

METAIR
INVESTMENTS LIMITED
automotive | industrial | retail

AFTERMARKET PARTS & RETAIL INVESTOR PRESENTATION

12 May 2025

AGENDA

- 1 WELCOME & OVERVIEW – Paul O'Flaherty CEO
- 2 AFTERMARKET PARTS & RETAIL – VISION & STRATEGY
- 3 FIRST BATTERY
- 4 AUTOZONE
- 5 FLEET & WORKSHOP MOBILITY SOLUTIONS
- 6 Q & A



1 OVERVIEW

Paul O'Flaherty

DISCLAIMER

During the site visit, we may share forward-looking statements that relate to Metair's future operations and performance. Such statements are not intended to be interpreted as guarantees of future performance, achievements, financial or other results.

The statements rely on assumptions and future circumstances, some of which are beyond management's control, and the outcomes implied by these statements could potentially be materially different from future results. No assurance can be given that forward-looking statements will prove to be accurate; thus, undue reliance should not be placed on such statements.

Metair does not undertake any obligation to update publicly or release any revisions to these forward-looking statements to reflect events or circumstances after the date of publication of this report or to reflect the occurrence of unanticipated events.



TO RECAP

The 2024 financial year was used for stabilising and resetting Metair's foundations



Mutlu exit

- Significantly derisked balance sheet and reduced interest charge

Debt reduced and restructured

- From almost R6bn in mid-2024 to R4.5bn by year-end
- Capital restructuring plan implemented to reposition Metair for growth

AutoZone acquisition

- Springboard from which to accelerate aftermarket parts vertical

Improved production efficiencies

- **Hesto** turned around from R608m EBIT loss to R257m profit
- **First Battery** EBIT up 25% from R179m to R225 million

Despite lower OEM revenues, continuing operations generated net profit of R282 million in FY 2024 (FY2023: R55 million)

THIS IS A DIFFERENT METAIR

Strengthened management team and new culture

- Clarity of accountability, common values
- Increased efficiency

Hesto to be consolidated from April 2025, improving earnings visibility

De-risked against volatility and OEM exposure

- Mutlu sold (accounted for ~70% of Metair's interest cost and 23% of net debt)
- AutoZone acquired to develop Aftermarket sales channel

Debt sustainably restructured

New structure for improved oversight, aligned with strategic imperatives

- From Holding company to Operating company
- Old verticals: "Automotive Components" and "Energy Storage"
- New verticals: "Automotive Component Manufacturing" and "Aftermarket Parts and Services"

New strategy to diversify markets and regions

- Expand customer base and partners
- African opportunities and expansion

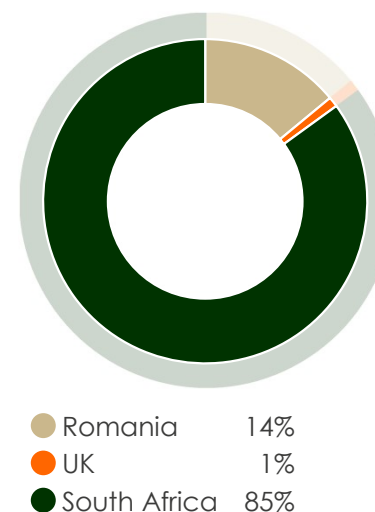
Leading Sustainable African Mobility Player

THE NEW METAIR AT A GLANCE

OUR BUSINESSES

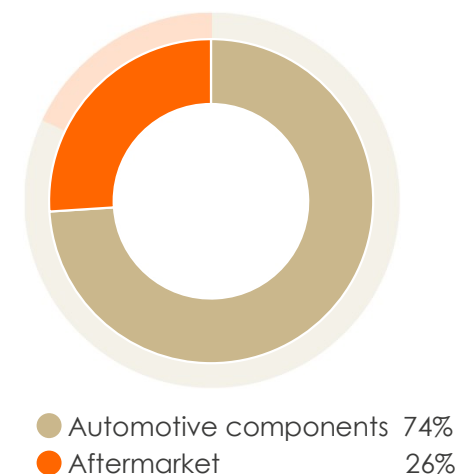


Revenue by country (continuing operations)*



* South Africa excludes AutoZone

Revenue by segment (continuing operations)*



* Aftermarket excludes AutoZone

Our core values

The concept of custodianship defines Metair's approach to corporate social responsibility and ESG

It challenges every person working at Metair to be the best caretaker they can be in their roles

This broadens Metair's focus to build a sustainable legacy while recognising the wider responsibilities the group has to its stakeholders

AUTOZONE ACQUISITION

Integral to the new growth strategy



- Acquired on 13 December 2024
 - › Acquisition price: R278.5 million
 - › Net Asset Value: R473 million
 - › FY2024 Revenue: R1.8 billion (From 1 January 2024 - 31 December 2024, acquired 13 December 2024)
- AutoZone's path to recovery
 - › Metair's acquisition provides a clean balance sheet
 - › Funding used to increase inventory, sales and market share
 - › Growing online and digital presence
- Part of greater Metair strategy
 - › Synergies with other Metair businesses
 - › African growth opportunities
 - › Represents strategic diversification shift

THE AFTERMARKET OPPORTUNITY

There are over **13 million** registered vehicles in South Africa*

...and an estimated **58 million** vehicles in the rest of sub-Saharan Africa*

The vehicles are aging, requiring more regular replacement of parts

AutoZone has 213 retail branches, stocking a range of over 12 000 parts

AutoZone also has franchises in Namibia, Swaziland and Botswana

It is an ideal retail platform from which to drive Metair's aftermarket aspirations

* SOURCE: NAAMSA, OICA

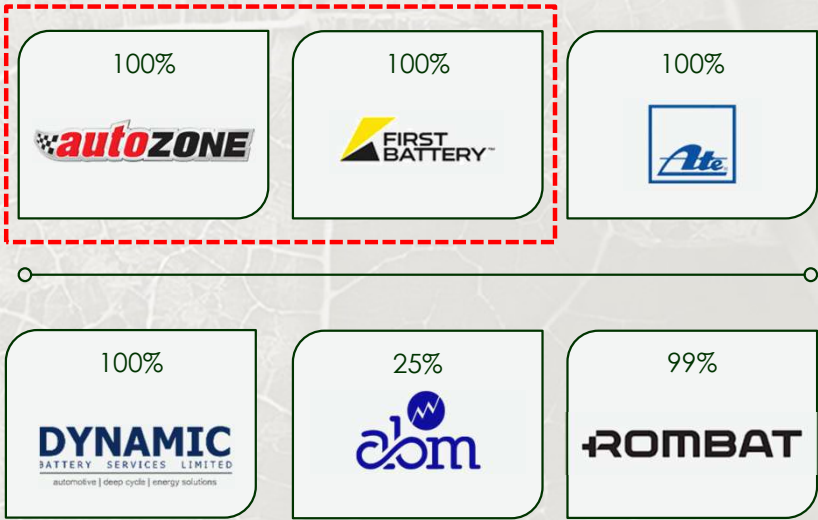
GROUP ORGANOGRAM



AUTOMOTIVE COMPONENT MANUFACTURING



AFTERMARKET PARTS AND SERVICES



AFTERMARKET PARTS AND SERVICES



METAIR
INVESTMENTS LIMITED
automotive | industrial | retail

AUTOZONE
(acquired Dec 2024)





Products
Wholesale and retail distributor of automotive replacement components

Location
213 retail stores and 8 QSV wholesale branches across South Africa

OWNERSHIP
100%

GROUP REVENUE CONTRIBUTION
12%

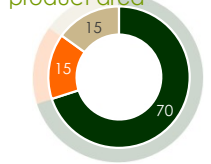
FIRST BATTERY



Products
Automotive batteries, solar systems, back-up systems, standby systems, charging systems, Battery Centre franchise

Location
East London, Cape Town, Durban and Benoni

Revenue split by product area



● Local automotive 70%
● Local industrial 15%
● Exports 15%

OWNERSHIP
100%

GROUP REVENUE CONTRIBUTION
12%

ALFRED TEVES BRAKE SYSTEMS



Products
Brake pads, brake discs, brake shoes, hydraulics and other braking components

Location
Boksburg, Nigel

Revenue split by product area



● Local aftermarket 96%
● Exports 4%

OWNERSHIP
100%

GROUP REVENUE CONTRIBUTION
1%

ASSOCIATED BATTERY MANUFACTURERS (ABM)





Products
Automotive and solar batteries

Location
Kenya

OWNERSHIP
25%

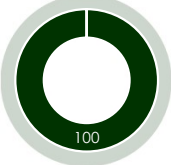
DYNAMIC BATTERY



Products
Batteries, battery distribution networks

Location
Lancashire, Wiltshire and Leicestershire, United Kingdom

Revenue split by product area





● Local automotive 100%

OWNERSHIP
100%

GROUP REVENUE CONTRIBUTION
1%

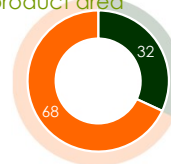
ROMBAT
Member of Metair Group



Products
Automotive batteries, battery distribution networks

Location
Bistrita and Copsa Mica, Romania

Revenue split by product area



● Local aftermarket 32%
● Exports 68%

OWNERSHIP
99.4%

GROUP REVENUE CONTRIBUTION
14%

Significant progress to stabilise and reset our businesses on a growth path

- Cost reductions and increased efficiencies
 - › Turnaround at Hesto and closure of non-core operations on track
- Focus on free cash flow generation and EBITDA protection
 - › Further rightsizing to manage volume risk and capital expenditure management
- Bedding down the AutoZone acquisition, while exploring aftermarket synergies
 - › AutoZone will bring higher margin earnings downstream
- Do not expect a strong increase in volumes in the next two years
 - › Resetting Metair to compete effectively in the current market environment
 - › Seeking additional growth opportunities in this market:
 - expanding product offerings, and entering new sales channels
 - › Expand in Sub-Saharan Africa's mobility sectors through "reset and growth" strategy

Repositioning the group has set Metair on a sustainable growth path

Our vision: Generating value for our stakeholders by contributing to a sustainable future of mobility in Africa		
Growth initiatives	<div><p>AUTOMOTIVE COMPONENT MANUFACTURING (PRIMARY SEGMENT)</p><ul style="list-style-type: none">• Manufacturing excellence• New vehicle parts• New partners• New customers</div>	<div><p>AFTERMARKET PARTS AND SERVICES (PRIMARY SEGMENT)</p><ul style="list-style-type: none">• Integrate and identify synergies with AutoZone• Reposition ATE as purely aftermarket• Segment First Battery and Rombat between manufacturing and aftermarket• Capitalise on ABM as a footprint into Africa• Explore further acquisitions• Expand partner aftermarket offerings</div>



2 AFTERMARKET PARTS & RETAIL

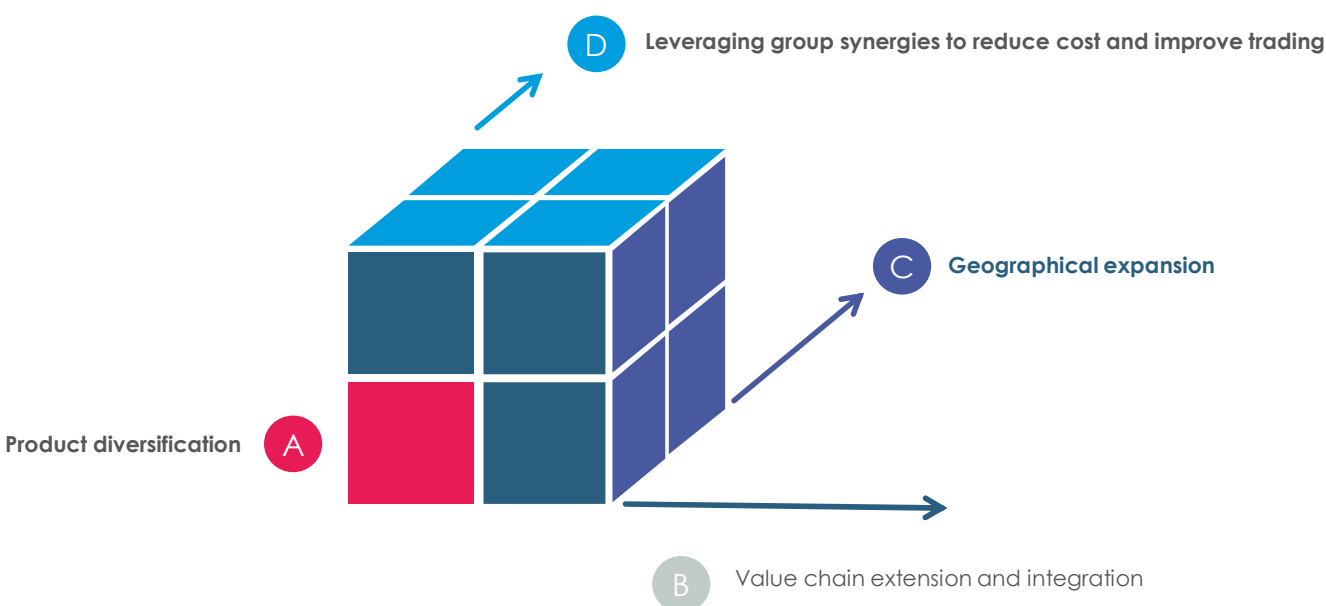
Paul O'Flaherty
Vision & Strategy

Our vision: To be the one of the largest integrated aftermarket parts and retail solution providers in Africa

Strategy:

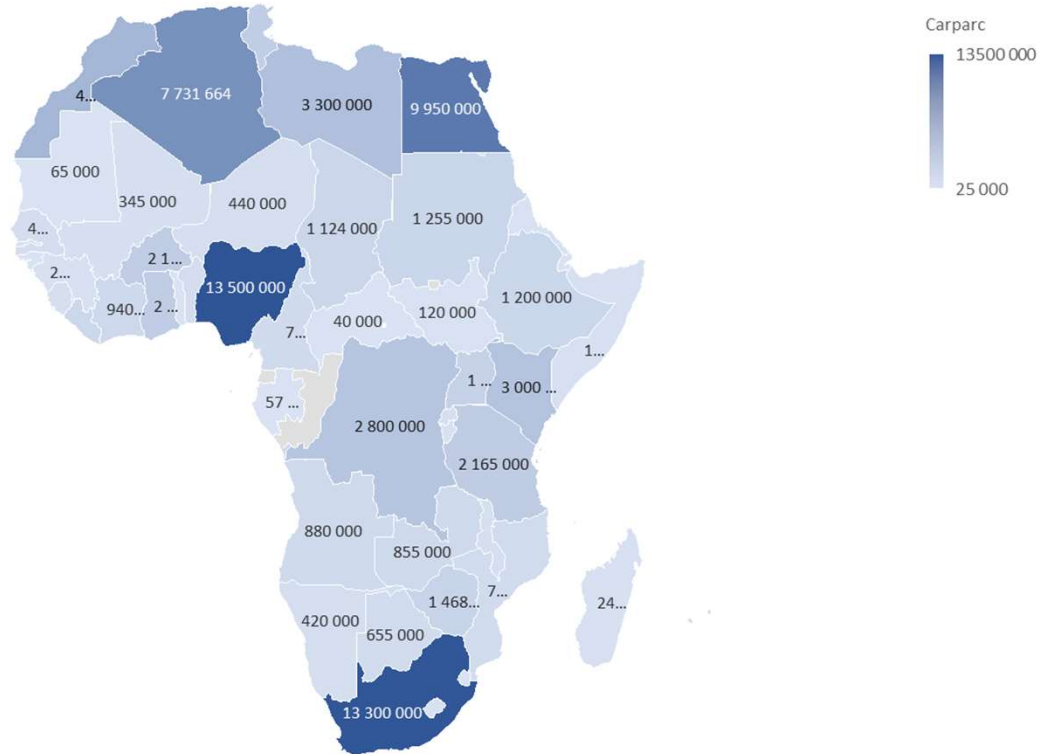
1. Diversified offering to meet the mobility needs of vehicle owners across the aftermarket value chain
 - I. High quality product offering
 - II. Professional service offering
2. Leverage shared services, infrastructure and capability across the group
 - I. Cost
 - II. Quality of offering
 - III. Vehicle owner experience
3. A leader in driving professionalisation and value chain integration across the aftermarket to elevate the vehicle owners experience
4. Deliver class leading returns to shareholders

KEY GROWTH & OPTIMISATION LEVERS



- Increase our relevance to vehicle owners through expanding our offering
- Create better solutions for the vehicle owners maintenance and mobility needs through integrated solutions across the value chain
- Reach more vehicle owners through expanding our African footprint

OUR MARKET



Powered by Bing
© GeoNames, Microsoft, OpenStreetMap, TomTom

- SA car parc 13 m
- Total Africa car parc 86m
- Focus on developing priorities and route to market strategies

3 FIRST BATTERY

Russell Bezuidenhout



INVESTORS PRESENTATION



BUSINESS STRUCTURE



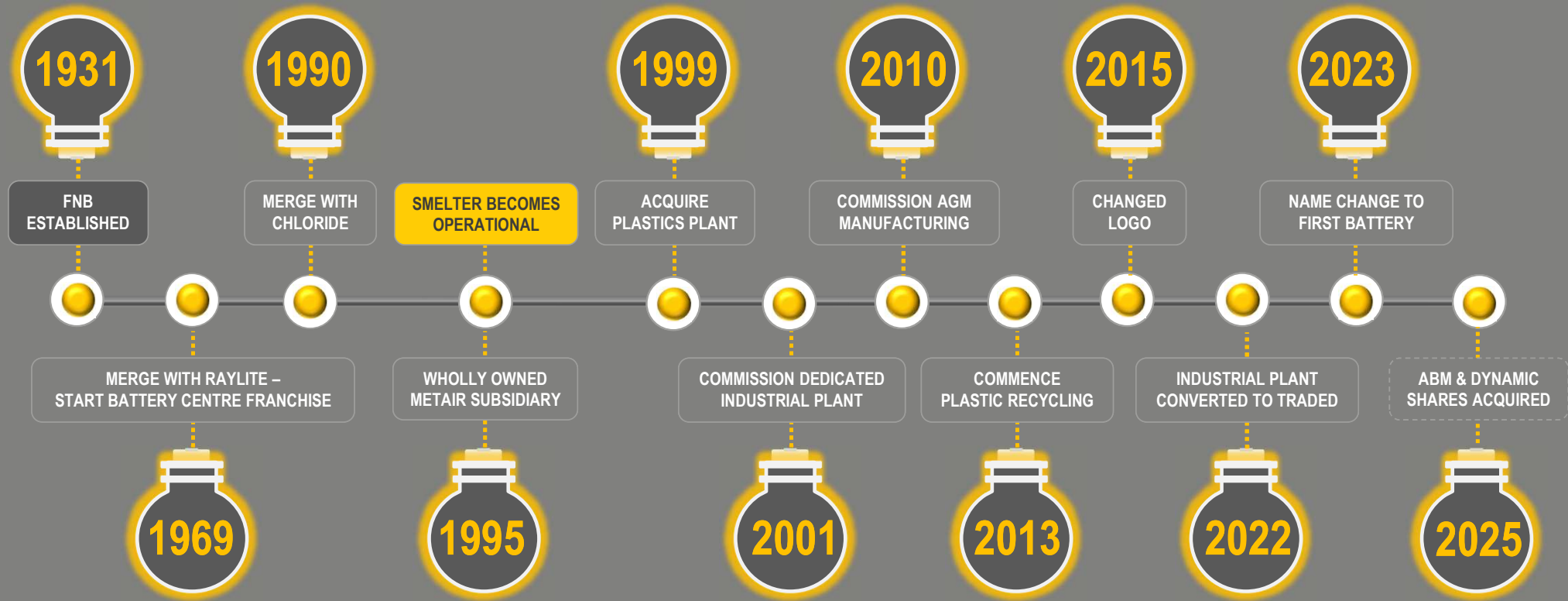
ASSOCIATED BATTERY MANUFACTURERS 25%

- Manufacturing operation based in Nairobi, Kenya (Eastern Corridor of Africa).
- East African market presence.

DYNAMIC BATTERY SERVICES 100%

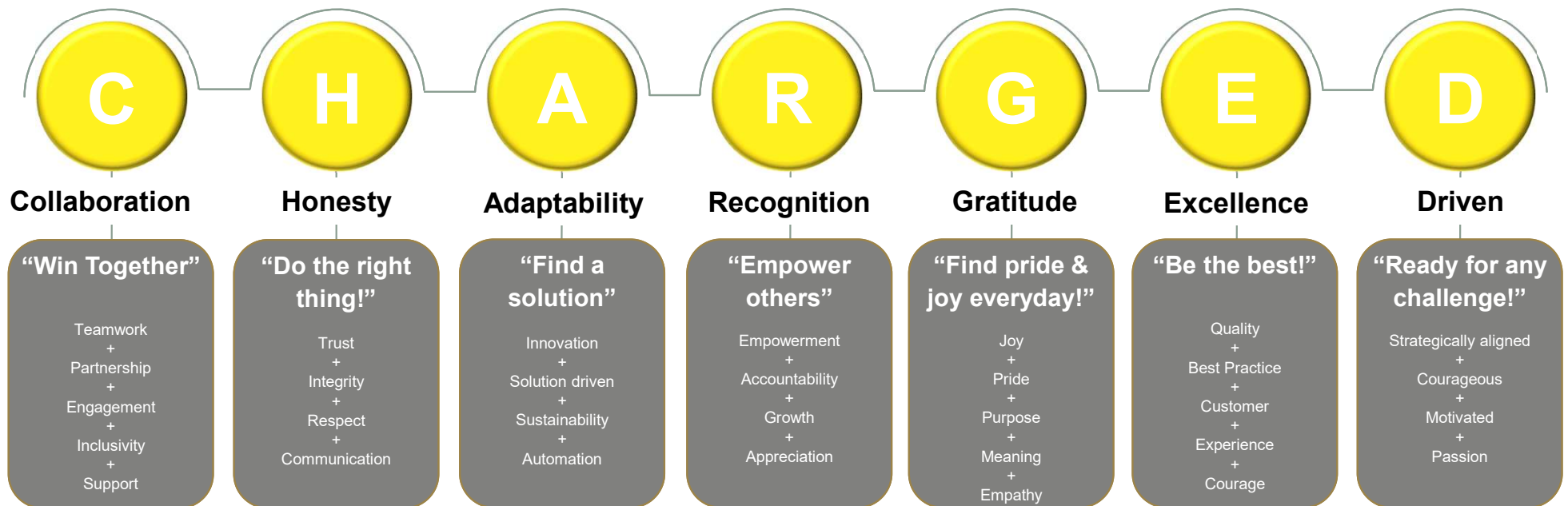
- Automotive battery trading operation based in the United Kingdom.
- Local UK car parc = 38 998 000
- Current sales volumes = ACT24: 66 982
- Sales growth strategy.

BRIEF HISTORY OF FIRST BATTERY



CUSTOMER CENTRIC VALUES MODEL

We believe in ...



MEET OUR TEAM



RUSSELL BEZUIDENHOUT
Chief Executive Officer
33 years service



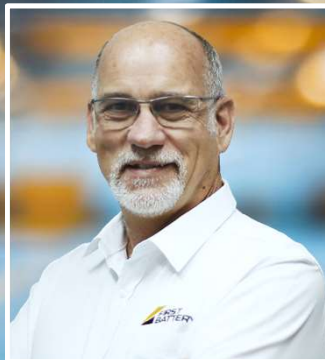
DAKSHA PARBHOO
Financial Director
6 years service



SHANE PETERSEN
Marketing & Sales Director
1 year service



ANDREW WEBB
OEM & Export Sales Director
31 years service



CHARLES VAN ASWEGEN
Manufacturing Director
31 years service



FANWELL MAKADZANGE
Technical Director
16 years service



CAIN MAHLANU
HR Director
24 years service

FIRST BATTERY PRODUCTION FACILITIES



SETTLER'S WAY
Automotive Battery Manufacturing
Plant

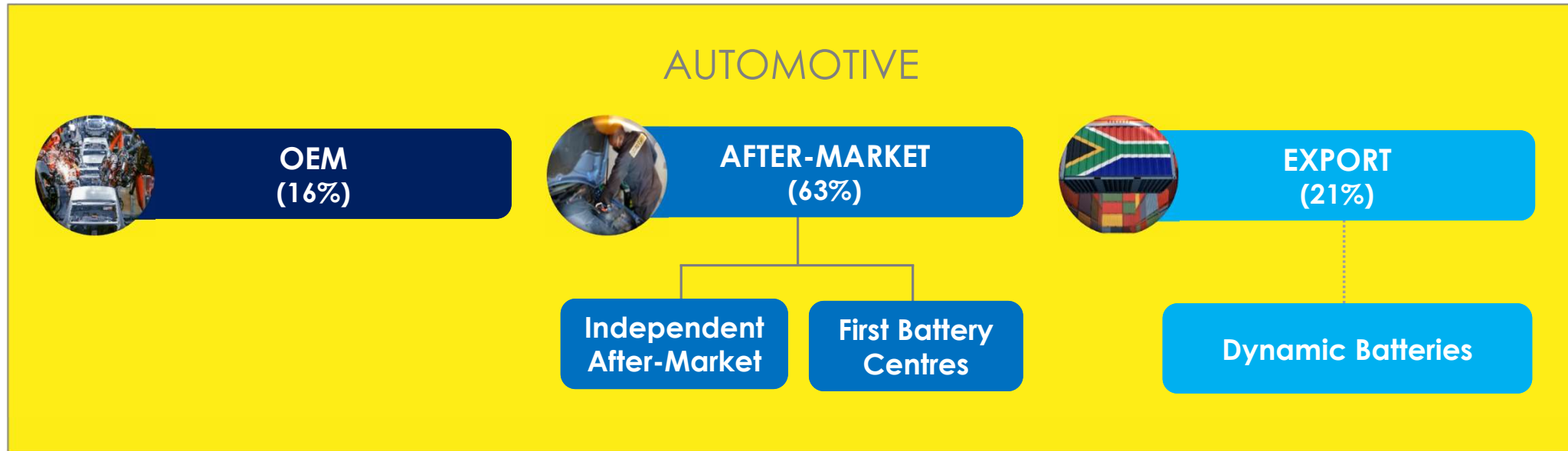


BUFFALO VIEW ROAD
Formation & Moulding Plant



BENONI
Lead Smelter, Marketing, Warehousing
& Distribution

MARKET SEGMENTS



AUTOMOTIVE ORIGINAL EQUIPMENT

MEET
INVESTMENT LIMITED
Automotive, Industrial, Retail

 **FIRST
BATTERY™**

AUTOMOTIVE ORIGINAL EQUIPMENT



AUTOMOTIVE AFTERMARKET

The logo graphic consists of a yellow triangle pointing upwards and to the right, and a black triangle pointing downwards and to the right, meeting at a point.

**FIRST
BATTERY™**

AUTOMOTIVE AFTERMARKET



AUTOMOTIVE FRANCHISE



**FIRST
BATTERY™**

AUTOMOTIVE FRANCHISE



- Independently owned
- Complete range of starter, motorcycle and leisure batteries
- Smart Test Battery Analyser
- 150 locations in Southern Africa
- Toll Free: 0800 112 600
- www.firstbatterycentre.co.za





AUTOMOTIVE EXPORTS

**FIRST
BATTERY™**

AUTOMOTIVE EXPORT



AUTOMOTIVE TECHNOLOGIES & PRODUCTS

SILVER CALCIUM

- Minimal water loss
- Factory sealed
- Low self discharge



EXTRA HEAVY DUTY TRUCK RANGE

- Extremely vibration resistant
- Minimal water loss
- Specially formulated paste



ENHANCED FLOODED BATTERY

- Suitable for micro hybrids
- Fast charge acceptance
- Minimal water loss



VALVE REGULATED LEAD ACID (VRLA)

- Spill proof
- Suitable for start/stop applications
- Vibration resistant
- Deep cycle applications

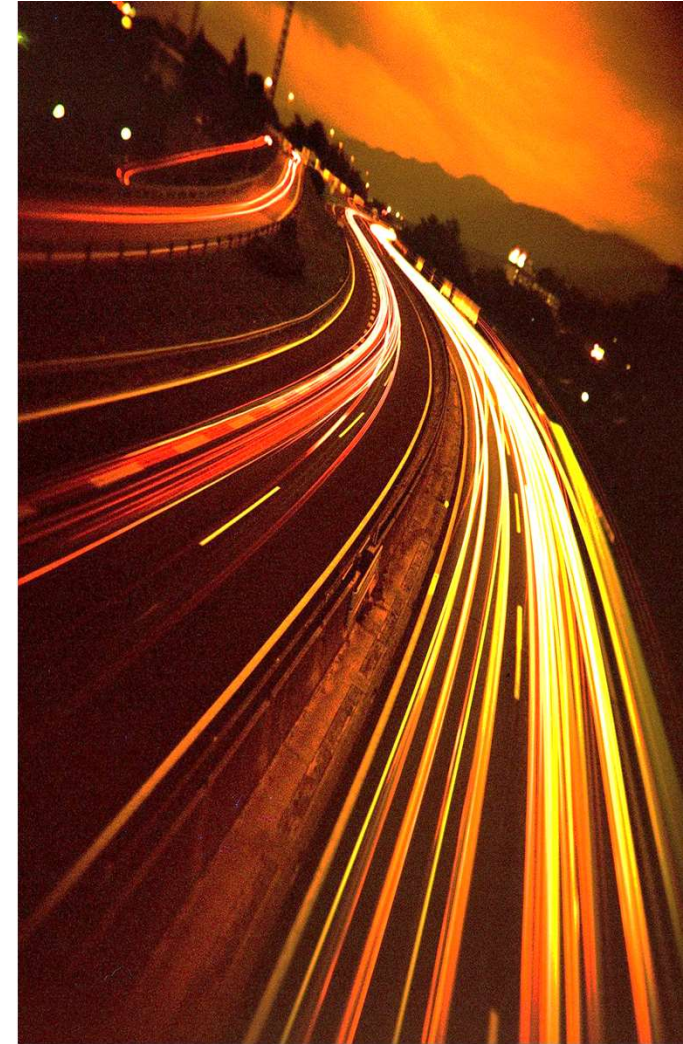
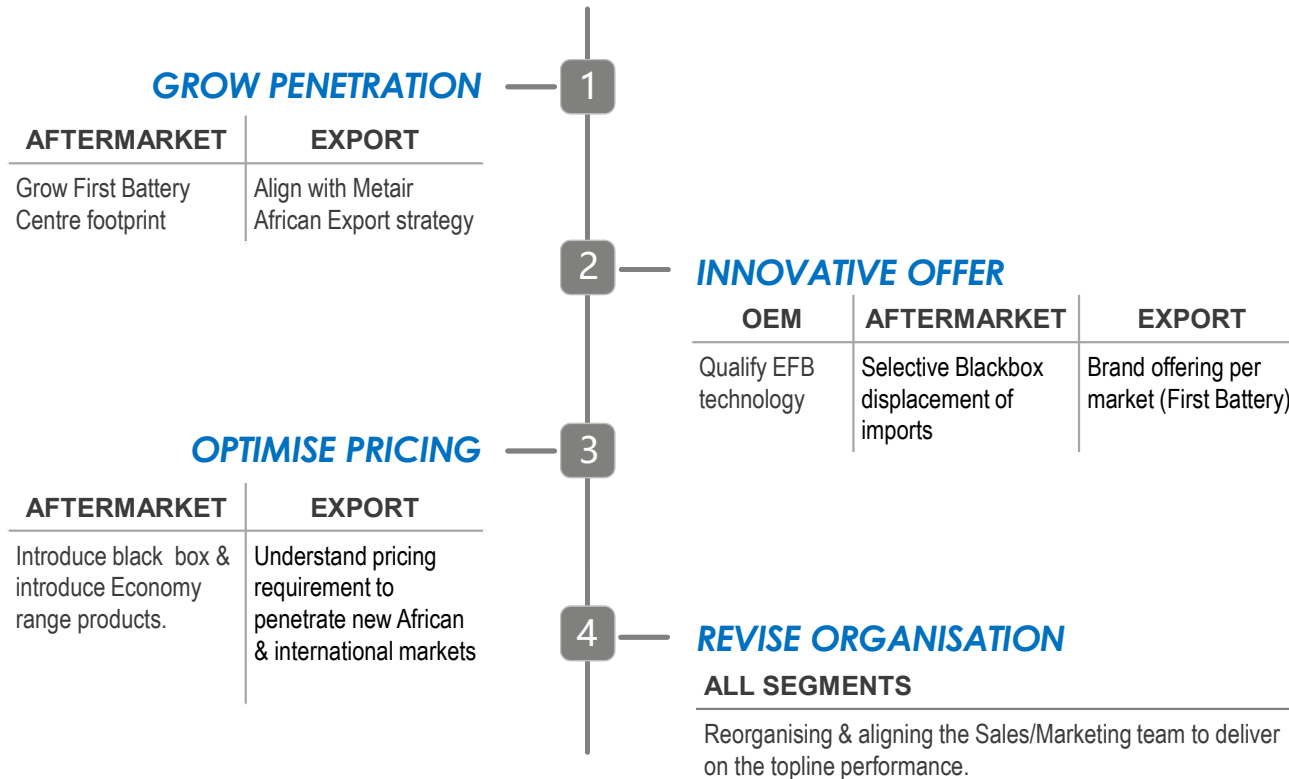


FINANCIALS

	ACTUAL 2023	ACTUAL 2024
TOTAL VOLUME SOLD	1 665 171	1 536 268
FACTORY CAPACITY	1 800 000	1 800 000
FACTORY PRODUCTION <i>(Formation)</i>	1 708 911	1 638 310
EBIT	R179m	R225m
MARGIN	8.5%	10.5%

	TARGET
TOTAL VOLUME SOLD	1 800 000
FACTORY PRODUCTION	1 800 000
MARGIN	+/- 8%

RESPONSIBLE VALUE GROWTH STRATEGY



AFRICAN GROWTH STRATEGY

MARKET PRESENCE

FIRST BATTERY	ABM
Stronger in the Southern African region	Stronger in East & Central Africa, biggest player in East Africa

MANUFACTURING & SOURCING

FIRST BATTERY	ABM
Manufactures automotive SLI batteries	Manufactures automotive SLI batteries & Imports from Sebang & Chloride India

BRAND VALUE & CUSTOMER PERCEPTION

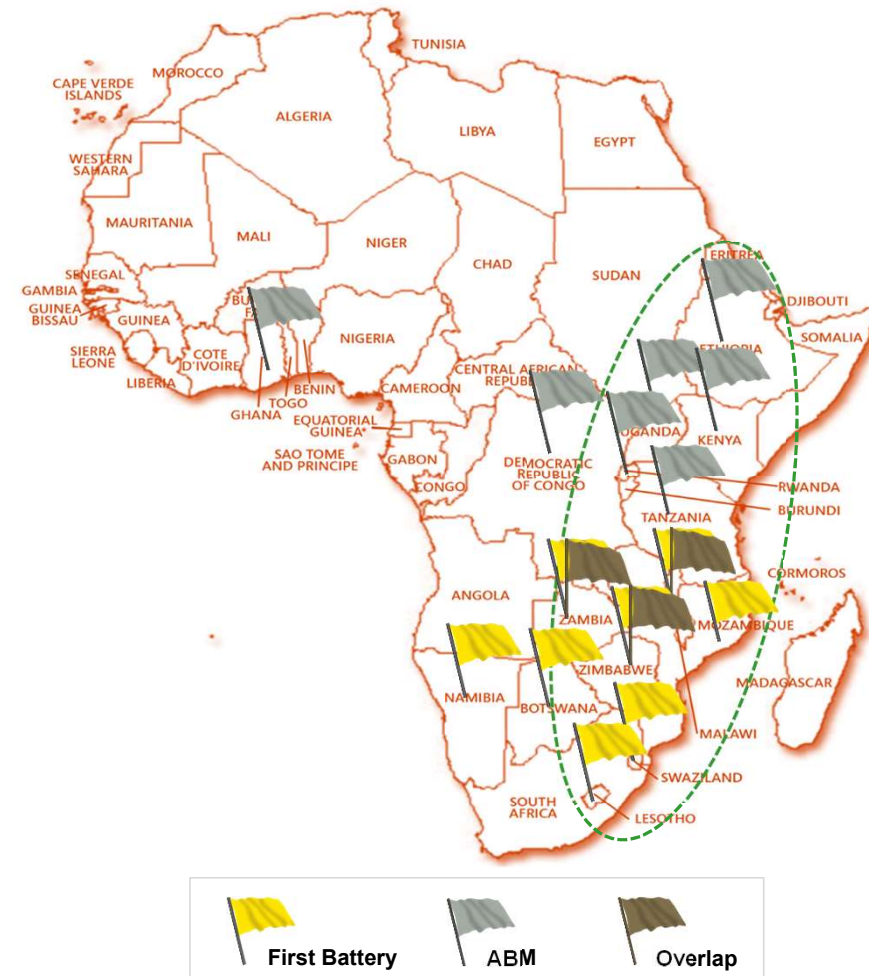
FIRST BATTERY	ABM
OEM standards and perceived high quality	Medium to economy brand perception

PRODUCT RANGE & PRICING

FIRST BATTERY	ABM
Similar range as ABM – More DIN Types. OEM quality with competitive pricing	Similar range as FB – More JIS Types. Economy quality with mid-range to budget pricing

DISTRIBUTION & MARKET STRATEGIES

FIRST BATTERY	ABM
Warehouse in South Africa, & supply through independent distributors in country	Warehouses in Kenya, Uganda, Tanzania (staff, salespeople & DC,) Malawi, Zimbabwe & Zambia (Bonded warehouse). Supply through independent distributors in country

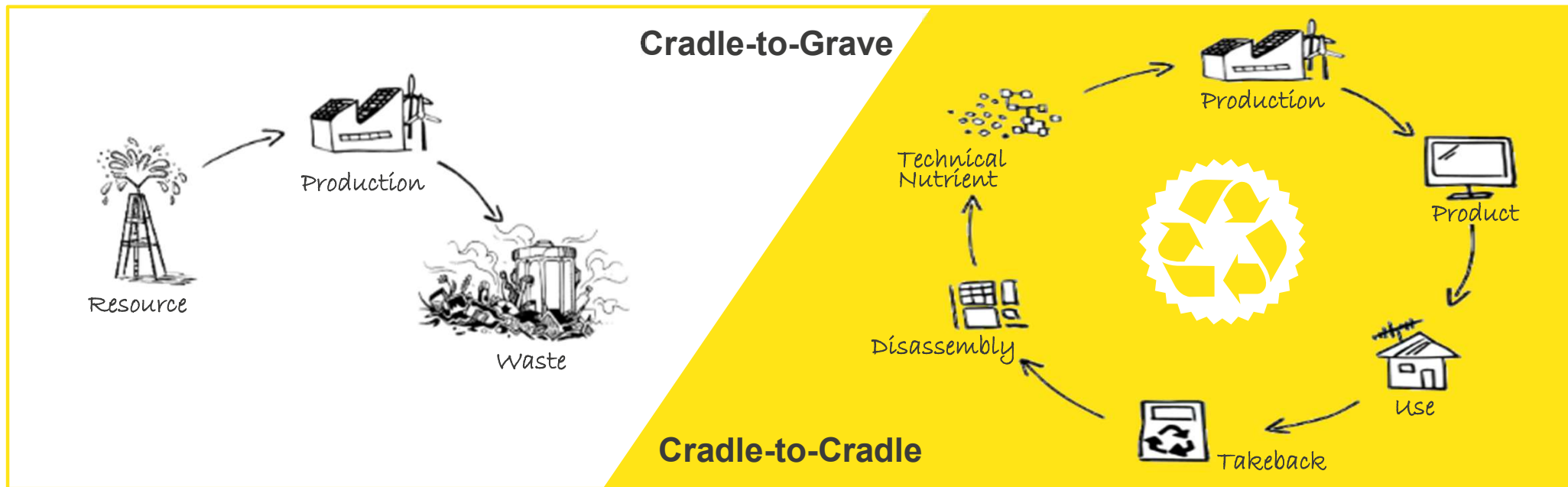


Recycling



CRADLE-TO-CRADLE PRINCIPLE

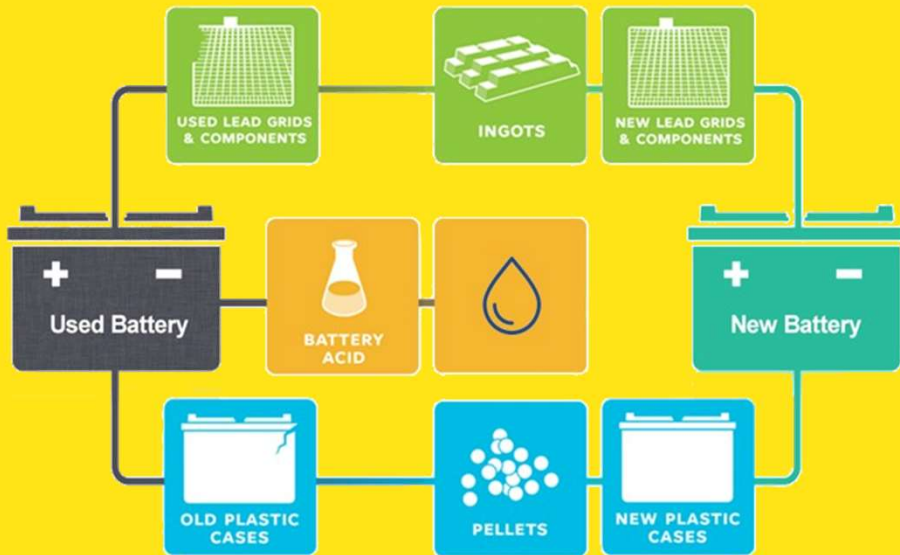
We ensure that for every Lead Acid Battery we supply into the market, one is recycled



Sustainability & the protection of our environmental & natural resources is important:

- We recycle, rework our used lead acid batteries and production waste for reuse into new lead acid battery products.
- We responsibly reduce our impact on landfill sites.

RESPONSIBLE RECYCLING REQUIRES CAPITAL INVESTMENT



Smelter investment over the last 5 years:

R21.2m Plant Equipment:

- Blending Kettles
- Battery Breaker Replacement Parts
- Rotary Furnaces

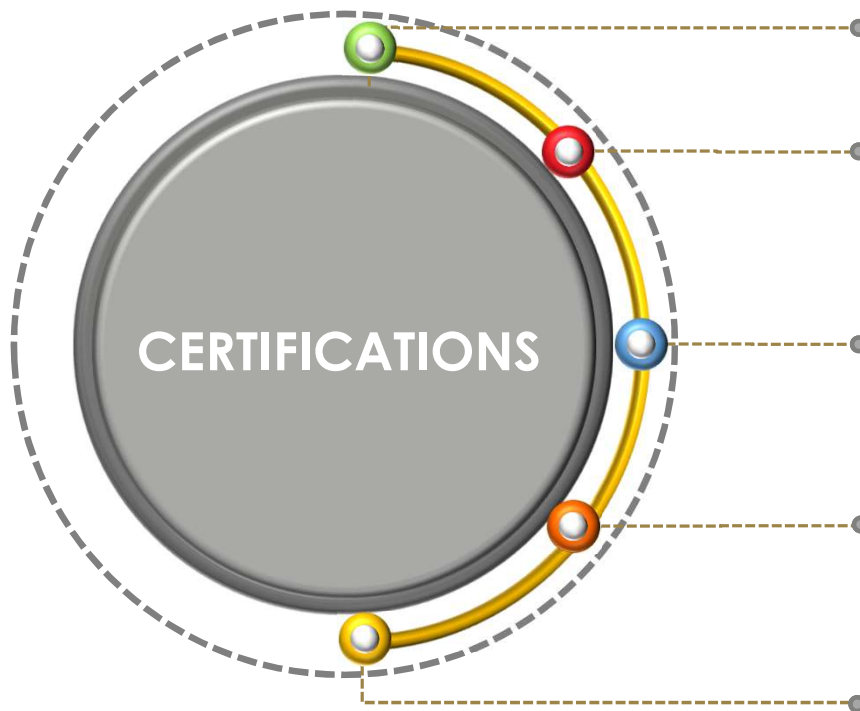
R14.3m Efficient Abatement Equipment:

- New Abatement Equipment
- Stack Replacement
- Auxiliary Equipment

Recycling efficiencies sustain our future & protects our natural resources:

- Applying best available technologies to achieve >90% recycling of our used lead acid batteries
- We are constantly improving on our lead recycling efficiencies
- We improved 5% on Alloy efficiency & 2% on Bullion Efficiency in the last 5 years

QUALITY CERTIFICATIONS



IATF 16949:2016

Listing for all Manufacturing facilities

ISO 9001: 2015

Listing for all Manufacturing facilities

ISO 14001: 2015

Listing for all Manufacturing facilities

ISO 50001: 2011

Listing for all Manufacturing facilities

ISO 45001: 2018

Listing for all Manufacturing facilities

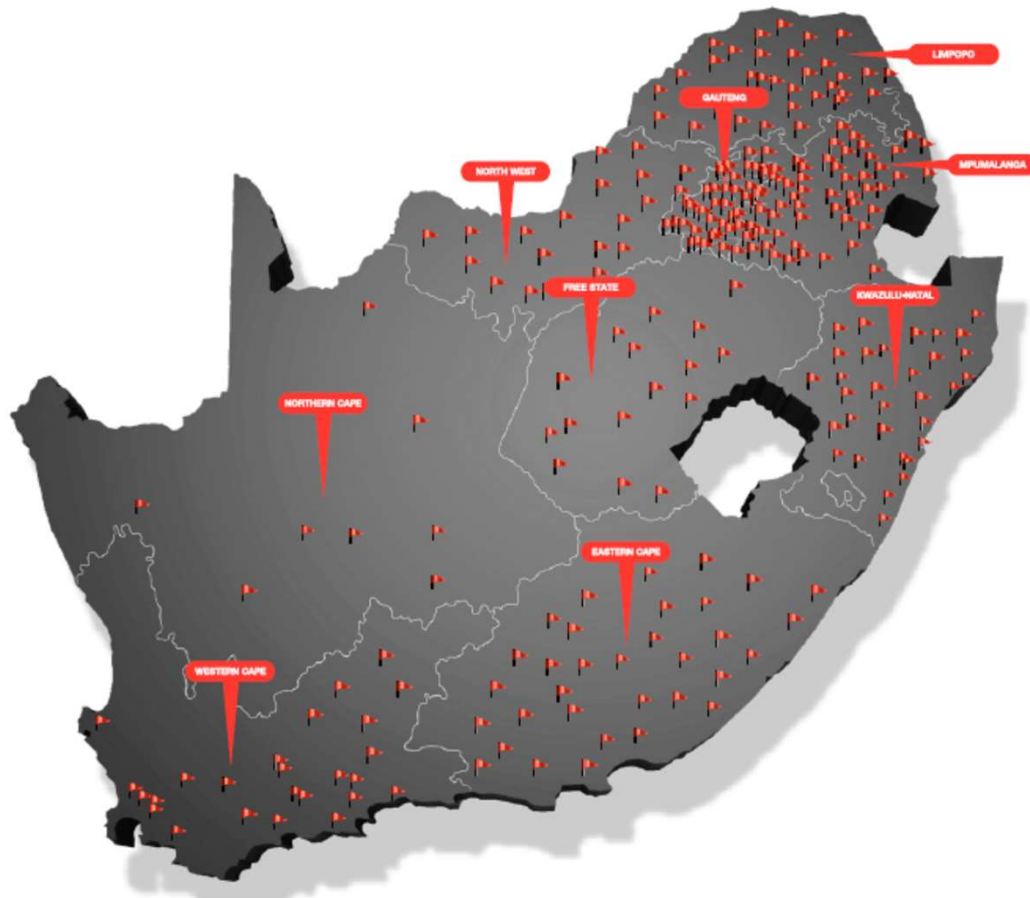


4

AUTOZONE

Dion de Graaff

53 YEARS OF AUTOMOTIVE EXPERIENCE IN SOUTHERN AFRICA



Turnover circa R2 billion

Operate primarily in the Republic of South Africa, but also have a presence in Namibia, Swaziland and Botswana

A wholesale and retail business consisting of more than 200 stores with ~1400 employees:

- 169 are wholly-owned branches, including 8 wholesalers; and
- 31 are member (voluntary buying) stores.

Stock a wide range of original equipment quality automotive parts

Proficient in procurement, warehousing and distribution, merchandising

Parts sourced from more than 500 suppliers (both local and international)

Largest wholly owned footprint in SA

TIMELINE

• 1988 •

National Bolts Ltd., a subsidiary of FSI Corporation, purchased Federal-Mogul's South African operations, including Femo and Huck.



Ownership passed from FSI Corporation to W&A Investments, including the following companies:

Hi-Speed Auto (Worcester and Carletonville)
V&R Group | Autorite | Parts Centre
Spareco (Southspares) | Northspares
Elpar Marjon | Germax

• 1993 •

• 1995 •

W&A Investments sold to Federal Mogul, which included 3 Autorite stores and 33 Femo stores.



Federal Mogul collapsed the following entities under one brand, and AutoZone was launched:

Elpar Marjon | Eddies
Fast Parts | Femo
QSV | Spares Link

• 1996 •

• 1997 •

Federal Mogul sold AutoZone to Chariot Holdings Limited, a division of Super Group Limited, and consisted of the following:

10 wholesale stores under the Femo Auto Parts banner
32 retail stores under the AutoZone banner



Super Group Limited sold AutoZone to a consortium consisting of RMB Corvest, Zico Capital and Hilton Mer, which by then had grown to:

11 "Big Box" wholesale / retail stores under the AutoZone Hyper banner
82 retail stores under the AutoZone banner
50 franchise / member stores carrying the AutoZone brand

• 2010 •

• 2014 •

The RMB Corvest / Zico Capital / Hilton Mer consortium sold AutoZone to Ethos Private Equity, and consisted of:

151 Wholesale and retail stores
37 Member stores



AutoZone acquired a 26% share in MOVE Investments.

• 2020 •

• 2021 •

8 wholesales stores were rebranded QSV, leaving the retail side of the business to continue trading under the AutoZone banner.



AutoZone acquired a further 26% share in MOVE Investments, becoming majority Shareholder.

• 2022 •

• 2024 •

Ethos Private Equity disposed of AutoZone to Metair Investments Limited. At this time, the company consisted of:
180 retail stores, including 10 satellite stores under the AutoZone banner

8 wholesale stores under the QSV banner
31 franchise / member stores carrying the AutoZone brand



AutoZone acquired the remaining 49% share in MOVE Investments, which is now a wholly-owned subsidiary of AutoZone Holdings Pty Ltd.

• 2025 •

RECOVERY TARGETS

2025

- Stabilisation period
- Recover to R2bn
- Return to profitability



2026 & 2027

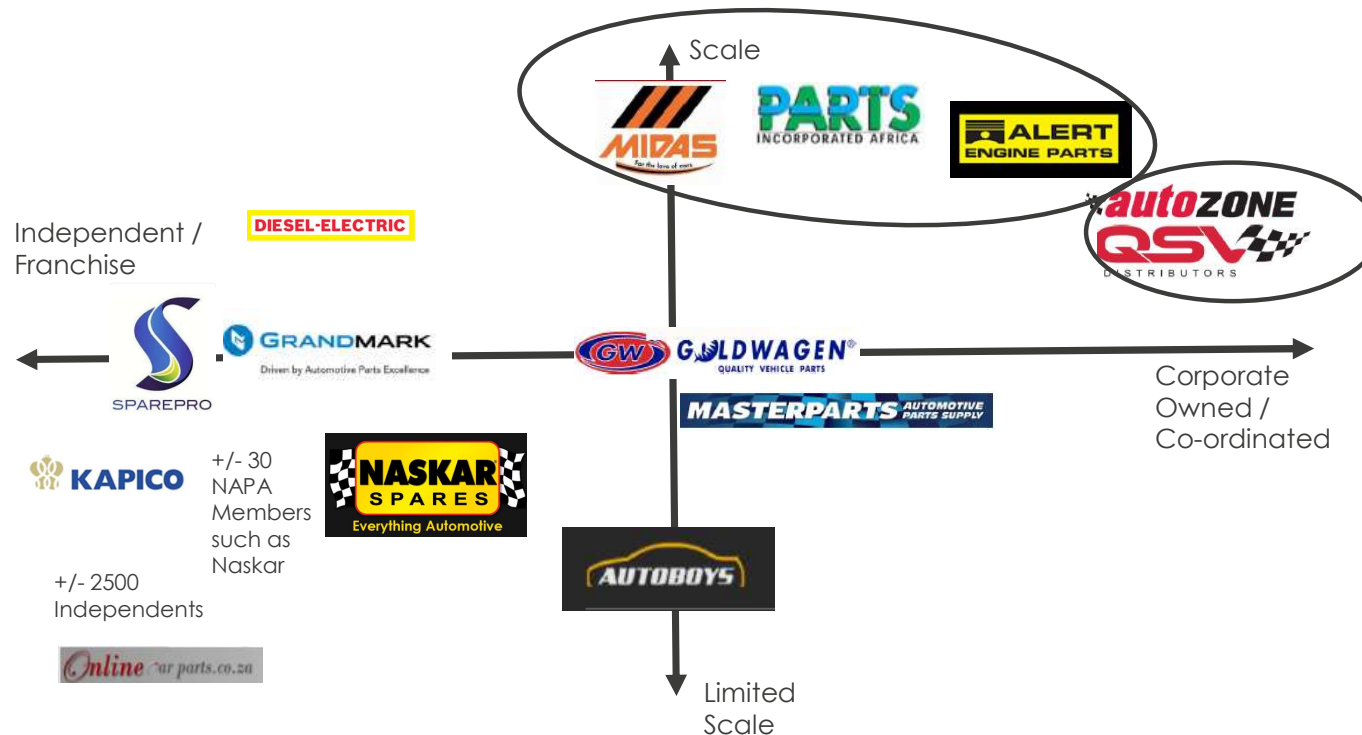
- Recovery period
- Return to R2.4bn
- Deliver returns in line with major peers



Forward

- Leverage our unique positioning to deliver sustainable growth with class leading returns

AUTOZONE'S UNIQUE POSITIONING



- Creates opportunity for efficiency and industry leading returns
- Ease of doing business for suppliers
- Nation wide customer solutions for national / larger customers
- Some competitors are however increasing their corporate ownership and co-ordination
- A number of emerging players are developing scale

- AutoZone is the only player with scale and central control & co-ordination

EXPERIENCED MANAGEMENT TEAM



	Dion de Graaf	Christo Roos	Michael Da Paixao	Matthew Earle-Robertson	Glen Slow	Etienne Seneka I	Sekhwela Mokgala
Current Role	Chief Executive Officer	Chief Financial Officer and Supply Chain Executive	Merchandise and Marketing Executive	Retail Operations & Store Development Executive	Chief Information Officer	Human Resource Executive	Data and Digitalisation Executive
Experience	32 y: 7 in Auto/Retail	32 y: 10 in Auto/Retail	35 y: 35 in Auto/Retail	36 y: 36 in Auto/Retail	36 y: 33 in Auto/Retail	36 y: 29 in Auto/Retail	18 y: 10 in Auto/Retail
Areas of Expertise	<ul style="list-style-type: none"> Business Leadership Strategy & Finance Supply Chain People management Stakeholder management 	<ul style="list-style-type: none"> Business leadership Strategy finance Financial reporting Capital structure management Treasury M&A 	<ul style="list-style-type: none"> Strategy Buying and planning Assortment planning Range building CI & Brand equity Marketing 	<ul style="list-style-type: none"> Retail operations Budget management Leadership Coaching Sales expertise Team management Strategy 	<ul style="list-style-type: none"> ERP Systems Management Data networking Business Analytics & Reporting Forecasting & planning systems Pricing 	<ul style="list-style-type: none"> Generalist HR Practitioner Culture management Union engagement CCMA matters Recruitment 	<ul style="list-style-type: none"> Enterprise Systems Design and Implementation Enterprise ICT Governance Modernisation and Digital Transformation Industrial and Systems Engineering
Prior Work Experience	<ul style="list-style-type: none"> Twinsaver (COO) Stanley Black & Decker (MD) Kimberly Clark (GM West, East & Central Africa) 	<ul style="list-style-type: none"> Ethos Partner 	<ul style="list-style-type: none"> Edcon AVI, Spitz Group JD Group 	<ul style="list-style-type: none"> ARB Home Africa Retail Massmart / Walmart Cashbuild JD Group 	<ul style="list-style-type: none"> Super Group Unibase solutions Sappi SA Eagle - IT 	<ul style="list-style-type: none"> Super Group Eskom 	<ul style="list-style-type: none"> Axiz DHL Global Forwarding Massmart BMW Anglo
Qualifications	<ul style="list-style-type: none"> Executive Leadership Programme – Insead University MBA - Wits Business School CIMA - Chartered Institute of Management Accountants CIS - Chartered Company Secretary 	<ul style="list-style-type: none"> CA(SA) CFA MCom Tax 	<ul style="list-style-type: none"> In-house retail courses such as: Strategy & execution, leadership, financial planning and budgeting Interior Design Course from Inscape College 	<ul style="list-style-type: none"> Franchise management from Wits Business School and training with diploma awards in levels NQF 5 to NQF 7 Diploma with distinction in advanced leadership coaching 	<ul style="list-style-type: none"> BCom (Information Systems & Accounts) – UNISA Various certifications in programming, operating systems, networking and software 	<ul style="list-style-type: none"> BCom Industria Psychology BCom (Hons) Industrial Psychology MCom Business Management 	<ul style="list-style-type: none"> CGEIT - Certified in the Governance of Enterprise Information & Technology - ISACA Advanced Management Development Program - Services SETA MScEng Engineering - University of the Witwatersrand BEng Industrial - University of Pretoria

- 160 years experience in Auto/Retail
- A diverse set of backgrounds, experience and skill sets

AUTOZONE OPERATING MODEL

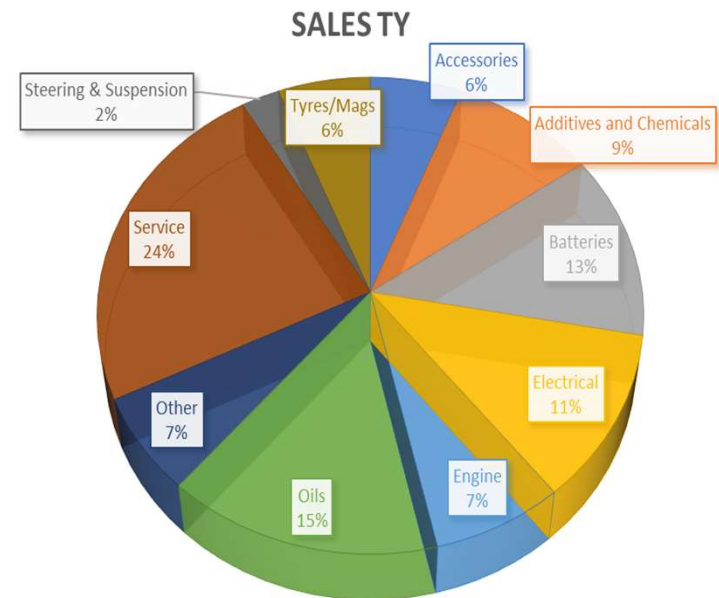


CLEAR FOCUS ON AUTOMOTIVE



79 Automotive Categories

11 500 sku's



STRATEGIC APPROACH TO SOURCING

Key Suppliers



House Brands (28%)



A Partnership Approach to a Multi Brand Offering



OUR INFRASTRUCTURE & CAPABILITY



Real estate of c.115,000m² across 177 leased sites, including Johannesburg based Central Distribution Centre of c.15,000m² and Head Office of c.3,000m²

Last mile fleet of 278 owned vehicles

c.11,500 part numbers in assortment that is stocked

Real-time company wide ERP system

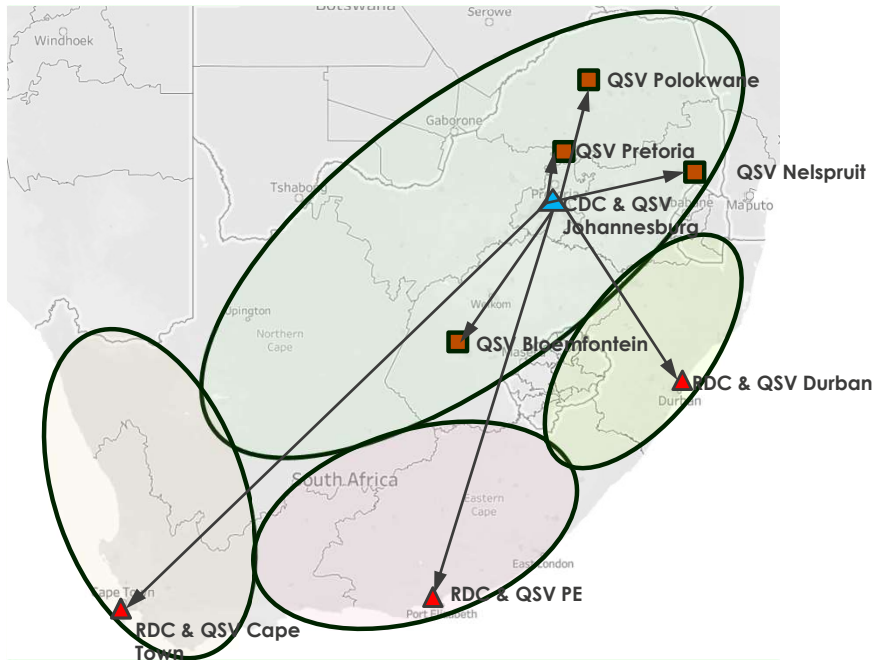
In-house Technical Support Department

Centralised Support Functions

Algorithmic enabled control of selling price per part

Focus on rural and urban markets

REGIONALISED HUB & SPOKE SUPPLY CHAIN



Operating Model

- ▲ Johannesburg CDC
- ▲ RDCs (3)
- QSV Wholesale Branches

Customer service

Strong relationships with countrywide network of couriers enabling next day delivery to c.80% and within 48 hours to the remaining c.20% of stores

Own fleet enables responsive last mile delivery from stores to non walk-in customers

Optimised costs

Optimised primary freight costs

Flexible & responsive secondary freight

Import destuffing distributed via Centralised Distribution Centre

Inventory Optimisation

Improved inventory mix with slower moving stock held in RDC's and more capacity for high demand stock in branches

Result is higher inventory levels held closer to end customers

RETAIL STORES



- 169 locations nationwide
- 7 Key store demographics
 - CBD
 - City Emerging
 - Metro auto retail (hubs)
 - Metro CBD
 - Metro Emerging
 - Rural
 - Town
- Our customer base
 - Informal Mechanic
 - Formal workshops
 - Fitment centres
 - DIY & car enthusiasts
- 75% cash and 25% Debtor base
- Retail contributes approx. 65% to the AutoZone unit

QSV WHOLESALE

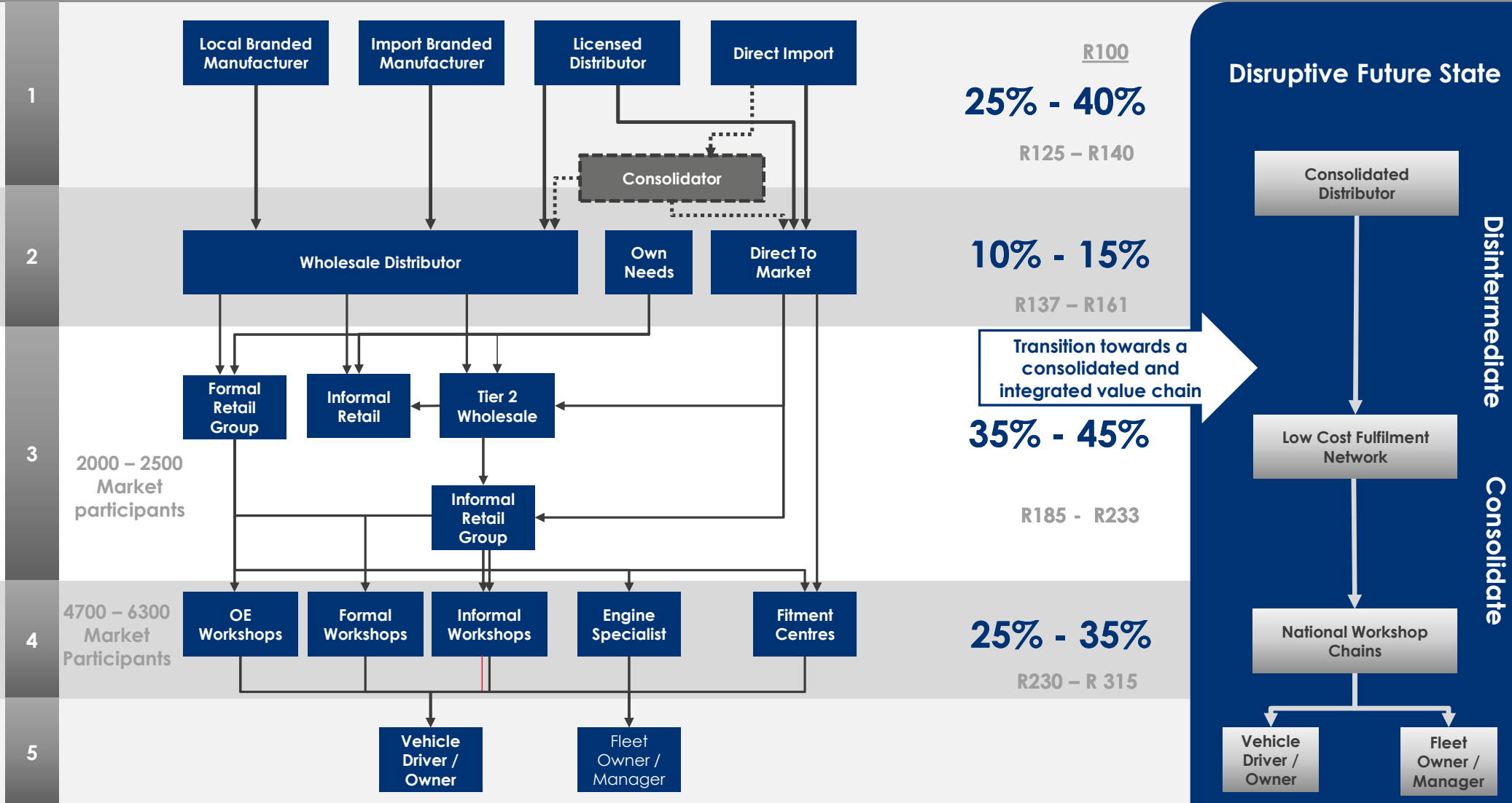


- 8 Wholesale branches
 - Pretoria
 - JHB
 - Nelspruit
 - Bloemfontein
 - Cape Town
 - Polokwane
 - Durban
 - Port Elizabeth
- Tele sales and outbound Reps with delivery to customers
- Our customer base
 - Independent Spare shops
 - AutoZone members stores
- 85% Credit sales
- Approx 35% contribution to AutoZone business

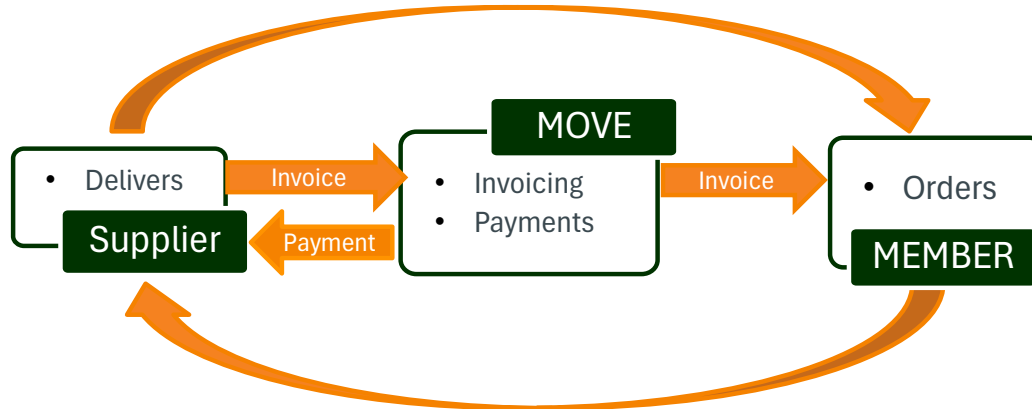
5 FLEET & WORKSHOP MOBILITY SOLUTIONS

Dion de Graaff

Passenger and Light Commercial Vehicle Aftermarket Value Chain



MOVE WORKSHOPS



- Move is a buying group
- It connects independent workshops with AM & OE suppliers
- Simplifies admin processes
- Offers payment terms & competitive pricing
- Over 200 workshop members & over 200 suppliers

Metair Mobility Solutions

Digital Workshop Solution

