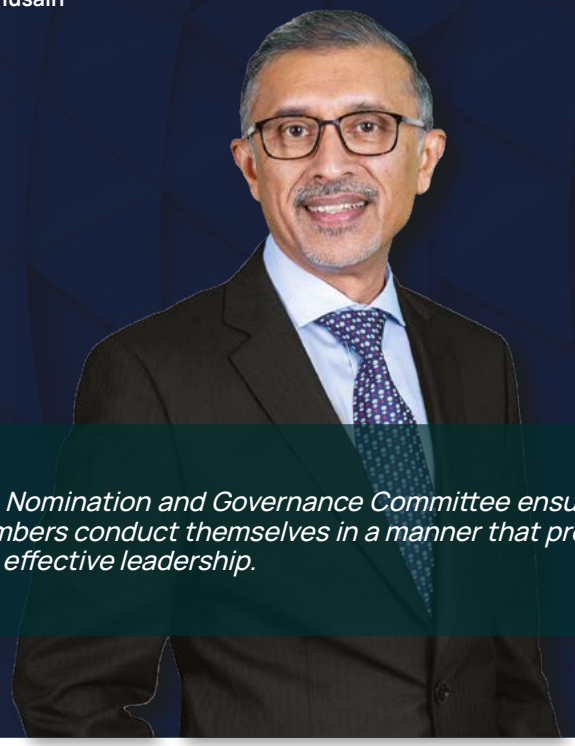
Fitco (overseen by Exco)

The role of Fitco also dealt with on pages 96, 106 and 108.

- In summary, the Fitco assists the Exco with aligning financial controls, information governance, technology governance and fraud protection requirements throughout the Group
- The Fitco guides, monitors and oversees:
  - Strengthening of the overall internal control environment (including fraud prevention)
  - IT governance and information security risks
  - Business-level processes required to support Reunert in successfully completing the CEO/CFO certification required by the JSE Listings Requirements
  - Internal audit findings and remediation thereof

NOMINATION AND GOVERNANCE COMMITTEE REPORT

Mohamed Husain
Chair



The Nomination and Governance Committee ensures that Board members conduct themselves in a manner that promotes ethical and effective leadership.

2025 focus areas

Board succession management

2026 focus areas

The committee will continue to focus on Board succession management

Members and meeting attendance

- MJ Husain (Chair)
- T Abdool-Samad
- LP Fourie
- JP Hulley

There were three committee meetings in FY25

By request

- GCEO

Composition

All four members are independent and non-executive.

Tenure as at 30 September 2025

- One members: 1 – 5 years
- Two member: 5 – 9 years
- One member: > 9 years

Expertise

Commercial, governance, legal and management qualifications and experience

An appropriate balance of power and independence

The Nomination and Governance Committee ensures that the Board operates with an adequate balance of power and that no single director has unrestricted decision-making authority. It also ensures that the Board's workload is fairly distributed among members.

Independent Chair

The Chair is an independent non-executive director, and provides overall leadership to the Board and ensures its functions and obligations are carried out. The responsibilities of the non-executive Chair and executive GCEO are distinct and these positions are not held by the same person.

Lead independent director

The lead independent director is an independent non-executive director responsible for the functions outlined in King IV. These include leading in the Chair's absence, serving as a sounding board for the Chair and mediating between the Chair and other Board members as required. The lead independent director contributes to the Board's balance of power.

Board independence

The Nomination and Governance Committee undertakes a formal annual assessment of directors' classification as "executive" or "non-executive" and their independence. This evaluation considers the criteria specified by the JSE Listings Requirements, the Companies Act (where applicable) and King IV.

The Board, on the recommendation of the Nomination and Governance Committee, concluded that all non-executive directors exercise objective, unfettered judgement. There are no conflicting interests, positions, associations or relationships which, when judged by a reasonable and informed third party, are likely to unduly influence or cause bias when making decisions or negatively affect the ability of non-executive directors to act in the best interest of Reunert.

The Board annually tests the independence of any member serving for longer than nine years. Tasneem Abdool-Samad is the only director serving more than nine years, and the Board concluded that, following a rigorous assessment process, it is appropriate to classify her as independent.

Tina Eboka is the only non-executive director who declared an interest *via* her shareholding of 2 500 Reunert shares. The Nomination and Governance Committee considered this shareholding and concluded that it is not material and therefore does not have an impact on Tina Eboka's independence.

Board members declare any conflicts of interest related to the meeting agenda at every Board or committee meeting. Board members also submit an annual declaration of interests.

Succession planning

Non-executive directors

All aspects of diversity, notably the Board's race and gender representation targets, are evaluated as part of succession planning, according to the Board's Policy on Appointment of Directors and Diversity of the Board.

Executive management

Both the Nomination and Governance Committee, as well as the Social, Ethics and Transformation Committee, oversee Reunert succession management processes. The focus of the Social, Ethics and Transformation Committee in this regard is the promotion of employment equity. The Nomination and Governance Committee focuses on senior leadership stability. Management risks reports to the committees on identified successors, leadership structures, employment tenure, employee turnover, external and internal appointments, offers and acceptances, internal promotions, age demographics and retirement data, as well as critical roles and critical people.

The Nomination and Governance Committee considers an analysis of retirements over the next five years, with only two critical roles currently requiring targeted mitigation plans. 96% of all critical roles have identified successors or emergency stand-ins, allowing for seamless transition and sustained leadership.

According to the Group's practice, individuals identified as critical role successors are placed on formal individual development plans. Human resources executives assist business unit management with this process and ensure execution. Identified successors are monitored to ensure they continue developing to meet future needs.

Director appointment and induction – formal process

The Nomination and Governance Committee is mandated to recommend individuals to the Board who are appropriately qualified and experienced for appointment as directors, in accordance with the Board's Appointment and Diversity Policy (available at https://reunert.co.za/pdf/board-appointment-and-diveristy-may-2025.pdf). The Board also has an Induction Policy (see https://reunert.co.za/pdf/board-induction-may-2025.pdf) which sets out the minimum requirements for the induction of new directors to provide them with information on the Group and its operations. The Chair of the Board takes the lead in determining whether additional interventions are required to enhance a new director's integration on the Board.

Long-serving directors are also required to assist newer directors with their integration on the Board and their understanding of the Reunert Group.

Board training and continuing professional development

Board members participate in scheduled continuing professional development (CPD) sessions. The Board normally attends at least two. In May 2025, the Board attended a CPD session on the political economy presented by Simon Freemantle. The second session, originally scheduled for August 2025, was postponed and will take place during FY26.

Directors may request that the Group Company Secretary schedule additional training or development opportunities to assist them in fulfilling their responsibilities to Reunert.

Board and Group Company Secretary evaluation

In terms of the Board Charter and as recommended by King IV, Board performance assessments are conducted at least every two years, but typically annually.

As in previous years, all Board members completed a number of assessment questionnaires on various aspects of the performance of the Board, each of its committees and individual members, the outcome of which was presented to the Board in August 2025. The evaluation indicates that the Board and its committees function well, and no material matters of concern were identified. Recommendations raised for improvement were discussed and addressed, as appropriate, by the Chair of the Board, lead independent director and the relevant committees.

The Board assessed the executive directors' performance, which process indicated that the Board has a high level of confidence in the executive directors.

The Company Secretary was also assessed. Reunert Management Services Proprietary Limited is the Company Secretary for Reunert Limited and provides company secretarial services to the Reunert Group. The Group Company Secretary, Karen Louw (FCIS), continues to be the individual with overall responsibility for the secretarial role. Following the official assessment process, the Board reiterated its satisfaction with Karen Louw's competence, qualifications and experience, as well as Reunert Management Services' efficacy and independence, and the quality of corporate governance services, as required in terms of paragraph 3.84 (h) of the JSE Listings Requirements.

The Board and ethical leadership

The Nomination and Governance Committee is responsible to create a structure for Board engagement which maintains ethical behaviour according to high ethical standards. This includes identifying and addressing existing or potential issues that prevent effective and ethical Board leadership.

The Board Charter emphasises ethical behaviour and decision-making, requiring members to commit to the highest levels of integrity in their professional and personal conduct. Board members adhere to and endorse the following:

- Reunert's Group Values and Code of Ethics
- The Board Charter and policies (such as the Balance of Power Policy)
- Board committees' Terms of Reference
- Board and Board committee performance evaluations (conducted at least every two years)

At each Board meeting, directors must declare potential conflicts of interest relating to matters on the Board's agenda for that meeting. Board members are also required to advise the Group Company Secretary of potential new directorships, so that Reunert can check whether such an appointment is likely to give rise to a conflict with the Board members' Reunert directorship. Members are advised of the outcome of the potential conflict check and will not be able to accept any new directorships conflicting with their Reunert directorships while remaining on the Reunert Board.

A formal process is followed annually, immediately after year-end, to ensure that information on directors' interests is accurately captured and reviewed.

Trading in Reunert shares

The Board

The Board Charter regulates directors' responsibilities regarding confidential and price-sensitive information. It outlines the formal approval process for directors who consider trading in Reunert shares. Directors require the Chair's written permission before buying or selling shares unless the trading in shares is a result of the process overseen by the Remco relating to the Group's long-term incentive plan. As required by the JSE, directors must timeously notify the Group Company Secretary of the conclusion of any trades.

Employees

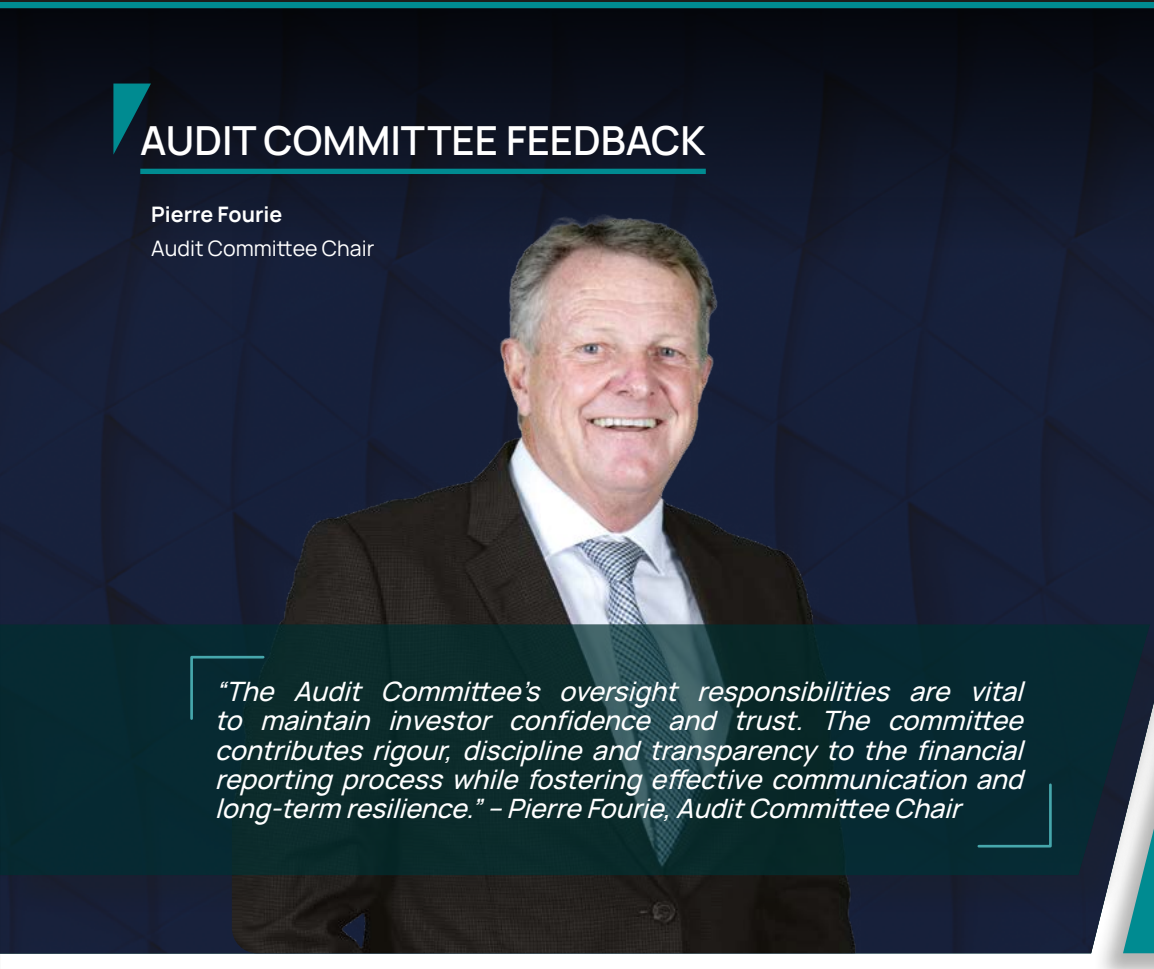
Confidential or price-sensitive information is treated according to legal requirements, as enhanced by the Reunert Share Trading policy. When entering closed periods, executives and top management are reminded of their legal obligation to avoid insider trading. They must communicate this to members of their teams (for example, finance professionals) with potential access to price-sensitive information.

Mohamed Husain

Chair, Nomination and Governance Committee

AUDIT COMMITTEE FEEDBACK

Pierre Fourie
Audit Committee Chair



"The Audit Committee's oversight responsibilities are vital to maintain investor confidence and trust. The committee contributes rigour, discipline and transparency to the financial reporting process while fostering effective communication and long-term resilience." – Pierre Fourie, Audit Committee Chair

2025 focus areas

- Enhancing the maturity of the combined assurance arrangements

2026 focus areas

- Financial reporting risks associated with Generative AI

Membership and composition

Members and meeting attendance

- LP Fourie (Chair)
- T Abdool-Samad
- RJ Boëttger
- S Martin[1]
- Dr MT Matshoba-Ramuedzisi

There were three committee meetings in FY25. All members attended the meetings.

Permanent invitees

- Chair of the Board
- GCEO
- GCFO
- Group Finance Executive and other representatives of the finance function
- Head: Risk and Internal Financial Controls
- Head of Internal Audit[2]
- Designated external audit partner and other representatives of the external auditors.

Composition

All members are independent non-executive directors and comply with the requirements of section 94(4) of the Companies Act. The committee confirms that the combined financial expertise of its members is appropriate to enable the committee to execute its mandate.

Tenure as at 30 September 2025

- One member: 1 – 5 years
- Two members: 5 – 9 years
- One member: > 9 years

Expertise

Financial literacy
Legal and commercial
Four CA(SA)

[1] *Sarita Martin resigned from the Board and, therefore, also the committee on 30 November 2024.*
[2] *The Head of Internal Audit functions as Reunert's Chief Audit Executive.*

The Audit Committee focuses on overseeing financial reporting, and related risk management and auditor performance. In this regard, the committee considers material key accounting matters or where judgement and estimates are applied, when reviewing Reunert's financial results. The Audit Committee further reviews, at each meeting, the potential financial reporting implications of operational, regulatory and local and global macro-economic developments and related risks.

The committee concluded that the accounting impact of relevant matters have been appropriately addressed in the Annual Financial Statements.

In-committee discussions are held before each Audit Committee meeting, which provides an opportunity for members to discuss emerging risks, trends or specific focus areas. The Chair provides feedback to all Audit Committee attendees on matters discussed at the in-committee meetings.

Committee Terms of Reference

The Audit Committee strives for continuous improvement and, in this regard, continuously assesses its mandate and the manner in which it carries out its responsibilities. In accordance with the Committee's workplan, its Terms of Reference were reviewed during the year, with minor amendments to align to changes to the JSE Listings Requirements.

The Audit Committee carries out the duties prescribed in section 94 of the Companies Act, as required by the JSE Listings Requirements and with due regard to relevant recommended practices in King IV. The committee provides a holistic and objective overview of the operational effectiveness of the Reunert Group's internal control and reporting and assurance systems and processes. In this regard, it oversees that combined assurance appropriately addresses significant financial reporting risks and evaluates the arrangements for assurance services and functions.

Reunert's internal financial reporting controls

Per the JSE Listing Requirements, the Audit Committee ensures that Reunert has established financial reporting procedures, that these procedures are operating, and that these procedures cover all entities included in the Group's consolidated financial statements. It also ensures that Reunert has access to all the financial information needed to effectively prepare and report on the Group's financial performance, in accordance with the requirements of paragraph 3.84(g)(ii) of the JSE Listings Requirements.

In order to effectively oversee the CEO and CFO sign-off of the Responsibility Statement required by the JSE, the committee receives regular updates and recommendations from Fitco on the established CEO/CFO sign-off process.

The Fitco, which has management oversight responsibility for the CEO/CFO sign-off process, considers detailed reports covering status updates on the process of financial control and IT General Control self-assessment, remediation of findings, operating effectiveness testing of controls and additional reports (including status of IT Disaster Recover Planning and cyber security management) are considered.

At least 75% of the significant account balances in the Annual Financial Statements is confirmed through business units' self-certification. Following business units self-assessments, "control champions" in the Group conduct operating effectiveness reviews on these controls as part of the second line of defence, and internal audit as the third line of defence.

The Fitco concluded on the adequacy, completeness and outcome of the process at its year-end meeting. Fitco further concluded that the process has been completed and that there was sufficient appropriate evidence to support the CEO/CFO sign-off for FY25. These conclusions, and a summary of the evidence on which the conclusions were based, were presented to and considered by the Audit Committee.

More information on the Group's CEO/CFO sign-off process is provided in the Risk Committee report on page 108.

Following the above process and reporting, the Audit Committee was satisfied with the level of oversight over assurance of the operating effectiveness of internal financial reporting controls for 2025:

- provided by line management
- reviewed by Segment CFOs, segmental control champions and the Head of Risk and Internal Financial Controls
- audited by internal audit, to the extent covered by their internal audit plan for 2025

Reunert finance function

In accordance with the JSE Listings Requirements, the Audit Committee annually evaluates the appropriateness of the expertise and experience of the GCFO. For the FY25 the committee was satisfied that both the outgoing GCFO, Nick Thomson, and incoming GCFO, Mark Kathan, possessed the appropriate expertise and experience to meet their responsibilities.

The committee also annually reviews the effectiveness of the business unit finance departments as recommended by King IV. During the year, the committee enhanced its approach in this regard and introduced a framework to provide comprehensive information to members to enable them to evaluate the appropriateness of performance, capacitation and expertise of business units' finance functions.

Internal audit

The Head of Internal Audit has direct access to the Chair of the Audit Committee, and the independence and activities of the internal audit team are governed by the formal Internal Audit Charter, which the Audit Committee reviews annually. The content of the Internal Audit Charter is based on the recommendations of King IV[1] and the guidance provided by the International Institute of Internal Auditors.

The Head of Internal Audit is a permanent invitee to the regular Fitco meetings, which ensures that the internal audit team remains informed of matters relating to internal control and cyber security reported to the Fitco.

In accordance with good practice, an independent external quality assessment of the Reunert internal audit function was performed during FY25. The Audit Committee approved the selection of a suitable service provider, the scope of the assessment and timelines. The results of the external quality assessment were considered by the Audit Committee in November 2025. The internal audit function's external quality assessment confirmed that the function conforms to the requirements of the Global Internal Audit Standards and the function was assessed to be compliant. Further recommendations arising from the assessment will be addressed by the Head of Internal Audit and the progress in this regard will be monitored by the Audit Committee during the course of FY26.

External audit

The external auditors are permanent invitees to the meetings of the Audit Committee.

The Audit Committee's responsibility with regard to the appointment of an external auditor, and the ongoing assessment of the suitability of such external auditor, arises from the Companies Act, JSE Listings Requirements and King IV[2].

[1] *The recommended practices in King V relating to the internal audit function will be considered by the Audit Committee during the course of the 2026 Financial Year and the Internal Audit Charter will be updated as appropriate to address effect changes as the Audit Committee deems expedient.*

[2] *Any changes regarding the Audit Committee's oversight of the external auditors that arise from King V will be considered by the committee during the 2026 Financial Year.*

The Audit Committee reviews, at least annually, the quality of the external audit. A formal framework in this regard was approved by the committee in 2025, which addresses the assessment of the audit firm, as well as the designated audit partner and entity-level audit teams. The framework includes questionnaires to solicit feedback on the audit from Segments, Business Units, Group management and members of the Audit Committee. The formal framework was utilised from FY25 audit onwards. The results and conclusions of the questionnaire were presented to the Audit Committee, and based on the results the committee concluded that it is appropriate to recommend KPMG, and Coenie Basson as designated auditor, to shareholders for re-election.

The Audit Committee assesses the independence of the external auditor at each meeting. The committee has also adopted, and annually reviews, a policy on non-audit services provided by the external auditor.

Key accounting matters

The Audit Committee considers relevant "key accounting matters" at the meetings at which financial results are discussed, and makes recommendations in respect thereof to the Board. During FY25, the committee had, among others, considered the following:

- Impairment testing of goodwill and other non-financial asset balances at year-end
- Assets held for disposal and discontinued operations
- The Group's expected credit loss (ECL) model and calculations
- The appropriateness of methodologies used, estimates and judgements applied to the determination of the fair value of financial assets and financial liabilities
- Other significant estimates and judgements

Combined assurance

Reunert's Combined Assurance Framework governs assurance for all key risks. The Risk Committee ensures that the Group's Combined Assurance Framework is designed and implemented in a manner that is appropriate to address the most significant risks facing the Group and provides oversight over the key risks facing the Group, except for assurance related to financial reporting where the Audit Committee is accountable. (Read more about the combined assurance model and lines of defence in the Risk Committee report on page 107.)

During the year, the Audit Committee conducted a comprehensive review of material risks that could result in material misstatement of the financial statements, and for each of the risks identified, considered the applicable lines of defence and the nature of assurance in respect of these risks. The committee concluded that the identified risks are effectively mitigated by the Group's current combined assurance practices. The Audit Committee will periodically review the combined assurance arrangements relating to financial reporting and consider whether adjustments are required to retain effective risk mitigation.

IT General Controls and cybersecurity controls

Effective IT General Controls and cybersecurity controls are required to support the quality of financial reporting in the Group. IT General Controls continue to form part of the Group's CEO/CFO sign-off process and relevant information in this regard is reported to the Audit Committee at each of its meetings.

During FY24, the Group considered and identified cybersecurity maturity levels that each business unit must seek to achieve. (Read more about the cybersecurity implementation process in the Risk Committee report on page 109.)

Internal audit, in addition to testing operating effectiveness of IT General Controls, commenced testing of cybersecurity controls during FY25 and reported thereon to both the Audit and Risk Committees. The Audit Committee considered the internal audit findings in this regard and concluded that the IT General Controls and cybersecurity controls are adequate to prevent material misstatement of financial statements or, where not adequate, that mitigating controls are in place.

Going concern

The committee reviewed management's assessment of the going concern basis of accounting used in the preparation of the Annual Financial Statements. Based on information reported to the committee, including operational results, budgets and financial forecasts the committee determined that it is appropriate to prepare both the Group and Reunert Limited company Annual Financial Statements on a going concern basis.

Key disclosures

The Audit Committee confirms:

- Reunert's system of internal financial controls and financial reporting procedures is effective and forms a basis for the preparation of reliable financial statements in respect of FY25
- The interim and year-end financial statements fairly present the Group's financial performance
- The internal audit function functioned effectively throughout the year
- The external auditors met requirements in terms of independence and performance
- It has complied with its statutory and other responsibilities, and carried out its duties in accordance with its workplan and Terms of Reference
- A self-assessment process was completed and confirmed that the committee functions effectively, in accordance with its mandate
- KPMG, and Coenie Basson as designated audit partner, be recommended to shareholders for re-election as Reunert's external auditors for the financial year ending 30 September 2026 at the upcoming annual general meeting scheduled for 24 February 2026

Pierre Fourie

Chair, Audit Committee

INVESTMENT COMMITTEE FEEDBACK

Ralph Boëttger
Investment Committee Chair



"Reunert's investment case captures the Group's growth opportunities, which require astute support and strategic capital allocation. The Investment Committee takes a long-term view when evaluating opportunities and risks." – Ralph Boëttger, Investment Committee Chair

2025 focus areas

- Implementing an annual review of the progress made with the Group's Strategic execution relating to the Group's assets and liability portfolio

2026 focus areas

- Oversee the implementation of the Group's Growth Strategy

Membership and composition

Members and meeting attendance

- RJ Boëttger (Chair)
- T Abdool-Samad
- LP Fourie
- MJ Husain

During FY25, the committee held two meetings. All members attended all meetings.

Composition

All members are independent and non-executive.

Tenure as at 30 September 2025

- Two members: 1 – 5 years
- One member: 6 – 9 years
- One member: › 9 years

Expertise

Financial literacy (three CA(SA)), legal and business acumen

Activities carried out by the Investment Committee[1]

The Investment Committee continued to exercise its mandated role to provide oversight and to report to the Board on the Group's proposed corporate action opportunities, such as acquisitions, mergers, joint ventures, disposals, restructures and share repurchase transactions[1]. The committee's mandate also requires that it periodically reviews the performance of material investments previously made by the Group and reports to the Board thereon.

In terms of Reunert's Delegation of Authority Framework, management is provided with clear guidance and thresholds on the nature and quantum of transactions that require Investment Committee review or approval. In addition to the oversight provided by the Investment Committee, the Delegation of Authority Framework also provides that the Board must finally approve certain high-risk or high-value transactions.

In accordance with the approach adopted during 2024 and the updated work plan, the Investment Committee held a scheduled meeting in August 2025. At this meeting the committee considered and recommended to the Board the capital structure that underpinned the budget for the 2026 financial year.

The Investment Committee also reviewed the execution of actions relating to the Group's portfolio of assets as approved by the Board at its Strategy Review meeting held on 13 March 2025. In this regard, matters overseen by the Investment Committee included:

- The disposal of Blue Nova Energy
- The optimisation of the Business Communication Cluster in the ICT Segment by merging the ECN and SkyWire businesses

Planning for FY26

At the time of writing this report, the Investment Committee does not anticipate material changes to either its mandate or its work plan during FY26.

Members continue to maintain an agile approach to the exercise of the committee's mandate, ensuring that a high level of responsible transactional oversight is maintained, without constraining management's ability to take advantage of business opportunities.

Ralph Boëttger
Chair, Investment Committee

[1] *Much of the Investment Committee's work relates to potential corporate actions that are commercially sensitive and the committee therefore does not provide a detailed report on all its activities.*

RISK COMMITTEE REPORT

John Hulley
Risk Committee Chair



"The Group enhanced its focus on cybersecurity controls and further strengthened risk management capabilities at business units. This reduces the potential for losses, damage or unexpected liabilities and increases our collective understanding and knowledge of events or circumstances that inform Reunert's decision-making and future performance." – John Hulley, Risk Committee Chair

Key risk focus areas for 2025

- South African country risks affecting the Group's trading environment
- Monitoring the improvement of the risk management process following the independent assessment conducted in FY24
- Oversight of cybersecurity controls

Key risk focus areas for 2026

- Global geopolitical events impacting the Group's trading environment
- Monitoring the improvement of the risk management process following the independent assessment conducted in FY24
- Oversight of cybersecurity controls

Membership and composition

Risk Committee members

- JP Hulley (Chair)
- GB Dalgleish
- AE Dickson
- TNM Eboka
- LP Fourie
- Dr MT Matshoba-Ramuedzisi
- NA Thomson[1]
- KM Kathan[2]

Attendance by request

- Group Finance Executive
- Chair of the Board
- Human Capital and Sustainability Director
- Head of Internal Audit
- Head of Risk and Internal Financial Controls
- Group Legal Counsel

Composition

- Five members are independent and non-executive
- Three members are executives

Tenure as at 30 September 2025

- Two members: 1 – 5 years
- Four members: 5 – 9 years
- Two members: > 9 years

Expertise

CA(SA), commercial, governance, engineering, project management, manufacturing, general management and specifically, risk management.

[1] *Retired 31 March 2025 as GCFO and consequently as a committee member.*
[2] *Appointed 1 April 2025 as GCFO and ex officio as a committee member.*

Reunert's risk management approach

Effective risk management delivers more sustainable outcomes for Reunert and preserves value for stakeholders. The effectiveness of Reunert's risk management relies on a mature risk culture shaped by a Board-approved Risk Management Framework, principles and procedures. We adhere to the definition and key risk management principles per ISO 31000:2018.

Risks can affect Reunert in multiple ways, including financial and operational performance, reputation, environmental and social impact, and health and safety. We therefore ensure that appropriate steps are taken to:

- Identify sources of risk
- Manage risk (uncertainty) appropriately to minimise adverse effects
- Reduce the possibility of potential losses
- Achieve our strategic objectives

The Risk Management Framework

The framework provides clarity on accountability and responsibilities for risk management.

The Reunert Board is responsible for the oversight of risk management

RISK COMMITTEE

The Risk Committee reviews risk processes and reports and satisfies itself on the effectiveness of the controls and management activities designed to mitigate identified risks. The Risk Committee reports to the Board after each Risk Committee meeting and formally expresses an opinion on the effectiveness of risk management twice a year.

AUDIT COMMITTEE

The Audit Committee satisfies itself that financial reporting risks are adequately and effectively managed.

Group's executive management

The Group's executive management reports at least twice a year to the Risk Committee on all risk matters except financial reporting risks, which are reported to the Audit Committee. Executive management is also responsible for implementing an effective Fraud Risk Management Framework.

Business unit management teams

Business unit management teams are accountable for designing, implementing and monitoring the process of risk management, and integrating it into the day-to-day activities of the Group.

Business unit management teams

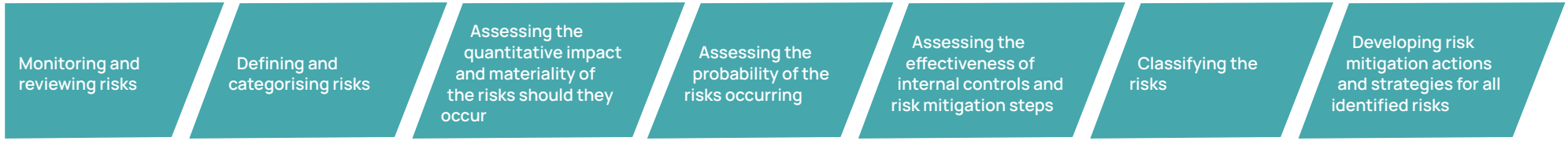
Business unit management teams are responsible for the day-to-day management of risks, the identification of risks and ensuring that a systematic, documented assessment of the processes and outcomes related to key risks is undertaken. They have to foster and demonstrate ethical behaviour and ensure that employees and service providers are aware of their legislative and contractual obligations concerning fraud risk management. Their responsibilities include providing adequate systems, policies and procedures, resources and training.

The framework provides guidance by:

- Assigning accountability and responsibility for the management of risk in accordance with the Group's Combined Assurance Framework
- Implementing a structured approach to risk management, risk identification and risk assessment
- Prioritising risks based on potential impact and probability of occurrence
- Enabling the Group to promptly respond to identified risks
- Ensuring effective use of resources and mitigating controls
- Making use of information for optimal decision-making
- Evaluating and monitoring risks on a regular basis/as part of day-to-day business operations

Our risk management process

Reunert's risk management process is dynamic and is subject to regular reviews in response to internal and external changes. Read more about these changes in the sections about our operating context and material matters on pages 19 and 20. Fraud risk management is an integral part of Reunert's overall risk management process.



To ensure that the risk management process is executed in a structured and consistent way throughout the Group, a standard agenda, updated prior to each risk review to reflect the latest risk indicators for the Group, and a "risk register completeness task list" are used when the business units conduct their risk meetings.

Risks included in each operation's risk register are identified and defined by using the following classifications:

- STRATEGIC
- REPUTATIONAL
- PEOPLE
- BUSINESS
- PROCESS
- FINANCIAL
- FRAUD
- IT
- OPERATIONAL
- COMPLIANCE
- CLIMATE CHANGE

Risk appetite and tolerance

Reunert's risk appetite refers to the propensity to take appropriate levels of risk to achieve our strategic and operational objectives. These levels are expressed qualitatively.

Risk tolerance sets potential loss limits that Reunert is willing to tolerate per identified risk category. Thresholds are reported at each Risk Committee meeting and are embedded in the Risk Appetite and Risk Tolerance Framework, which is approved by the committee.

Relevant committees monitor thresholds for each risk category. For example, financial risks are monitored by the Audit Committee.

Reunert has a zero-risk appetite or risk tolerance for any fatalities or unethical business conduct. There is also a zero-risk appetite or risk tolerance for breach of legislation or the Reunert Delegation of Authority. Such breaches can potentially result in reputational damage or market share loss and therefore attract immediate responses as allowed for within the ambit of the respective labour legislation.

Business unit risk assessment process

King IV requires the Board to consider periodic independent assurance on the effectiveness of risk management. We align our assessments with the international ISO 31000:2018 Risk management – Principles and guidelines standard, the COSO ERM Framework and King IV.

Our risk assessment milestones

2019

The first independent risk assessment was performed.

2024

A second independent risk assessment was completed with the outcome presented to the Risk Committee in August 2024. The outcome of the assessment concluded that Reunert's Enterprise Risk Management processes are effective and the overall maturity rating of the ERM processes has progressed from "Established" to "Advanced", reflecting improved risk management processes.

2025

Recommendations from an independent review of the effectiveness of risk management were incorporated into the business unit risk assessment process, and emerging risks were included as a separate agenda item for business unit risk discussions.

In January and early February 2025, and then again in July 2025, each business unit completed their bi-annual risk evaluation processes, which culminated in updated risk registers for each business unit. These registers reflected the business unit's views of their top risks and risk appetite/tolerance.

Head Office risk review meetings were held with all business units to review their top risks and risk appetite/tolerance in detail, given the changing economic, competitive and operating conditions.

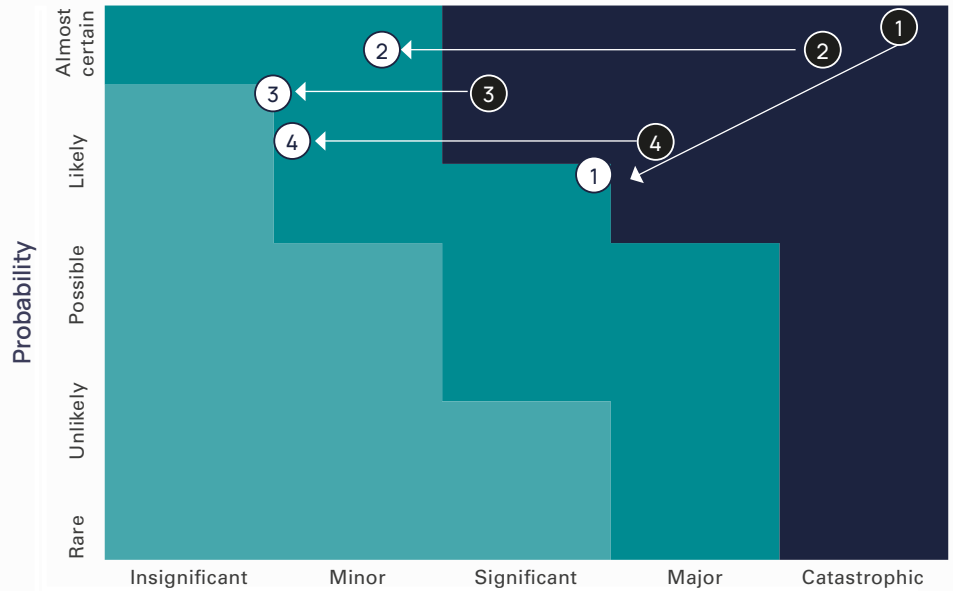
Key Group risks

Reunert's key risks are distilled from material risks identified as part of the risk management process. These key risks have the greatest potential impact and the highest residual risk for Reunert. Business unit risks identified as part of the risk assessment process were incorporated into the Group risk register.

The Group risk register is updated bi-annually and considers input from:

- Reviews of all Group companies' risk schedules, including discussions with executive management teams to identify gaps and identify mitigating controls and action plans
- The Group Executive Committee
- The FY25 Strategy Review presented to the Reunert Board in March 2025
- Discussions with Group legal, compliance, HR, IT and finance teams
- Information presented by the business units

The key Group risks discussed below all have a high inherent risk rating that is derived from the probability of these occurring, assuming that there are no controls in place. We discuss the risk context and list the current controls implemented.



1 Socio-economic, political and potential societal instability

South Africa's country risk remains significant due to unresolved structural, policy, leadership and financial challenges. These include high government debt levels, increasing financial distress of municipalities, insufficient capacity to deliver services and to finance the necessary expenditure to sustain economic growth at a level that supports sustainable demand for Reunert's products and services. Reunert's growth prospects are inevitably linked to the country's growth potential and stability.

Business confidence in South Africa has deteriorated and has resulted in an increasingly challenging economic environment, including prolonged low economic growth and difficult trading conditions across most of our businesses. This has been exacerbated by:

1. The inability of the GNU to execute the implementation of structural reforms and the likelihood of more municipalities being run by coalitions after the elections in 2026
2. The uncertainty of the ultimate effect of the 30% tariffs (for Reunert companies, suppliers and customers) imposed by the US government, which came into effect on 7 August 2025
3. The geopolitical conflicts in Russia/Ukraine and Israel/Palestine
4. Potential shifts in government expenditure priorities could negatively impact industries and customers dependent on state-funded investment and infrastructure projects, particularly in the Electrical Engineering Segment
5. Rising import costs are likely to drive price increases, exacerbating inflationary pressures and affecting consumer demand

This uncertainty and instability is resulting in local customers across all segments being hesitant to commit and enter into long-term deals and contracts.

Current controls and action plans

Reunert is driving growth by:

- Investing in the three key strategic growth areas of renewable energy, digital integration and driving internationalisation
- Increasing geographic diversification and investing in scalable early life cycle technologies to open new markets that can be scaled or augment existing products
- Creating consolidated go-to-market solutions to meet increased demand for carbon-neutral and higher safety practices
- Exploring alternative international markets following global trade restrictions and local beneficiation requirements
- Increasing supply of defence-related products to international markets on the back of increased global defence spending due to geopolitical tensions
- Driving operational efficiencies to mitigate volume pressures due to shifting demand patterns
- Procuring critical stock to enable on-time execution of orders and using the South African base load to support competitive pricing and fund growth into external markets
- Being commercially flexible and agile to align with different customer procurement strategies and shifting from a product to a solutions focus
- Reassessing our business portfolio to redeploy capital where appropriate through acquisitions and disposals

Residual risk:	Risk movement:	Reunert's level of control:	Primary oversight:	Related strategic pillars:
●	^^	Low	Board	

● Positive/creating value ● Neutral/preserving value ● Negative/eroding value

^^ Increase vv Decrease > Unchanged

2 Weak South African macro-economic environment

South Africa's macro-economic indicators, such as volatile exchange rates and persistent low GDP growth, continue to reflect economic pressures, as evidenced in extended customer order cycles, particularly for SMEs.

Reunert benefits from a weaker exchange rate. Although the long-term weakening trend is expected to continue, high levels of short-term volatility remain likely. The cost of sales has been negatively impacted by adverse exchange rate movements and high input costs, requiring continuous improvement and careful consideration of any costs that cannot be recovered.

The risk of low volume growth due to slowing GDP is exacerbated by product life cycle maturity in certain Reunert businesses. Consequently, meaningful organic growth can be challenging and can affect the Group's ability to generate free cash flow at the rate required.

Economic and political uncertainty negatively impacts working capital as customers delay payments. Decision-making cycles on new projects are often delayed or deferred.

Customers and suppliers have also been negatively affected by low economic growth.

Failing municipal infrastructure gives rise to potential private sector involvement to stabilise service delivery. However, this will result in increased costs to deliver products and services and might impact customer demand.

The failure of Eskom to embrace renewable energy has slowed demand for corporate renewable energy and battery installations.

There is an increasing risk of localisation in Europe and the Middle East, which could result in unwanted technology transfer impacting our ability to offer customers market differentiators.

Overall, a weak South African macro-economic environment increases the pressure on Reunert to deliver free cash flow growth to execute the strategy and deliver expected dividend returns.

Current controls and action plans

Reunert is driving diversification by:

- Increasing hard currency trading results at international subsidiaries. European market participation has been increasing due to expanded distribution partnerships
- Expanding our in-country presence, developing in-country supply chains and achieving local indigenisation targets

Reunert is streamlining the portfolio of our businesses to improve the strategic positioning of companies by:

- Establishing offices in targeted markets and increasing our footprint in other countries
- Maximising efficiency and market share
- Reducing costs through rationalisation of our cost base, improved procurement and operational efficiencies with a focus on reducing raw material costs
- Focusing on customer retention, managing working capital and optimising capital expenditure to maximise cash generation from our existing businesses
- Continual focus on quality management
- Maximising opportunities to participate in South African revenue streams by using our existing brands to introduce new products, services and solutions
- Ensuring our businesses are aligned with South Africa's transformation objectives
- Strengthening our position in the solar renewable energy market
- Providing a complete suite of Total Workspace Provider products and services to customers to complement existing revenue streams in the ICT Segment
- Improving synergies in the merged offering of the new Digital Integrator
- Expanding our Renewable Energy investments by entering the Energy Trading Market through Apollo Africa
- Generating cash through stringent working capital management
- Concentrating on pricing and superior customer service
- Targeted acquisitions continue to be an attractive growth driver.

Residual risk:	Risk movement:	Reunert's level of control:	Primary oversight:	Related strategic pillars:
●	^	Low	Board	

● Positive/creating value ● Neutral/preserving value ● Negative/eroding value

^ Increase v Decrease > Unchanged

3 Deterioration of local infrastructure

The inability of municipalities to deliver basic services is increasingly impacting our manufacturing operations. This is exacerbated by a lack of maintenance and new investment in key municipal infrastructure.

Government has identified water security and largely non-functioning local government entities as focus areas, and the CEO Initiative has aligned their activities to support the government on these two challenges.

Reunert is, for example, exposed to the Emfuleni (Vaal Triangle) municipality, which owes significant amounts to Eskom and Rand Water and has applied for debt relief at National Treasury. Our businesses and those of our customers are affected by the degrading infrastructure and municipal dysfunction, and government's lack of action to arrest the decline and put the municipality back onto a sustainable trajectory. The involvement of the private sector to address the failing municipal infrastructure will result in increased costs and fragmentation of the buyer's universe, which will also potentially impact our traditional customers' demand and our revenue growth.

Current controls and action plans

Our manufacturing companies engage with Eskom and their local municipalities on an ongoing basis to shift demand where required to prevent loadshedding. Early warning systems enable us to switch off critical machinery at operations systemically to avoid waste. Backup solutions including solar solutions, batteries and/or generators are in place at a number of our business units to assist with partial backup generation capacity and ensure power outages do not disrupt normal day-to-day business operations.

Alternative water storage options have been implemented where relevant to ensure sufficient water availability to operate fire suppression equipment. In some cases, water independence actions and targets have been implemented to ensure uninterrupted operations. Risk assessments are being performed across other municipalities where our businesses operate and targets will be set where applicable and relevant.

Developments within alternative energy source markets continue to provide opportunities as the renewable energy market in South Africa, excluding the residential energy market, is expected to continue to grow. This will increase the total generation capacity into the grid, reducing the cost of alternative energy technologies and solutions and making renewable energy increasingly accessible and affordable.

Residual risk:	Risk movement:	Reunert's level of control:	Primary oversight:	Related strategic pillars:
●	⌃⌃	Medium	Board	

● Positive/creating value ● Neutral/preserving value ● Negative/eroding value

⌃⌃ Increase ⌄⌄ Decrease ⟩ Unchanged

4 Escalation in large-scale cyberattacks and data fraud

The risk and severity of cyberattacks continue to evolve and increase globally. Attacks are more sophisticated, complex, and better organised and targeted, requiring strategic proactive management to prevent cyberbreaches. Such breaches could result in operational business interruption, loss of business and customer trust, irreparable reputational damage and prevent Reunert from delivering financial reports accurately and on time.

Our increasing dependence on data and information technology presents threats that include:

- Security incidents increasing year on year
- Attackers leveraging advanced tools and techniques to breach systems
- Monetisation of smaller attack targets, for example through ransomware and coin miners targeting businesses and individuals
- Advances in automation exploiting marketplaces using, for example using machine learning to launch targeted whaling attacks
- Supply chain attacks targeting vendors and third-party services with weak cybersecurity practices to infiltrate larger companies
- Insider threats as a result of hybrid working models and remote access
- AI and deepfake threats enabling attackers to impersonate employees, executives or trusted entities for social engineering and fraud
- Cloud security risks include misconfigurations, data leakage and inadequate security controls in the cloud environment

Current controls and action plans

The Fitco assesses the IT security landscape and recommends strategies to mitigate cyber-related risks, including:

- "Baseline" cybersecurity controls are implemented across the Group
- An external Information Security Officer is assisting the Group in addressing information security risks
- IT general control self-assessments are performed by all business units and results are tested for operating effectiveness
- The number and severity of external audit and internal audit ITGC findings continue to decrease
- IT policies and standards are implemented and embedded, including CEO/CFO sign-off of ITGC requirements
- Backup, restore, documenting and testing of IT disaster recovery plans
- Network security management includes firewall assessments and remediation
- Threat/Intrusion detection and responses include the deployment of endpoint detection and response solutions
- Incident response planning and testing
- Regular vulnerability assessments and penetration testing
- Multi-factor authentication for all remote access and internet-facing systems
- Improved management of privileged and default user accounts
- Regular cybersecurity awareness training and testing

Residual risk:	Risk movement:	Reunert's level of control:	Primary oversight:	Related strategic pillars:
●	^^	Medium	Risk Committee	

● Positive/creating value ● Neutral/preserving value ● Negative/eroding value

^^ Increase vv Decrease > Unchanged

Combined assurance for Group risks

Reunert's Combined Assurance Framework governs assurance for all key risks. Oversight is provided by the Risk Committee and the Audit Committee is responsible for assurance related to financial reporting risks.

The Risk Committee ensures that the Group's Combined Assurance Framework is designed and implemented in a manner that is appropriate to address the most significant risks facing the Group.

The framework is designed to:

- Optimise assurance coverage and eliminate duplicated efforts
- Coordinate the efforts of management, internal and external assurance providers
- Identify gaps in risk management
- Align risk management to key strategic objectives and enable an effective control environment
- Support the integrity of information used for decision-making and external reporting

Reunert's Combined Assurance Framework

The Combined Assurance Framework is underpinned by the Reunert Group Values and Code of Ethics.

First line of defence	Second line of defence	Third line of defence	Fourth line of defence	Governance oversight
Risk ownership	**Risk management oversight and compliance**	**Internal independent assurance and validation**	**External independent assurance and validation**	**Board committees and structures**
Setting strategy, performance measurement and establishing and maintaining risk management, control and governance across the Group.	Providing a formal and effective Risk Management Framework to improve decision-making, planning and prioritisation of business activities.	Providing an independent and objective opinion on the effectiveness of risk, control and corporate governance.	Providing assurance on the Group's Annual Financial Statements. Providing an independent and objective opinion on the effectiveness of risk control and quality.	Providing strategic direction for the achievement of the Group's objectives.

In the Combined Assurance Framework, each line is broken down to indicate ownership, assurance provider and activity, including frequency of activities.

Combined assurance is governed by the Companies Act, JSE and Lusaka Listings Requirements, Memoranda of Incorporation, King IV, Board Charter and Board committees' terms of reference.

Fraud risk management

Fraud risk events have the potential to cause financial losses, serious reputational damage and adversely affect morale. Due to the diverse nature of Reunert's businesses, we consider complexities relating to different operating environments and relationships, such as the risk of commercial crime or fraud.

Sound financial, legal and ethical decision-making practices are responsibly developed, encouraged and implemented to safeguard assets against commercial crime.

While the Group cannot eliminate fraud risk, we strive to minimise the occurrence and impact by:

- Developing and implementing a Fraud Risk Management Framework, mitigation strategies and reporting procedures
- Providing a culture that supports professional and ethical business practices from employees and service providers/contractors
- Providing periodic fraud awareness training for employees
- Providing uniform processes and systems, including an anonymous externally managed whistle-blowing line that enables employees to report actual or suspected instances of fraud
- Developing procedures and processes within business units to provide preventative measures for key business activities, including segregation of duties regarding authorisation and payment of invoices
- Developing procedures and processes for managing system protocols and permissions
- Investigating real or suspected instances of fraud
- Seeking prosecution of persons and/or organisations for fraud offences
- Using lawful avenues to recover money or property lost through fraudulent activity

Fraud awareness initiatives are carried out across the Group, including phishing attacks, confirmation of any change in supplier banking details and adequate segregation of duties.

Reunert has a zero-risk appetite or tolerance for any commercial crime, including fraud, theft of Company assets, cybercrime, bribery and corruption.

Fraud reporting

Fraud reporting mechanisms include internal reporting options or anonymous reporting *via* the Deloitte whistle-blowing hotline. This ensures an integrated approach and alignment with Reunert's Whistle-blowing and Anti-corruption and Bribery policies. The framework includes guidance on reporting protocols, investigations and requirements for reporting fraud to the appropriate authorities. All defalcation reports are submitted to the Reunert Head of Risk and Internal Financial Controls.

Information on matters reported to the whistle-blowing hotline and the outcome of investigations arising from these are provided regularly to the Audit Committee and the Risk Committee. The Setco also periodically considers this information as part of its oversight of organisational ethics. Defalcation reports are provided to the Audit and Risk Committees.

An ethical supply chain

Reunert has a complex, global supply chain comprising a range of vendors from multi-national to small, medium and micro-sized enterprises.

Our suppliers, contractors and agents engaging with or acting on behalf of the Group are required to abide by the Group's policies.

No significant compliance issues were reported in FY25.

Defalcation reports

Fraud risk is monitored by each business unit and preventative processes are continuously enhanced. Business units submit monthly defalcation reports listing instances of collusion, bribery, fraud or theft as guided by the Prevention and Combating of Corrupt Activities Act, 12 of 2004. The Risk Committee reviews these reports. Defalcation reports are also shared with the Audit Committee.

No incidents of collusion, bribery or fraud took place at the business units in FY25.

Information and technology governance

Reunert aims to consistently adapt to the evolving technology landscape, to address emerging risks and security concerns and to ensure compliance with relevant laws and regulations. Information and technology governance is an integral part of risk governance.

Reunert Board

The Reunert Board is responsible for oversight of information and technology governance.

AUDIT COMMITTEE

The Audit Committee oversees the information and technology governance of accounting and financial systems and related general controls. This includes improving the efficacy of financial controls that support the integrity of financial reporting. The committee oversees the CEO/CFO sign-off processes.

RISK COMMITTEE

The Risk Committee oversees the IT Governance Framework and IT risk management across the Group, other than the IT governance of accounting and financial systems and related IT general controls.

Financial Controls, Information and Technology Committee (Fitco)

The Financial Controls, Information and Technology Committee (Fitco) is a subcommittee of the Exco and provides governance and direction to support the formalisation of IT governance, including Group-wide compliance with agreed policies and standards. The committee supports business units in understanding IT controls, while fostering cooperation and business units' adoption of IT governance principles. It also conveys IT governance changes and technology opportunities to IT specialists and business units. The committee identifies emerging risks and guides business units in implementing IT risk mitigation strategies.

Business units

Business units are responsible for executing their IT Strategy and overseeing the operational effectiveness of IT. Business unit management must comply with Group IT policies and requirements.

IT governance ecosystem

Reunert sets minimum IT governance requirements that all business units must adhere to. These include:

- **The Group Information and Technology Governance Framework** includes three focus areas: IT governance, information security governance and information privacy governance
- **The IT Policy Framework** outlines the Group-wide mandatory minimum IT policy requirements and provides recommended guidelines incorporating standards, controls and procedures on governance and legislative requirements
- **The Cybersecurity Control Framework i**s designed to continuously improve controls and mitigate cybersecurity risk
- **IT experts** within the Group advise business units in managing IT issues and implementing new IT practices
- **IT risk assessments** determine the residual risks and mitigation strategies. Based on the severity and potential impact of the various risks, key areas and activities are addressed

Reunert's Cybersecurity Control Framework

Our implementation process

2023

We conducted a cybersecurity risk and capability assessment to determine the inherent cybersecurity risks for each business unit. Risk capability maturity levels were based on inherent risk profiles. Cybersecurity targets were set and supported by appropriate levels of control, resulting in a new cybersecurity baseline for the Group.

2024

Baseline[1] cybersecurity controls were implemented at business units based on their inherent risk profiles.

2025

All business units confirmed the successful implementation of baseline security controls.

Formal assessments of business unit baseline controls were completed by an independent service provider and focus areas were shared with all business units. Group IT provided guidance to assist with effective and timely remediation where required. Internal audit will test the adequacy of remediation as part of its annual plan.

Cybersecurity Strategy

We are moving towards a more cyber-resilient posture. This requires improved security situational awareness at business units and relies on an ongoing and regularly updated understanding of the cyberthreat environment within which business units operate. Our strategy also aims to continuously evaluate the adequacy of risk mitigation measures. To maximise the return on IT security investments, we will be:

- Enhancing visibility into the effectiveness of existing security controls
- Maintaining awareness of coverage gaps and addressing them proactively
- Gradually moving from "what and how to implement" to measuring effectiveness *via* key metrics in the cybersecurity environment

Cyber-awareness training continued on the Reunert Learning Management System. Testing of awareness training is done through simulated phishing attacks.

Conclusion

The committee is satisfied that it has fulfilled all its responsibilities for FY25 as per its Terms of Reference.

The committee evaluation conducted through the self-assessment process raised no matters of concern. The committee is effective in discharging its mandate. For FY25, nothing has been brought to the committee's attention that indicates any material weakness in the risk management processes or internal controls, whether from design, implementation or operation.

John Hulley

Chair, Risk Committee

[1] *A baseline security capability is characterised by minimum cybercontrols and expectations required by law and regulations and in line with international cybersecurity standards.*

SOCIAL, ETHICS AND TRANSFORMATION COMMITTEE REPORT

Dr Tumeka Matshoba-Ramuedzisi
Chair



"Setco continues to oversee the strategies and initiatives related to human capital, B-BBEE, Group Values, ethics, transformation and sustainability. I am encouraged by the progress made in 2025, particularly in embedding ethical leadership, promoting employee engagement, advancing employment equity and strengthening sustainability practices across the Group. These outcomes affirm Setco's role in Reunert's sustainable growth."
– Dr Tumeka Matshoba-Ramuedzisi, Chair

2025 focus areas

- Overseeing initiatives to promote ethical leadership through employee engagement and living the Group Values
- Reviewing the implementation of the Employee Perception Survey
- Should the Setco-related amendments to the Companies Act and the associated regulations come into effect during the year, the Setco will focus on the implementation of such amendments and regulations

2026 focus areas

- Reviewing the implementation status of the Action Plans derived from the Employee Perception Survey
- Ensuring timely implementation of the updated Companies Act reporting regulations applicable to social and ethics committees, if officially published

Membership and composition

Members and meeting attendance

- Dr MT Matshoba-Ramuedzisi (Chair)
- GB Dalgleish
- AE Dickson
- TNM Eboka

Attendance by request

- Chair of the Board
- Group Human Capital and Sustainability Executive Director

There were three committee meetings scheduled for the 2025 financial year. Members attended all meetings.

Composition

- Three members are independent non-executive directors
- One member is an executive director
- As per the Setco Charter, at least one member of the Setco is a member of the Remuneration Committee

Tenure as at 30 September 2025

- Two members: 1 – 5 years
- One member: 5 – 9 years
- One member: > 9 years

Expertise

Commercial, governance, financial, legal and non-profit organisation qualifications and experience

Promoting an ethical and values-driven culture

Reunert's Group Values and Code of Ethics remain central to embedding a culture of integrity, accountability and excellence. In 2025, this was reinforced by:

- The Employee Perception Survey which provided a broader perspective on ethical leadership, organisational culture and sustainability priorities. Action plans are being executed across business units
- Ongoing reinforcement of the refreshed and revitalised corporate identity launched in 2024, aligning brand, culture and Purpose
- The GCEO's continued advocacy of the South African CEO Pledge, demonstrating collective business leadership to promote inclusive economic growth

Employee Perception Survey

- The 2025 survey explored employee perceptions of Reunert's Group Values and Code of Ethics, with expanded questions to gain employee views on communication, the Group's corporate and business unit identity and their level of engagement and involvement at work. The committee was pleased with a 69% participation rate, the highest in surveys done to date. The participation rate far exceeds the industry average, and we aspire to continue the improvement
- During the year, business units across the Group continued to implement various initiatives to improve communication and engagement based on the outcome of the 2023 Group Values Survey. These initiatives included regular townhall business updates and open forums. Employee recognition and reward programmes were also enhanced

Organisational ethics and whistle-blowing

Reunert's Group Values and Code of Ethics are the foundational elements of an ethical culture. We regard ethical culture as a material sustainability matter for the Group.

Reunert expects our business partners, representatives, suppliers and customers to support the principles contained in the Code of Ethics. The Setco is responsible for overseeing organisational ethics and for governance associated with the Group Values.

Reunert's Whistle-blowing Policy aims to create a culture of trust which facilitates the disclosure of information relating to criminal, unethical or irregular conduct in the workplace, for which due process will be followed. This ensures the protection of whistle-blowers who submit disclosures in good faith.

Read more about tip-offs and efforts to maintain an ethical supply chain in the Risk Report on page 108.

The Whistle-blowing Policy stipulates reporting channels and investigation procedures. An externally managed, independent and confidential whistle-blowing facility is available 24/7 to employees and external stakeholders. Reports are investigated by the relevant executives or escalated to the Audit Committee Chair when necessary. Regular oversight is provided by the Risk and Audit Committees. No material concerns were identified in FY25, with the majority of reported matters pertaining to HR and workplace grievances. The GCEO frequently promotes the tip-off line, which features regularly in internal communications. The Whistle-blowing Policy is available at https://reunert.co.za/policies.php

Reunert has zero tolerance for unethical business conduct and complies with the Prevention and Combating of Corrupt Activities Act, 12 of 2004. As per Reunert's Anti-Corruption and Bribery Policy, the offering, giving, facilitating, soliciting or receiving of any form of bribe is prohibited.

Reunert's whistle-blowing response process

1. The Head of Risk and Internal Financial Controls reports tip-offs to the relevant Group executive to investigate and provide feedback
2. Should a Group executive be implicated in the tip-off received, the matter is escalated to the Chair of the Audit Committee
3. Where possible, the outcome of the investigation is provided to the whistle-blower and relevant employees
4. The Risk and Audit Committees review the tip-off register at every meeting

Number of tip-offs recorded

Category	2023	2024	2025
Collusion, bribery and unethical behaviour	5	4	**5**
HR-related issues (favouritism, discrimination, harassment, victimisation)	9	7	**9**

Many of the tip-offs resulted from workplace grievances. Upon investigation, no instances of fraud, bribery or corruption were found.

Setco safeguards human rights

Reunert is committed to the protection and advancement of internationally proclaimed human rights wherever we operate and within our sphere of influence. Our business conduct is guided by the provisions of the United Nations Universal Declaration of Human Rights and the International Labour Organization's core labour standards. In compliance with the Group's Human Rights Policy, Reunert has not had to address any incidents of human rights violations, child labour, reduction of excessive working hours or forced and compulsory labour (2024: nil).

Group policies, such as our Code of Ethics and Human Rights Policy, contain our commitment to non-discrimination, freedom of association and to create a working environment that is free of all forms of intimidation or discrimination. This includes discrimination against employees based on race, gender, religion, age, sexual orientation or nationality.

Reunert's Human Rights Policy is available at https://reunert.co.za/policies.php

Sustainability oversight in 2025

The Setco provided robust oversight of sustainability governance in 2025, ensuring that Reunert's operations remained compliant, resilient and positioned for long-term value creation. The focus extended beyond regulatory alignment to embedding sustainability as a strategic enabler of growth. In fulfilling its mandate, the committee considered management's initiatives in areas such as data integrity, operational efficiency and the development of decarbonisation pathways, ensuring that sustainability governance remains aligned with Reunert's long-term objectives.

Data integrity and ESG disclosure readiness

To strengthen the credibility of non-financial reporting, management rolled out monthly data quality assessments, a Group-wide tracking system and pilot smart meters in high electricity consumption business units. These measures build investor trust, reduce disclosure risk and prepare Reunert for compliance with IFRS S2 and other global sustainability disclosure standards.

Operational efficiency and resource stewardship

Initiatives were implemented to improve energy intensity, water efficiency and recycling rates across key operations. For example, new efficiency interventions have been identified to deliver measurable savings in electricity and water usage. These programmes not only ensure compliance with the Climate Change Act but also reduce operating costs, strengthen resilience and create a competitive advantage in markets where ESG performance influences customer and capital decisions.

Science-based targets development

The foundations for setting science-based climate targets were advanced through the consolidation of emissions data, mapping of operational hotspots and assessment of baseline performance. This work prepares Reunert to commit to credible decarbonisation pathways that align with stakeholder expectations and position the Group to access ESG-linked capital, if required.

Integration with strategic pillars

All sustainability efforts were explicitly aligned with Reunert's efficiency and innovation strategic pillars:

- Efficiency through cost reduction, resource optimisation and compliance risk management
- Innovation through deployment of digital solutions such as smart metering and advanced reporting tools

This integration ensures sustainability initiatives are not standalone but that they are directly tied to the Group's Strategy and resilience actions.

Forward-looking focus

In 2026, the Setco will continue to enhance sustainability oversight by:

- Advancing progress towards embedding measurable Scope 1–3 targets
- Continued actions preparing the Group for alignment with the Climate Change Act and IFRS S2 reporting
- Integrating sustainability-linked KPIs into executive remuneration structures
- Overseeing the expansion of resource efficiency programmes across more business units

This future trajectory demonstrates to investors, regulators and stakeholders that Reunert is not only mitigating ESG risks but actively creating opportunities for long-term growth, competitive differentiation and access to sustainability-linked funding pools.

Human capital oversight in 2025

Improved employee retention and engagement

Stay interviews for critical employees increased employee engagement and values alignment and provided valuable insights into employee perceptions and retention drivers across the Group. Over the period, turnover of critical skills declined, reflecting positively on the Group's employee retention efforts. Read more about these interviews on page 56.

Reviewing the HR Strategy

A review of the HR Strategy is conducted every three years as part of the established governance process. The review is conducted to determine relevance, continued alignment and enablement of the Group's operational and Strategic objectives. As part of the review process, consultations were held with the respective business unit HR practitioners to evaluate the relevance and effectiveness of the current HR Strategy pillars and metrics.

The pillars of the HR Strategy remain relevant. Minor changes were proposed to the HR metrics for greater clarity and to ensure better alignment with evolving business priorities. The HR metric recommendations were carefully reviewed and where appropriate integrated into the HR Strategy.

The Group has ongoing advancements in proactive talent management and risk mitigation. These enhancements will further support data-driven decision-making and strengthen the Group's ability to anticipate and respond to talent-related challenges.

The strategy review reaffirmed overall alignment with business objectives and identified opportunities to strengthen execution through enhanced metrics.

Leadership Development Programme

The fourth cohort of current and future leaders completed the Leadership Development Programme in October 2025. In FY26, the programme will be adjusted to target middle and junior managers. Reunert and its leadership teams have benefited from personal and career development, new skills and an entrenched Reunert DNA. The Group also gained value from projects undertaken by the leadership participants, including a team-based assignment to develop a business case that identifies:

- A new revenue stream
- A new market that Reunert can enter
- A new company that Reunert can acquire
- An innovative idea that could progress Reunert
- A solution to an existing business challenge

Read more about the Leadership Development Programme on page 57.

Strong transformation credentials

Reunert aims to achieve market-leading or matching B-BBEE verification levels for the Group and business units in the industries in which we operate.

Reunert achieved level 3 status in 2025.

While the majority of business units within both group traditional and group acquisitions successfully met their employment equity targets, a few business units fell short at specific management levels. The Setco three-year employment equity targets remain on track to be achieved by the end of the 2026 financial year. Meaningful progress was made through deliberate and focused interventions.

Read more about the Group's B-BBEE performance on page 61 and download the B-BBEE certification per business unit from the website at https://reunert.co.za/supplementary-reports.php

Regulatory compliance focus

The Setco oversees regulatory compliance that falls outside the mandates of other Board committees. This includes receiving reports of material instances of non-compliance with laws and regulations or regulatory investigations. No information was reported to the Setco in this regard during FY25.

Each business unit is responsible for its own legislative compliance, with support from the Group on some matters[1]. Reunert's Group functions set standards for accounting, taxation, human resources, litigation and company secretarial services. Group executives, together with business units' leadership, embed the Combined Assurance Framework (read more on page 107) and monitor business units' compliance, processes and procedures.

Every year, business unit CEOs certify their business units' compliance with the Competition Act, 89 of 1998, the Prevention and Combating of Corrupt Activities Act, 12 of 2004 and other relevant laws and regulations. The Setco supervises the annual compliance confirmation certification process. Effective Group-wide compliance is further supported by:

- Policies and practices
- Internal audit
- Defalcation reports
- The whistle-blowing facility
- Group-wide training for new employees and essential pieces of legislation

The Setco is confident that the Group is in a good position to implement the Climate Change Act when it comes into effect. Compiling credible non-financial data and streamlining sustainability reporting structures have been focus areas over the past few years.

Reunert's implementation of Extended Producer Responsibility legislation and related waste initiatives is set out from page 74.

Salient regulatory features

- The Employment Equity Amendment Act, 4 of 2022 became effective on 1 January 2025. On 15 April 2025, new regulations were gazetted, introducing five-year numerical targets. Reunert's EE plans are designed to ensure accuracy, to incorporate "justifiable grounds" where applicable and to provide clarity on representation levels and associated challenges. As part of this process, a comprehensive Group-level review is being conducted for each business unit prior to their initial submission under the amended legislation. This centralised approach is aimed at ensuring consistency and effective reporting
- Some Companies Act amendments came into effect on 27 December 2024. Accordingly, we reviewed the Setco mandate to align with the new provisions, including the process driving the election of members by shareholders. Relevant provisions that are not yet in effect include the preparation of a report for shareholders to be presented at the AGM
- The Public Procurement Act, 28 of 2024 will come into effect once the regulations are released, at which time the impact on Reunert will be confirmed
- Compulsory Competition Law training has been rolled out to selected participants and declarations were signed on completion of the training

Depending on their nature, regulatory changes are monitored by:

- Business units (particularly where they fall within the specialist knowledge of a particular business unit)
- Functional specialists (e.g. changes to tax law, International Financial Reporting Standards or corporate law)
- External legal advisors where required

Confirmation of compliance with the Companies Act

The Board, on the recommendation of the Setco, confirms that Reunert is:

- Compliant with the provisions of the Companies Act and the relevant laws applicable to its establishment, specifically relating to its incorporation
- Operating in conformity with its Memorandum of Incorporation

Conclusion

In executing its statutory duties, the Setco provided oversight of strategies and initiatives related to human capital, B-BBEE, Group Values, ethics, transformation and sustainability. I would like to reassure our stakeholders that Reunert is working on our alignment with IFRS S2, amendments in the Climate Change Act and ESG capital flows, and I am pleased with our engagements on these. The Group has demonstrated consistent and effective people management practices supported by an ethical and values-driven culture. Reunert's commitment to these areas support a safe and positive work environment and sustainable business practices.

The committee is satisfied that its responsibilities in terms of its Terms of Reference and statutory duties in terms of Regulation 43 of the Companies Regulations, 2011, have been fulfilled.

Dr Tumeka Matshoba-Ramuedzisi

Chair, Setco

[1] *Refer to the standards and principles fact sheet, which sets out some of the key internal and external standards and principles that are applied in the Group at https://reunert.co.za/supplementary-reports.php*

REMUNERATION: SUPPORTING PERFORMANCE

Tasneem Abdool-Samad
Chair



"On behalf of the Remuneration Committee, I am pleased to present the Group's Remuneration Policy along with the accompanying implementation report. The Committee is committed to ensuring that there is a strong alignment between management and shareholder interests. This year's implementation of the policy reflects Reunert's successful execution of its strategic initiatives, achievement of key operational objectives, and the delivery of a set of good financial results under tough macro-economic conditions."
– Tasneem Abdool-Samad, Chair

Remuneration Committee

Members and meeting attendance

- T Abdool-Samad (Chair)
- RJ Boëttger
- G Dalgleish
- JP Hulley
- MJ Husain

Attendance by request

- GCEO
- Group Human Capital and Sustainability Executive Director

In 2025, committee members attended all meetings during their tenure. There were three committee meetings in 2025.

Composition

All members are independent and non-executive

Tenure

as at 30 September 2025

- Three members: 1 – 5 years
- One member: 5 – 9 years
- One member: > 9 years

Expertise

Commercial, financial, governance, legal, remuneration and management qualifications and experience.

Mandate

The Remco's mandate includes matters contemplated in the JSE Listings Requirements, the provisions of principle 14 of King IV and related practices the Remco deems appropriate to adopt.

The Remco's roles and responsibilities are set out in its Terms of Reference, which are reviewed by the Remco and approved by the Board annually and are available at https://www.reunert.co.za/corporate-governance.php.

Remuneration Committee's focus

The Remuneration Committee (Remco) is mandated to ensure the Group's Remuneration Policy and practices are fair and responsible, comply with regulations and governance requirements and align with good business practice. The Remco remained cognisant of Reunert's status as a good corporate citizen and made adjustments that were deemed necessary to effect fair and responsible remuneration. The Remco is confident that the Remuneration Policy supports Reunert's strategic objectives, is market-related, reflects best practice and supports the generation of long-term value for shareholders and other stakeholders.

The Remco's focus areas for the year, as well as next year's priorities, are set out below and described in the rest of this report.

2025 focus areas

- Review the Conditional Share Plan (CSP) performance conditions, measures and their weightings for the LTI Plan
- Consider changes to the Companies Act in relation to remuneration

2026 focus areas

- Review the Remuneration Policy to ensure that remuneration remains fair and responsible
- Consider changes to the Companies Act in relation to remuneration

The Remuneration Report describes how Reunert incentivises value creation and performance through fair and responsible remuneration.

Our 2025 Remuneration Report outlines how Reunert compensated its executive directors, top management and non-executive directors and includes information on other employees at a consolidated level. It also contains our Remuneration Policy and provides details of the implementation thereof in the year under review.

The report comprises three sections:

Section one: Remuneration background statement	115
Section two: Overview of the Remuneration Policy	117
Section three: 2025 Remuneration Policy Implementation Report	123

SECTION ONE: REMUNERATION BACKGROUND STATEMENT

A structured approach to remuneration decisions

The Remuneration Policy was reviewed and amended to support top management's delivery of optimal business results and the creation of shareholder value. In addition to these objectives, the policy review encompassed the guaranteed pay structure and annual increases across the Group.

Reviewed

- The Remuneration Policy
- The structure of the current STI Plan
- The performance measures of the CSP

Approved

- Annual increases for the 2026 financial year (1 October 2025 to 30 September 2026), constituting an average of 4% for executive directors, top management and salaried employees
- Promotional increases for top management, as applicable
- STI financial targets and non-financial KPIs for top management for the 2026 financial year
- 2025 STI payouts for top management
- CSPs
  - Performance measures for the 2025 CSP
  - 2025 awards for executive directors, top management and selected key employees
  - 2021 vesting
  - 2020 vesting (second tranche of retention plan)

Reviewed and recommended to shareholders

- The fees for non-executive directors for 2026

Changes to the Remuneration Policy

The Remco reviewed the 2025 Remuneration Policy. This assessment involved evaluating the policy against internal requirements and market practices. The Committee concluded that the remuneration governance process remains unchanged.

To ensure that the Remuneration Policy adheres to best practices and effectively supports the implementation of strategy, operational performance and employee retention, minor changes have been made to the 2026 policy. The details of the changes to the Remuneration Policy are outlined in the table below.

Remuneration element	Short-term incentive (STI) plan
Reason for change	• The STI principles were benchmarked against JSE-listed companies of comparable size. The review found that the weighting allocated to non-financial KPIs was slightly higher than prevailing market practice and best-practice standards • Consequently, the Committee resolved to adjust the KPI weightings to bring them in line with market norms and best practice
Remuneration Change	• The weighting of non-financial KPIs was reduced by 5%, resulting in the split between financial and non-financial KPIs being 75%/25%

Pay gap analysis

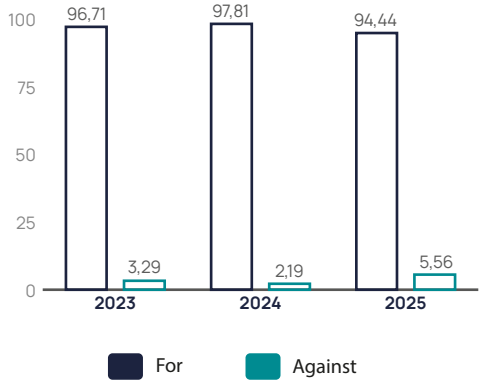
An internal parity exercise was conducted in July 2025 for top management across the Group and across functions. The assessment was aimed at identifying any anomalies, considering tenure, experience, or the size of the business unit. Overall, the internal parity was found to be consistent. As indicated in 2023, the Group commenced its pay gap analysis, developed processes for this exercise and considered changes to the Companies Act in relation to remuneration, with specific reference to Section 30A of the Companies Act.

The pay gap analysis aims to compare the pay of employees doing "like for like" work in the Group while accounting for reasonable differentials such as work experience, credentials and job performance. The pay gap analysis will continue. Remco took a decision to defer external benchmarking for one year. External benchmarking will be conducted again in 2026 and will continue as per the practice of conducting external benchmarking every two years. The Remco engages the services of independent remuneration consultants as required and for matters that require external advice. No external advice was required in 2025.

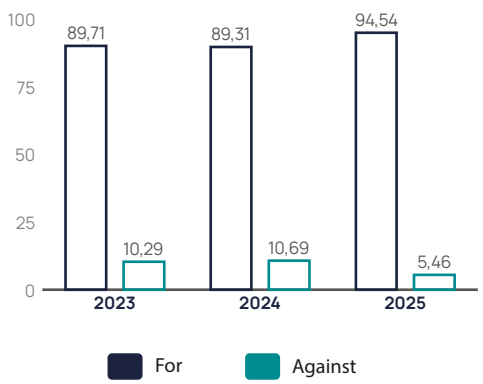
Shareholder approval

The Remuneration Policy and Implementation Report were presented for shareholder approval at the Annual General Meeting (AGM) held on 25 February 2025 and were approved by 94.44% and 94.54% of voting shareholders, respectively. The shareholder voting results demonstrate Reunert's commitment to engaging with and addressing shareholders' concerns.

Endorsement of Remuneration Policy Report (%)



Endorsement of Remuneration Implementation Report (%)



Continued shareholder engagement

The following resolutions will be tabled for shareholder approval at the upcoming AGM, details of which can be found in the Notice of AGM:

- Non-binding advisory vote on the Remuneration Policy, starting on page 117 (all information contained under section two of this report)
- Non-binding advisory vote on the Implementation Report, starting on page 123 (all information contained under section three of this report)
- Binding vote on non-executive directors' fees

Reunert will engage shareholders if the Remuneration Policy and/or the Implementation Report are voted against by 25% or more of the votes exercised. This engagement may be done in person or in writing and will be implemented after the release of the voting results.

Going forward

The Remco endorses the implementation of the Remuneration Policy and is confident in its alignment with the Group's strategic objectives. Each year, the Remuneration Policy is subject to a comprehensive review, and the upcoming 2026 review will entail a thorough assessment of both internal and external factors influencing the policy.

Tasneem Abdool-Samad

Chair, Remuneration Committee

SECTION TWO: OVERVIEW OF THE REMUNERATION POLICY

Remuneration approach

The Remuneration Policy guides the Group's remuneration practices. The Remuneration Policy is set to:

- Attract, retain, reward and motivate talent
- Reward performance
- Promote positive outcomes and achievement of operational and strategic objectives
- Be flexible to adjust to changing economic conditions and the Group's needs
- Foster individual performance and teamwork
- Promote an ethical culture and responsible corporate citizenship
- Drive transformation and sustainability within the workplace

The Remuneration Policy comprises a guaranteed package (GP) and a mix of variable pay (STI and LTI). The STI annually rewards business unit leadership for achieving their financial and non-financial KPIs, and the LTI drives long-term Group performance. The Remuneration Policy is structured to ensure alignment between top management and shareholders' interests.

Fair and responsible remuneration

The Group has adopted a policy whereby every employee will earn at least 25% above the national minimum wage framework in South Africa. This is confirmed annually through an internal review process. The internal review process also confirmed that employees are remunerated fairly and in accordance with job functions.

Remuneration elements

The Remuneration Policy is designed to balance GP and variable pay to assist Reunert in reaching its strategic and operational objectives. Remuneration comprises three core elements, as presented in the tables.

	GP	STI
Purpose	Attraction and retention	Drive sustainable financial, strategic and non-financial performance
Participation	All employees	Executive directors, top management, and selected key management
Performance period	Monthly	One year
Implementation	1 July – bargaining unit employees 1 October – non-bargaining unit employees	Annually in November, with review and approval by the Remco
Key elements	GP consists of base salary and Company contributions toward retirement funding and health benefits. It is a fixed cost for the Company and is targeted to be up to the median of the relevant market benchmark. The following factors are considered during salary reviews: • Appropriate market benchmarks and trends • Prevailing economic conditions • Average consumer price index (CPI) • Group and business unit financial performance • Employee performance • Internal parity • Retention of critical people	• The maximum incentives as a percentage of GP for executive directors and top management are as follows: – GCEO: 165% – GCFO: 150% – Group Human Capital and Sustainability Executive Director: 140% – Segment CEOs: 120% – GCEOs of business units: 110% • Senior managers and below are paid incentives at lower percentages of GP • Incentives are self-funded (profit target only measured after providing for the incentive) • Incentives are not guaranteed • Incentive payment depends on performance against predetermined financial targets and non-financial objectives and measures
Method of settlement	Cash	Cash
Performance measures	Not applicable	The STI comprises: • Financial KPI • Non-financial KPIs Details on the STI are provided on page 120.
Malus and clawback	Not applicable	Yes

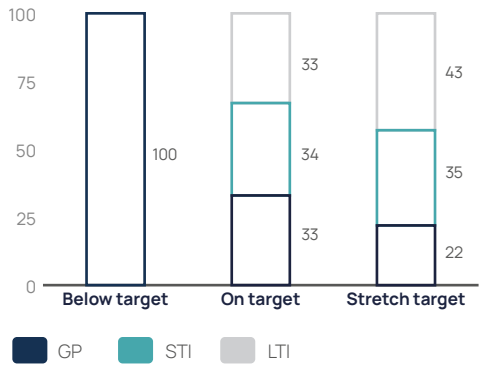
	LTI		
	CSP performance awards	CSP retention awards	Deferred Bonus Plan (DBP) No awards were made from 2018 to 2025 in terms of the DBP
Purpose	To drive long-term performance and create alignment between management and shareholder objectives	Retention of critical skills for business continuity	To retain employees and create alignment between management and shareholder objectives
Participation	Executive directors, top management and high-performing employees in critical roles that contribute to the execution and achievement of strategy	Technical specialists with scarce and critical skills, high-potential employment equity (EE) candidates, and successors for scarce and critical roles	Executive directors and top management who qualify for STIs when the DBP is used
Performance period	Four years	50% (four years) and 50% (five years)	Three or four years
Implementation	Annually in November, with review and approval by the Remco	Annually in November, with review and approval by the Remco	Annually in November, with review and approval by the Remco
Key elements	• Allocations are based on defined criteria (participants' level of seniority, ability of the position to influence strategy, operational, individual and business performance) • Allocations may not exceed two times annual GP • Details of the CSP are available in past Integrated Reports and on the Reunert website	• Remaining in the employment of the Group is the only criterion (employees must be in a position that qualifies for participation as indicated above) • Allocations may not exceed 20% of annual GP	• Participants choose to receive a portion of the STI in the form of restricted Reunert shares • At the end of the stipulated vesting period, participants will be entitled to receive a cash award. Dividends are paid on the restricted shares during this period • The Remco annually determines: – Who may participate – The percentage of the STI that may be received in deferred restricted shares – The period for which participants must retain the restricted shares • The quantum of the deferred bonus for which participants will qualify at the end of the financial period. This percentage may not exceed 100%
Method of settlement	Reunert shares (on-market purchase)	Reunert shares (on-market purchase)	Cash
Performance conditions	• Normalised headline earnings per share (NHEPS) (50% weighting) • Total shareholder return (TSR) (25% weighting) • Group return on capital employed (ROCE) (25% weighting) Further information on allocations and performance conditions is set out on page 121.	Remaining in the employment of the Group	Participation in the DBP is determined by the achievement of set performance criteria
Malus and clawback	Yes	Yes	Yes

Executive director remuneration

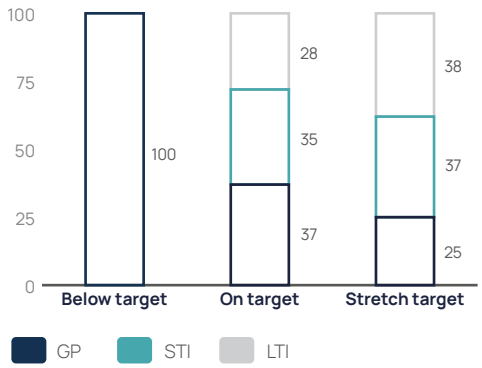
Targeted pay mix for executive directors

The executive pay mix is structured to drive sustainable value creation over the longer term. The graphs below illustrate the relative weighting between GP, STI and LTI depending on the extent to which targets are achieved.

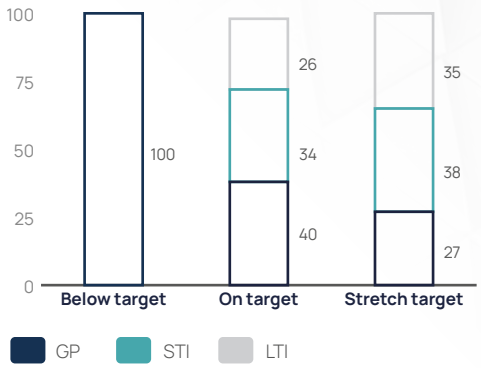
Group CEO (%)



Group CFO (%)



Group Human Capital and Sustainability Executive Director (%)



Note:

- The below target level assumes that neither the STI nor the LTI performance conditions are achieved.
- The on-target level assumes that budgeted targets have been achieved, with a 50% vesting of annual LTI allocations and on-target STI performance.
- The stretch target level assumes that the maximum targets have been achieved, with 100% vesting of annual LTI allocations and maximum STI achievement.

Service contracts

All executive directors are compensated according to the Group's Remuneration Policy. Executive directors' employment contracts align with the Group's standard terms and conditions of employment and include a six-month notice period.

Executive directors do not receive extended fixed-term employment contracts or special termination benefits. If operational requirements necessitate that an executive director's employment be terminated, payment will be as per the Group's retrenchment practices and South African labour legislation. No severance payments were made to executive directors in 2025.

Executive directors do not receive additional remuneration for attendance at Board or committee meetings.

Malus and clawback

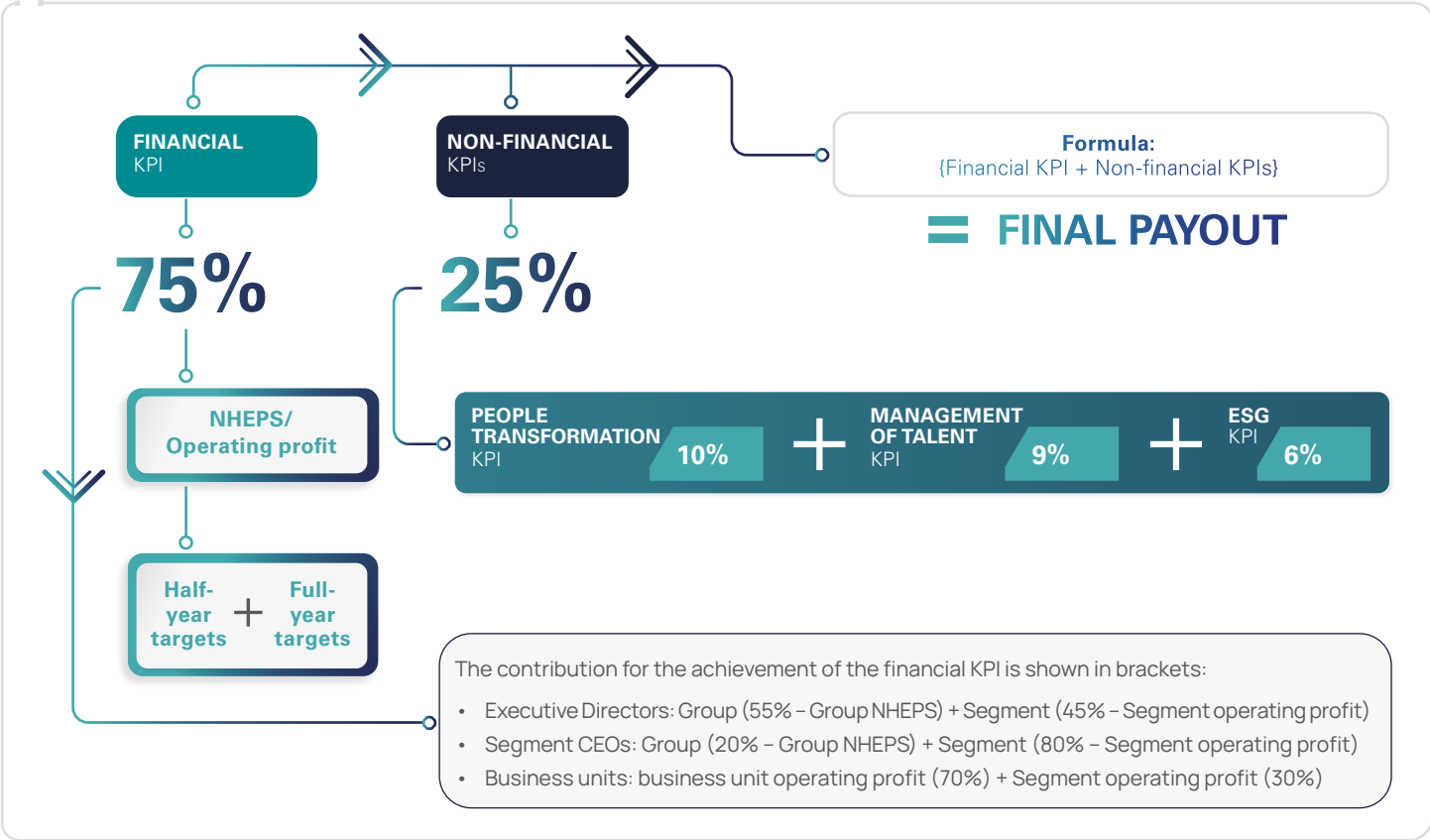
Reunert has malus and clawback provisions that enable adjustments to variable pay. The Board may act on the recommendation of the Remco to reduce, cancel or adjust unvested variable remuneration (malus) or to recover (clawback) vested/paid variable remuneration where there is reasonable evidence that an executive materially contributed to or was materially responsible for, but not limited to:

- Acting fraudulently or dishonestly, or in a manner that adversely affects the Group's reputation or is characterised as gross misconduct
- Directing an employee, contractor or adviser to act fraudulently, dishonestly, or to undertake other misconduct
- Receiving an STI or LTI award because of fraud, dishonesty or a breach of obligation committed by another person
- Receiving an STI or LTI award because of an intentional error in calculating a performance measure

Short-term incentive

The STI payment is assessed against performance on preset financial targets and non-financial objectives and measures. The STI comprises:

- Financial KPI carries a weighting of 75%:
  - NHEPS for executive directors
  - Operating profit for top management
- Non-financial KPIs carry a weighting of 25%:
  - People transformation, linked to achieving employment equity targets (10%)
  - Management of talent linked to the HR strategy (9%)
  - Environmental, social and governance (ESG) targets linked to the Sustainability Strategy and Framework (6%)



Long-term incentive

The 2019 CSP (LTI)

The 2019 CSP will be implemented for the 2025 CSP awards. Full details of the 2019 CSP can be obtained from the 2019 Integrated Report, available on the Reunert website at: https://www.reunert.co.za/downloads/agm/Reunert-2019-CSP.pdf

The performance conditions and targets for the 2025 CSP are detailed below.

Performance condition	Weighting	Performance level	Performance measure	Vesting %
NHEPS	50%	Threshold	NHEPS < CPI	0
		Target	NHEPS = CPI + GDP + 1,5%	40
		Stretch	NHEPS = CPI + GDP + 3%	100
ROCE	25%	Threshold	ROCE < 16,0%	0
		Target	ROCE = 16,5%	40
		Stretch	ROCE = 19,5%	100
Relative TSR*	25%	Threshold	Ranking position at 7 and below	0
		Target	Ranking position 6 of 12 TSR constituents	25
		Stretch	Ranking position 3 of 12 TSR constituents	100
		Super stretch	Ranking position 1 of 12 TSR constituents	120

* *The comparator Group comprises the following companies:*

1 *Allied Electronics Corporation Limited*
2 *Barloworld Limited*
3 *Bidvest Group Limited*
4 *Hudaco Industries Limited*
5 *Kap Industrial Holdings Limited*
6 *Mustek Limited*
7 *Super Group Limited*
8 *ENX Group Limited*
9 *OMNIA Holdings Limited*
10 *AECI Limited*
11 *Invicta Holdings Limited*

Key objectives for 2026

Short-term incentive

The objectives for FY26 are disclosed below, and the outcome will be communicated in the 2026 Remuneration Policy and Implementation Reports.

NHEPS

The NHEPS targets for the GCEO, GCFO and the Group Human Capital and Sustainability Executive Director are determined using the 2026 budget and are presented in the table below.

	Full-year targets			
Half-year target	Level 1	Level 2	Level 3	Level 4
95% to half-year budget	95% to budget	98% to budget	100% to budget	102% to budget

- The half-year target payout for the GCEO, GCFO and Group Human Capital and Sustainability Executive Director is 17,25%, 15,5% and 14,5% of GP, respectively
- The on-target payout (level 2) for the GCEO, GCFO and Group Human Capital and Sustainability Executive Director is 42,5%, 39,0% and 36,0% of GP, respectively
- The stretch payout for achieving the NHEPS target for the GCEO, GCFO and Group Human Capital and Sustainability Executive Director is 106,5%, 97,0% and 90,5% of GP, respectively, which can only be earned at level 4
- The total payout for achieving the financial KPI, half-year plus full year targets for the GCEO, GCFO and Group Human Capital and Sustainability Executive Director is 123,75%, 112,5% and 105,0% of GP, respectively

Non-financial KPIs

The non-financial KPIs are shown in the table below and are the same for each executive director.

- The maximum payout for achieving non-financial KPIs for the GCEO, GCFO and Group Human Capital and Sustainability Executive Director is 41,25%, 37,5% and 35,0% of GP, respectively

	Non-financial KPIs		
Total weighting: 25%	**People transformation**	**Management of talent**	**ESG**
Objectives	• Achievement of Group employment equity targets	• Successors (coverage for critical roles) (4%) • Labour turnover of critical skill (Retention of critical employees (people), employees in critical roles and successors to critical roles) (5%)	• Enhance ESG reporting and governance to improve disclosure and compliance
Weighting	10%	9%	6%

Remuneration policy for non-executive directors

CONTRACTS

Non-executive directors do not have service contracts with the Group. Reunert's Memorandum of Incorporation governs non-executive directors' terms of office. It requires that one-third of the Board must retire by rotation every year and may make themselves available for re-election by shareholders.

FEES

Non-executive directors receive a standard fee for their services on the Board and Board committees. Non-executive directors are not eligible for any Group incentives. The Remco reviews the fees annually and conducts an external benchmarking exercise every second year.

Fees are submitted to shareholders for approval annually at Reunert's AGM, and changes are effective from 1 March each year. The last approved fees will apply if shareholders do not approve the proposed fees.

BENEFITS

Reunert covers travel costs and expenses incurred in the normal course of business, for example, attending Board and Board committee meetings. Reimbursement of expenses incurred by non-executive directors is subject to a comprehensive policy, which is available at https://reunert.co.za/pdf/governance/2024/reunert-limited-policy-ned-rem-may-2024-board-approved.pdf

SECTION THREE: 2025 REMUNERATION POLICY IMPLEMENTATION REPORT

The Remco monitored the Remuneration Policy's implementation throughout the year. It confirms that the 2025 Remuneration Policy was complied with, as set out in the 2024 Integrated Report.

This section deals with remuneration for executive directors, top management and non-executive directors, as applicable.

2025 annual increases

The Group's total payroll cost is R3 073 million (2024: R3 276 million), representing 22% of total revenue (2024: 23%). The average increase for salaried employees from 1 October 2024 to 30 September 2025 was 5%. The GCEO, GCFO and the Human Capital and Sustainability Director received an annual increase of 5,0%, 5,2% and 5,15%, respectively, in the same period. This information is presented in the disclosure on page 115.

Effective 1 July 2025, the second-year bargaining unit wage increases were implemented as per the three-year wage agreement set in June 2024.

2025 STI awards

Executive directors and business unit top management qualified for incentive payments by meeting financial targets and/or non-financial KPIs. The Remco approved the STI awards shown in the table below following a detailed assessment of the relevant financial targets and non-financial KPIs, and applied its discretion where required and in accordance with its terms of reference.

The Remco is satisfied that the STI awards reflect the Group's performance for FY25.

STIs earned	2024 Rm	2025 Rm
Electrical Engineering	22,98	**2,28**
ICT	7,54	**6,81**
Applied Electronics	29,17	**34,77**
Executive directors at Head Office	21,49	**11,20**
Total STIs earned	81,18	**55,06**

Executive director 2025 STI awards	Financial						Non-financial			Total STI
	HY Operating Profit (Group)	HY Operating Profit	Group NHEPS	FY segment operating profit: Electrical Engineering	FY segment operating profit: ICT	FY segment operating profit: Applied Electronics	KPI 1	KPI 2	KPI 3	
	Not achieved	ICT and AE achieved	Not achieved	Not achieved	Not Achieved	L4	✓	✓	✓	
GCEO	Maximum STI (%) 8,8%	7,2%	99,5%				16,5%	19.8%	13,2%	165%
	Achieved 0	4,8%	14,9%				16,5%	18,9%	13,2%	68,3%
GCFO*	Maximum STI (%) 7,4%	6,1%	84,5%				14%	16,8%	11,2%	140%
	Achieved n/a	n/a	6,3%				7%	8%	5,6%	26.9%
Group Human Capital and Sustainability Executive Director	Maximum STI (%) 6,9	5,6%	78,5%				13%	15,6%	10.4%	130%
	Achieved 0	3,8%	11,8%				13%	14,9%	10,4%	53,9%

* Note: the qualification (payout) of the STI is aligned with Group tenure.

2021 CSP Vesting: performance plan

The 2021 CSP resulted in the vesting provided in the table below.

	Weighting	Achieved	Vesting
NHEPS	50%	100,00%	50,00%
TSR	25%	65,79%	16,45%
ROCE	25%	75,00%	18,75%
Total	100%		85,20%

2025 Deferred Bonus Plan

The DBP was not offered in 2025.

Conditional Share Plan awards

CSP performance conditions for the 2025 CSP are set out on page 121. The Remco allocated the following awards:

2025 CSP	Performance award	Retention award
Participants	125	83
Number of awards	1 802 175	147 229

CSP information and settled CSP awards for executive directors are included in the remuneration disclosures in the Annual Financial Statements, note 18, available at https://reunert.co.za/reporting-and-results.php

Other remuneration matters

GCFO retirement

To recognise the exiting GCFO's contribution and acknowledge his commitment to ensuring a smooth transition to his successor, the Committee approved a gratuity payment equal to one year of his guaranteed pay.

GCEO transition

To protect the interests of the Group, the Remco proposed and the Board resolved to implement a two-year restraint of trade period for the GCEO following his departure. The GCEO will receive a payment equal to 1,2 times annual guaranteed pay, paid in December 2026. This approach balances fairness to the GCEO and safeguards the Group's strategic and commercial interests.

The Remco resolved to retain critical skills in the Group. In support of this objective, retention agreements were concluded with five executives, namely the GCFO, the Group Human Capital and Sustainability Executive Director, the ICT and AE Segment CEOs and the Executive: Corporate Finance and Strategy. The agreed-upon retention mechanism is directly linked to the Reunert share price, with each executive being awarded Phantom Units equivalent to 80% of their annual guaranteed pay. To ensure strong alignment with shareholder interests, the ultimate value realised under these agreements will be determined by the Reunert share price at the end of the two-year retention period.

Directors' and prescribed officers' remuneration and interests

Payable to the directors of the Company by the Company and its subsidiaries for services as directors:

Executive directors and prescribed officers

R'000	Salary	Bonus and performance-related payments	Travel allowances	Retirement fund contributions	Medical contributions	Retention plan payout[1]	Other[2]	Total	Fair value of CSP at grant date
2025									
AE Dickson	**7 286**	**5 390**	**132**	**363**	**110**	**3 350**	**–**	**16 631**	**9 295**
M Moodley	**3 986**	**2 380**	**–**	**352**	**87**	**1 307**	**–**	**8 112**	**3 566**
KM Kathan[3]	**2 394**	**1 482**	**–**	**356**	**–**	**–**	**–**	**4 232**	**–**
NA Thomson[4]	**5 610**	**1 945**	**–**	**453**	**212**	**2 166**	**6 717**	**17 103**	**–**
GW Eddey	**3 296**	**1 172**	**168**	**379**	**160**	**1 225**	**–**	**6 400**	**2 951**
G de Kock	**4 087**	**–**	**–**	**380**	**230**	**–**	**6**	**4 703**	**2 951**
T Raman	**3 375**	**3 938**	**–**	**370**	**212**	**1 441**	**2**	**9 338**	**2 951**
	30 034	**16 307**	**300**	**2 653**	**1 011**	**9 489**	**6 725**	**66 519**	**21 714**
2024									
AE Dickson	6 907	10 162	132	374	103	–	–	17 678	7 568
M Moodley	3 733	4 482	–	394	81	–	–	8 690	2 754
NA Thomson	5 344	6 843	–	430	190	–	–	12 807	4 504
GW Eddey	3 169	640	168	326	149	–	–	4 452	2 684
G de Kock	3 439	8 381	–	334	185	–	–	12 339	2 904
T Raman	3 227	3 168	–	354	190	–	–	6 939	2 656
	25 819	33 676	300	2 212	898	–	–	62 905	23 070

[1] *The cash-settled Retention Plan vested at a share price of R80.*
[2] *The amount for NA Thomson consists of leave pay and gratuity. The amounts for G de Kock and T Raman consist of reimbursements for travel claims.*
[3] *KM Kathan was appointed on 01 April 2025.*
[4] *NA Thomson has retired effective 30 September 2025.*

Non-executive directors

R'000	2025	2024
MJ Husain	**1 768**	1 685
T Abdool-Samad	**918**	905
LP Fourie	**1 016**	924
JP Hulley	**923**	847
S Martin (resigned 30 November 2024)	**120**	702
MT Matshoba-Ramuedzisi	**876**	783
TNM Eboka	**561**	531
RJ Boëttger	**771**	693
G Dalgleish	**691**	561
	7 644	7 631

APPENDICES

	Page numbers
Share ownership analysis	127
Abbreviations and acronyms	128
Business units' shorthand	129
Corporate information	130

SHARE OWNERSHIP ANALYSIS

As at 30 September 2025

	Number of shareholders	%	Number of shares (millions)	%
1 – 1 000 shares	9 259	72,2	2	1,1
1 001 – 10 000 shares	2 891	22,5	9	4,9
10 001 – 100 000 shares	504	3,9	15	8,2
100 001 – 1 000 000 shares	138	1,1	43	23,5
1 000 001 shares and more	35	0,3	114	62,3
Total	12 827	100,0	183	100,0

Public/non-public shareholders	Number of shareholders	%	Number of shares (millions)	%
Non-public shareholders	8	0,1	26	14,2
Bargenel Investments (Pty) Ltd[1]	1	–	24	13,1
Reunert Share Option Trust	1	–	–	–
Own Holdings[2]	6	0,1	2	1,1
Public shareholders	12 819	99,9	157	85,8
Total	12 827	100,0	183	100,0

Beneficial shareholders holding 5% or more	Number of shares (million)	%
Government Employees' Pension Fund	30	16,4
Bargenel Investments (Pty) Ltd[1]	24	13,1

	2025		2024	
Major holdings through fund managers in excess of 5%	**Number of shares (million)**	**%**	Number of shares (million)	%
Old Mutual Investment Group (South Africa) (Pty) Ltd	10	5,5	14	7,6
Public Investment Corporation (SOC) Limited[3]	24	13,1	25	13,5
Sanlam Investment Management (Pty) Ltd	7	3,8	9	4,9

1 *Empowerment transaction shares.*
2 *Own shares include 299 750 ordinary shares held by the directors and prescribed officers of Reunert.*
3 *Included in the Government Employees' Pension Fund.*

ABBREVIATIONS AND ACRONYMS

AGM	Annual General Meeting
AE	Applied Electronics
AI	Artificial intelligence
B-BBEE	Broad-Based Black Economic Empowerment
BESS	Battery Energy Storage Solutions
Board	Board of directors
BOOs	Build-own-operate Projects
CDP	Previously the Carbon Disclosure Project
CO_2e	Carbon dioxide equivalent
Companies Act	Companies Act, 71 of 2008 (as amended) (Companies Act)
CSI	Corporate social investment
CSP	Conditional Share Plan
DBP	Deferred bonus plan
EBITDA	Earnings before interest, taxes, depreciation, and amortisation
ECL	Expected credit losses
EE	Electrical Engineering
EMS	Energy Management System
EPC	Engineering, procurement and construction contracts
ERA	Electricity Regulation Act
ESOP	Employee share ownership plan
ESG	Environmental, social and governance
Exco	Group Executive Committee
FCF	Free cash flow
Fitco	Financial Controls, Information and Technology Committee
GCEO	Group Chief Executive Officer
GCFO	Group Chief Financial Officer
GDP	Gross domestic product
GHG	Greenhouse Gas
GJ	Gigajoule
GP	Guaranteed package
HEPS	Headline earnings per share
HR	Human resources
ICASA	Independent Communications Authority of South Africa
ICT	Information and Communication Technology
IFRS	International Financial Reporting Standards
IoT	Internet of Things
IPP	Independent power producers
ISO	International Organization for Standardization
ISSB	International Sustainability Standards Board
IT	Information technology
JSE	Johannesburg Stock Exchange
kL	Kilolitres
King IV	The King IV Report on Corporate Governance™ for South Africa, 2016
KPI	Key performance indicator
KSA	Kingdom of Saudi Arabia
kV	kilovolts
kWh	Kilowatt hour
kWp	Kilowatt peak
LMS	Learning Management System
LTI	Long-term incentive
MEIBC	Metal and Engineering Industries Bargaining Council
MFP	Multi-function printers
ML	Megalitres
MOI	Memorandum of Incorporation
MSCI	Morgan Stanley Capital International
MW	Megawatts
MWh	Megawatt hours
NATO	North Atlantic Treaty Organization
NCACC	National Conventional Arms Control Committee
NCCF	Nashua Children's Charity Foundation
NERSA	National Energy Regulator of South Africa

NHEPS	Normalised headline earnings per share
ODM	Original Design Manufacturer
OEM	Original equipment manufacturer
OHSA	South African Occupational Health and Safety Act
OTT	Over-the-top
PBX	Private branch exchange
POPI Act	Protection of Personal Information Act, 2013
PPA	Power Purchase Agreements
PV	Photovoltaic
R&SC	Residential and small commercial
ROCE	Return on capital employed
S&SI	Solutions and Systems Integration
SDG	Sustainable Development Goal
Setco	Social, Ethics and Transformation Committee
SHEQ	Safety, health, environment and quality
SMME	Small, medium and micro-sized enterprise
SOE	State-owned entity
STI	Short-term incentive
TCFD	Task Force on Climate-related Financial Disclosures
tCO_2e	Tonnes per carbon dioxide equivalent
TSO	Transmission System Operator
TSR	Total shareholder return
USA	United States of America
VHF	Very high frequency
ZESCO	Zambian Electricity Supply Commission
ZAR	South African Rand

BUSINESS UNITS' SHORTHAND

Shorthand	Full name
Cafca	Cafca Limited
African Cables	CBi-electric: african cables
Low Voltage	CBi-electric: low voltage
ECN	Electronic Communications Network Proprietary Limited
Fuchs	Fuchs Electronics
Lumika	Lumika Renewables
Nanoteq	Nanoteq Proprietary Limited
Omnigo	Omnigo Proprietary Limited
Quince	Quince Capital
Zamefa or CBi-electric: zamefa	Metal Fabricators of Zambia PLC

CORPORATE INFORMATION AND ADMINISTRATION

Reunert is an industrial group with a portfolio of businesses in its EE, ICT and AE Segments. It was founded in 1888 and listed on the JSE in 1948. It is included in the JSE industrial goods and services (electronic and electrical equipment) sector and is a constituent of the FTSE/JSE Responsible Investment Index.

Reunert Limited
(Incorporated in the Republic of South Africa)
ISIN: ZAE000057428
Short name: REUNERT
JSE code: RLO
A2X code: RLO
Currency: ZAR
Registration number: 1913/004355/06
Founded: 1888
Listed: 1948
Sector: Electronic and electrical equipment

Business address and registered office
Nashua Building
Woodmead North Office Park
54 Maxwell Drive, Woodmead
2191
Sandton
South Africa

Postal address
PO Box 784391
Sandton
2146
South Africa

Group Secretary and administration
Reunert Management Services (Pty) Ltd
Nashua Building
Woodmead North Office Park
54 Maxwell Drive
Woodmead
2191
Sandton
South Africa

Karen Louw (FCIS)
Directly responsible for secretarial matters
Email: karenl@reunert.co.za
Telefax: +27 11 517 9044

Group Legal
Damian Naicken
Admitted Attorney of the High Court of South Africa
Email: legal@reunert.co.za
Telephone: +27 11 517 9000
Telefax: +27 11 517 9035

Corporate and sustainability information and investor relations
Karen Smith
MComm; Certificate in Portfolio Management
Investor Relations and Communications
Email: karens@reunert.co.za
Telephone: +27 11 517 9000

Share transfer secretaries
JSE Investor Services (Pty) Ltd
Fifth Floor, One Exchange Square
2 Gwen Lane, Sandown
Sandton
2196

Postal address
PO Box 4844
Johannesburg
2000
South Africa

Email: info@jseinvestorservices.co.za
Telephone: +27 11 713 0800

Auditors
KPMG Inc.
KPMG Crescent
85 Empire Road
Parktown
2193
South Africa

Telephone: +27 11 647 7111
Telefax: +27 11 647 8000

Sponsor
One Capital Sponsor Services (Pty) Ltd

Principal bankers
Nedbank
Rand Merchant Bank (RMB)
Standard Bank

NOTES

NOTES


reunert.com