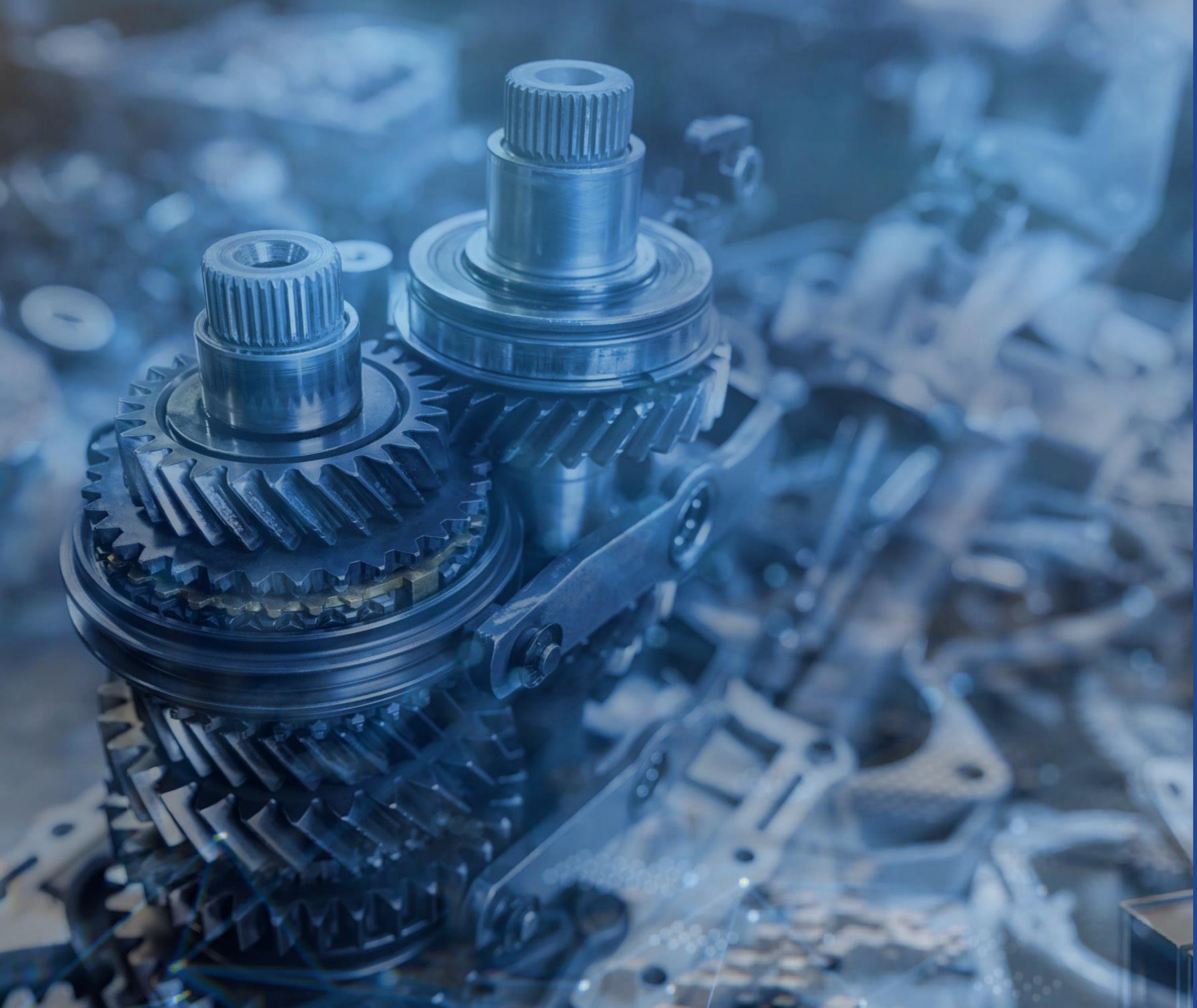


METAIR INVESTMENTS LIMITED
automotive | retail

METAIR INVESTOR DAY OCTOBER 2025

WELCOME AND AGENDA

METAIR INVESTMENTS LIMITED
automotive | retail

TIME	DESCRIPTION
09:00 – 09:30	Guests arrive – tea, coffee and snacks will be served
09:30 – 09:40	Welcome and overview of Metair
09:40 – 10:55	Presentations by Hesto, Unitrade and Smiths Manufacturing
10:55 – 11:10	Tea break
11:10 – 12:30	Presentations by Lumotech, Automould and Supreme Spring
12:30 – 13:00	Lunch
13:00 – 14:30	Break away to the exhibition room and engagement with subsidiary management
14:30 – 15:30	Presentations First Battery and AutoZone
15:30 – 15:40	Closing
15:40	Break away to the exhibition room and engagement with subsidiary management

METAIR
INVESTMENTS LIMITED
automotive | retail

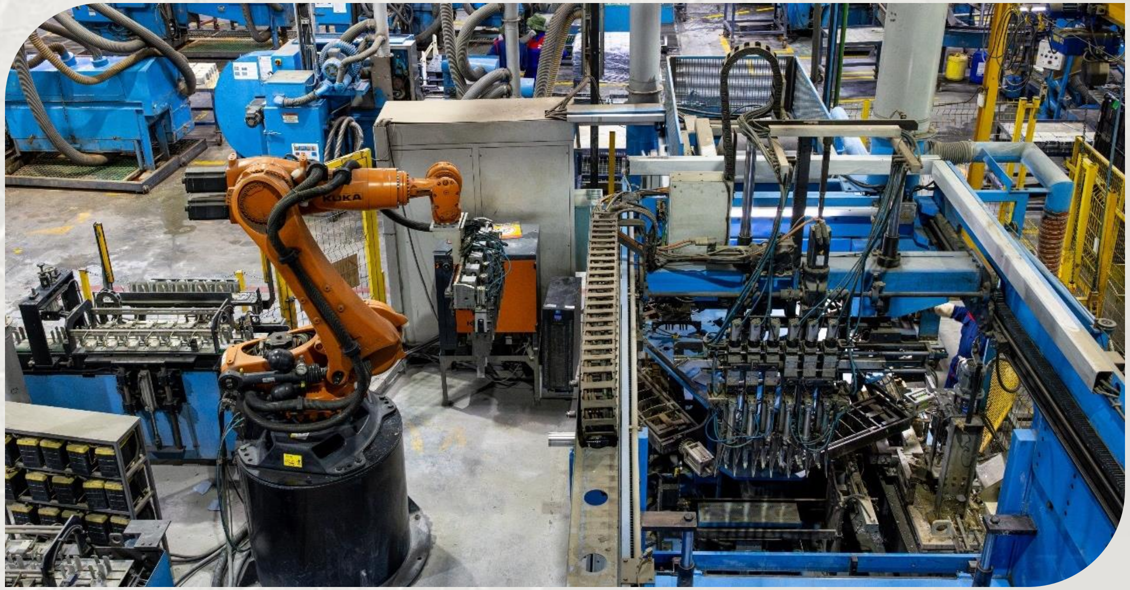
METAIR AT A GLANCE

DISCLAIMER

This presentation contains forward-looking statements that relate to Metair's and its subsidiaries future operations and performance. Such statements are not intended to be interpreted as guarantees of future performance, achievements, financial or other results.

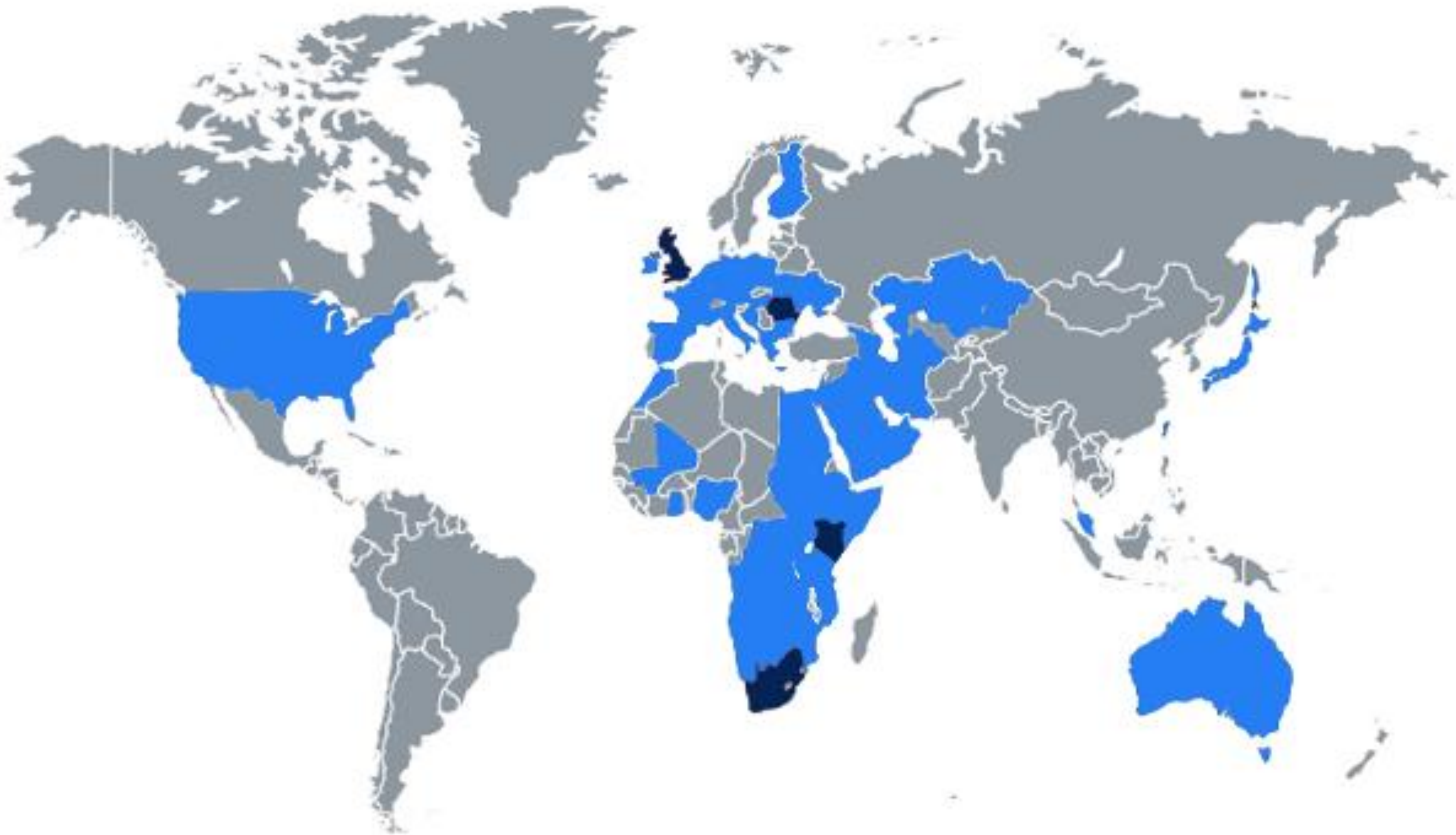
The statements rely on assumptions and future circumstances, some of which are beyond management's control, and the outcomes implied by these statements could potentially be materially different from future results. No assurance can be given that forward-looking statements will prove to be accurate;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

Metair and its subsidiaries 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.



BROAD GEOGRAPHIC PRESENCE

METAIR INVESTMENTS LIMITED
automotive | retail



Countries of operation

Countries supplied (direct and indirect)

METAIR AT A GLANCE

METAIR INVESTMENTS LIMITED
automotive | retail

Metair is a R1.3bn market capitalisation company listed on the JSE and A2X exchanges
It manufactures and retails a broad range of automotive parts in two primary segments

Automotive Direct Component Manufacturing (OEM)

63% of revenue

Original equipment components used in the assembly of new vehicles in the South African automotive market

Products include; wiring harnesses, headlights/taillights, shock absorbers, radiators, air-conditioners, mouldings, etc

Aftermarket Parts and Retail (AFM)

37% of revenue

Components used in the fast-growing aftermarket spare parts market

Products include: batteries, disk brakes and an extensive range of parts for aftermarket repairs and service

Subsidiaries and Brands

HESTO HARNESSES
LUMOTECH lighting your way
AUTOMOULD
SMITHS MANUFACTURING (PTY) LTD
SUPREME
UNITRADE 745 wired for success
autoZONE your ride. our passion.
Ate
MOVE WORKSHOPS
FIRST BATTERY
DYNAMIC BATTERY SERVICES LTD
abm Associated Battery Manufacturers (EA) Ltd

14 000 employees

B-BBEE rating 1

South Africa, Kenya, Romania, UK

DIVERSIFIED OPERATIONS (H1 25 Results)

METAIR INVESTMENTS LIMITED
automotive | retail

AUTOMOTIVE COMPONENTS MANUFACTURING

HESTO HARNESSES

Products
Wiring harnesses, instrument cluster / combination meters, moulded parts

(1) Results for the company H1 2025 compared to H1 2024
(2) Based on the contribution for 3 months of current period

REVENUE
R3.1bn[1] up **7%**

EBIT
R212m[1] up **88%**

EBIT margin
6.9% (H1'24: 3.9%)
Target: 7% to 7.5%

GROUP REVENUE CONTRIBUTION
24%[2]

SMITHS MANUFACTURING (PTY) LTD

Products
Heating, ventilation and air conditioning (HVAC) and climate control systems, other products, etc

LUMOTECH
Headlights, taillights, reflectors and plastic injection mouldings

AUTOMOULD
Plastic injection moulding, chrome plating, body colour painting and assemblies, etc

SUPREME
Coil springs, leaf springs, stabiliser bars, torsion bars

UNITRADE 745
Automotive wire, PVC insulated copper

REVENUE
R3.6bn up **9%**

EBIT
R228m up **16%**

EBIT margin
6.4% (H1'24: 6.0%)
Target: 7% to 9%

GROUP REVENUE CONTRIBUTION
40%

AFTERMARKET PARTS AND RETAIL

FIRST BATTERY
ROMBAT Member of Metair Group
DYNAMIC BATTERY SERVICES LTD

Products
Automotive batteries, solar systems, back-up systems, standby systems, charging systems, battery distribution networks , & Battery Centre franchise

REVENUE
R2.3bn down **1%**

EBIT
R143m down **19%**

EBIT margin
6.1% (H1'24: 7.5%)
Target: 7% to 8%

GROUP REVENUE CONTRIBUTION
27%

autoZONE your ride. our passion.

Products
Wholesale and retail distributor of automotive replacement components

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

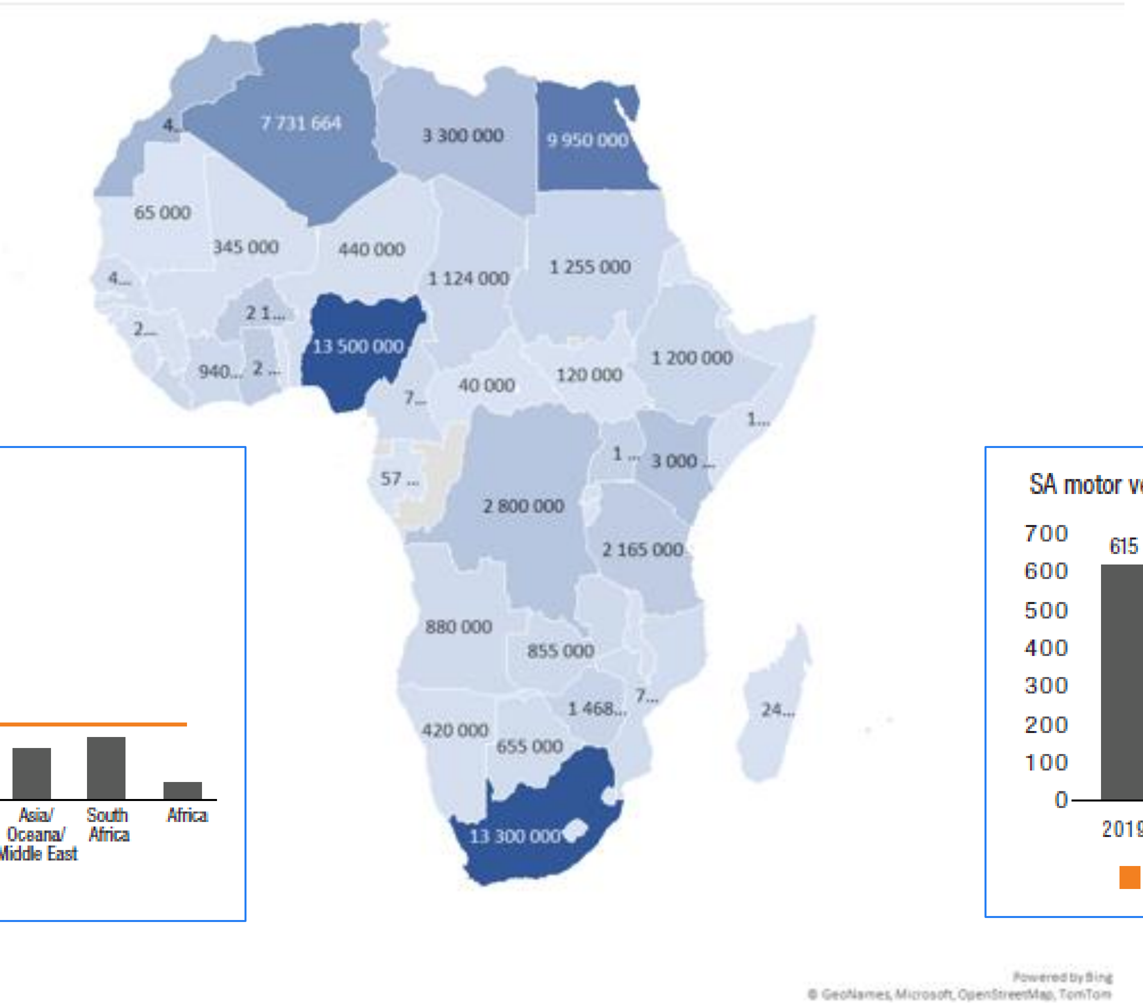
REVENUE
R868m

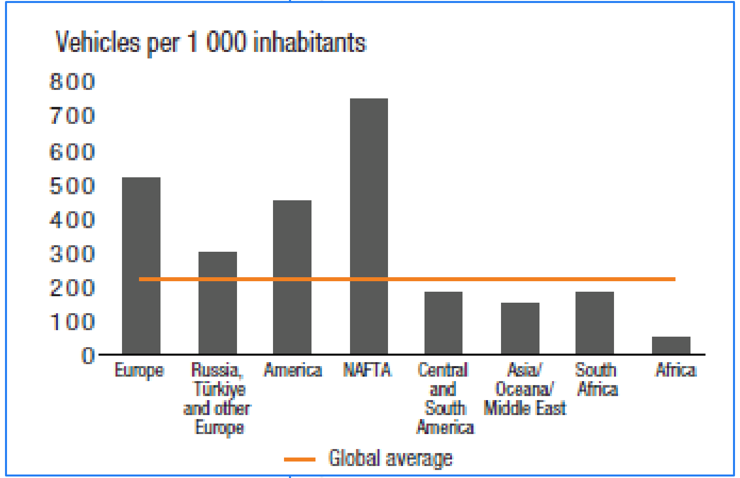
EBIT loss
R24m
Target margin: 3% to 5,5%

GROUP REVENUE CONTRIBUTION
9%

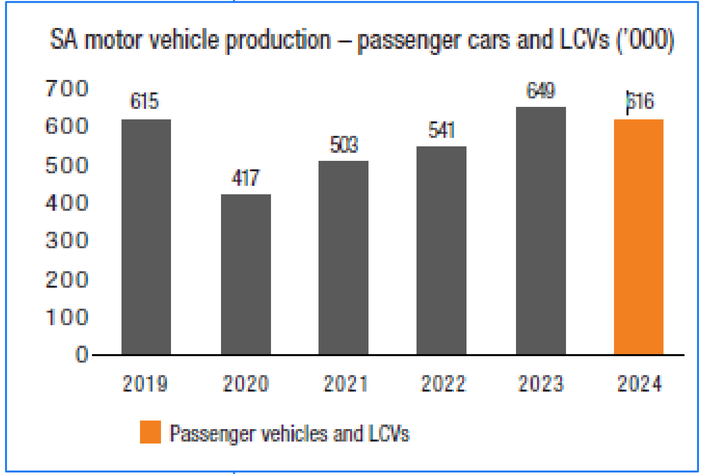
OUR MARKET - GROWING POPULATION, AGEING CAR FLEET

METAIR INVESTMENTS LIMITED
automotive | retail





- SA car parc 13 million
- Total Africa car parc estimated at over 80 million
- Metair will focus on developing priorities and route to market strategies



OUTLOOK

METAIR INVESTMENTS LIMITED
automotive | retail

Progress to stabilize and reset our businesses on a growth path

- **Good progress made in turnaround strategy**
  - Continuation of initiatives commenced in 2024 to restructure and right-size operations, with stringent focus on efficient project management to ensure a more agile, dynamic business
    - New model introduction at a major vehicle customer in FY2026
    - Key customer is right-sizing manufacturing operations
  - Restructured debt package provided Group with sustainable platform
- **Focus on areas within Group's control**
  - Building on foundations of continuous operational improvement
  - Implement and drive shared services
  - Efficient project management established over the past 18 months
  - Enhance margins and improve returns on invested capital
- **Stabilize and turn around AutoZone**
  - Return to profitability
  - Open new aftermarket sales channels
  - Diversify dependence on local OEMs
- **Assess opportunities and expand partnerships**
  - Broaden customer base and product set
  - Sub-Saharan Africa's mobility sectors offer significant potential

HESTO HARNESSES

Metair Investor Day – Cape Town

Alex Holmes
21 October 2025

AGENDA

1. AT A GLANCE
2. OUR OPERATIONS
3. OUR MARKET
4. STRATEGY & OUTLOOK
5. Q&A

HESTO - AT A GLANCE

Significant contributor to both Metair & ZA Component Industry

FOUNDED
1989

REVENUE
H1 2025
R2.9 BILLION

GROUP
CONTRIBUTION
24%

EMPLOYEES
7600+

LOCATIONS
KWADUKUZA & TSHWANE
SOUTH AFRICA

PRODUCTS
WIRING HARNESSES
& INSTRUMENT CLUSTERS

SHAREHOLDERS

METAIR INVESTMENTS LIMITED
automotive | retail
74.9%

YAZAKI
25.1%

EXECUTIVE BOARD MEMBERS

Alex Holmes
Managing Director

Paul Vermaak
HR & Corporate
Affairs Director

Carl Bothma
Finance Director

Siva Govender
Operations Director

FACILITIES

Customer dedicated Factories aligned to their unique requirements

Plant A

KZN - 25 437 m²

Plant B

KZN - 35 185 m²

Plant C

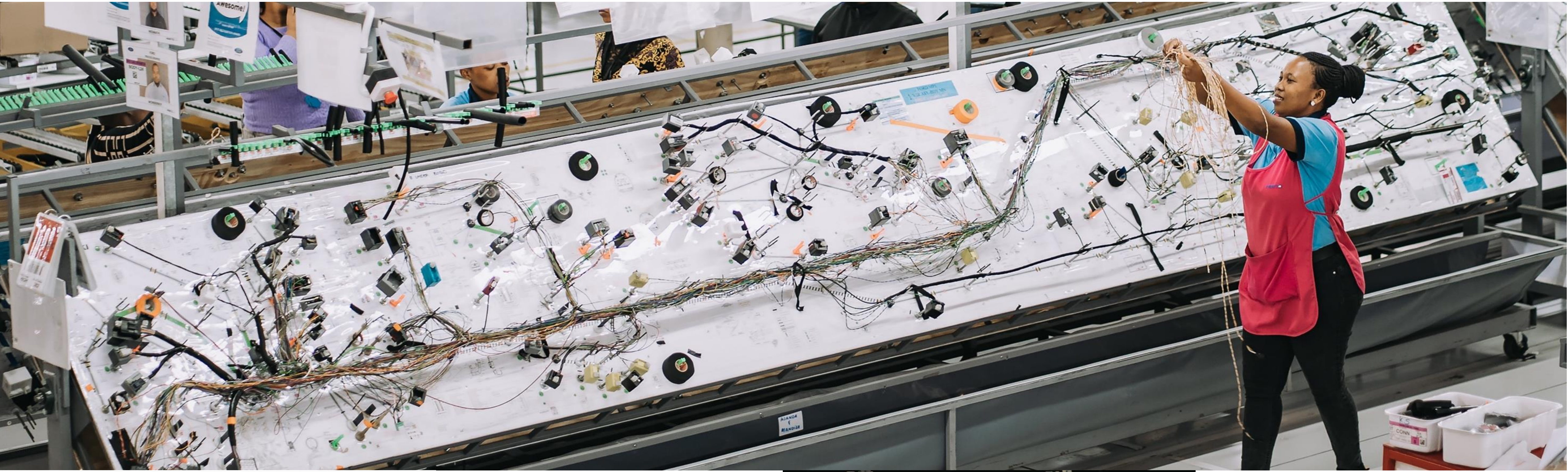
KZN - 21 000 m²

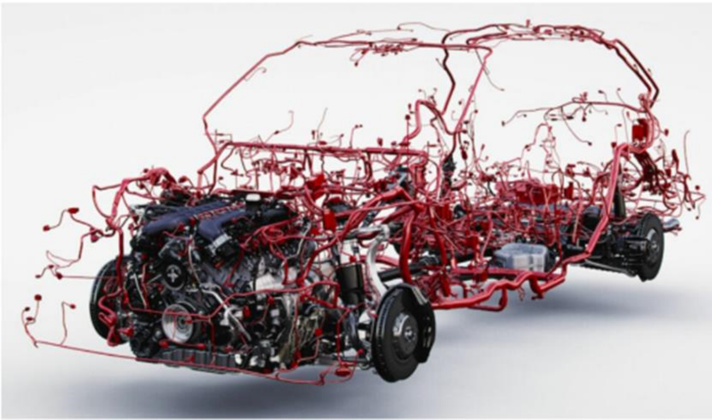
TASEZ

GP - 7500 m²

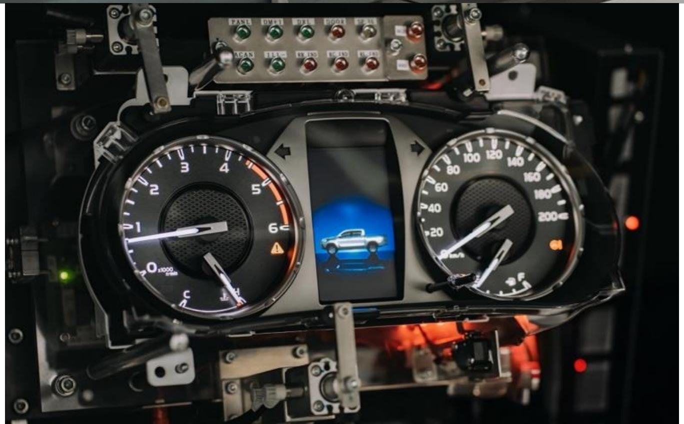
Total Area: 89 122 m²

Wiring Harnesses – The central nervous system of a vehicle





Wiring Harnesses (LV)

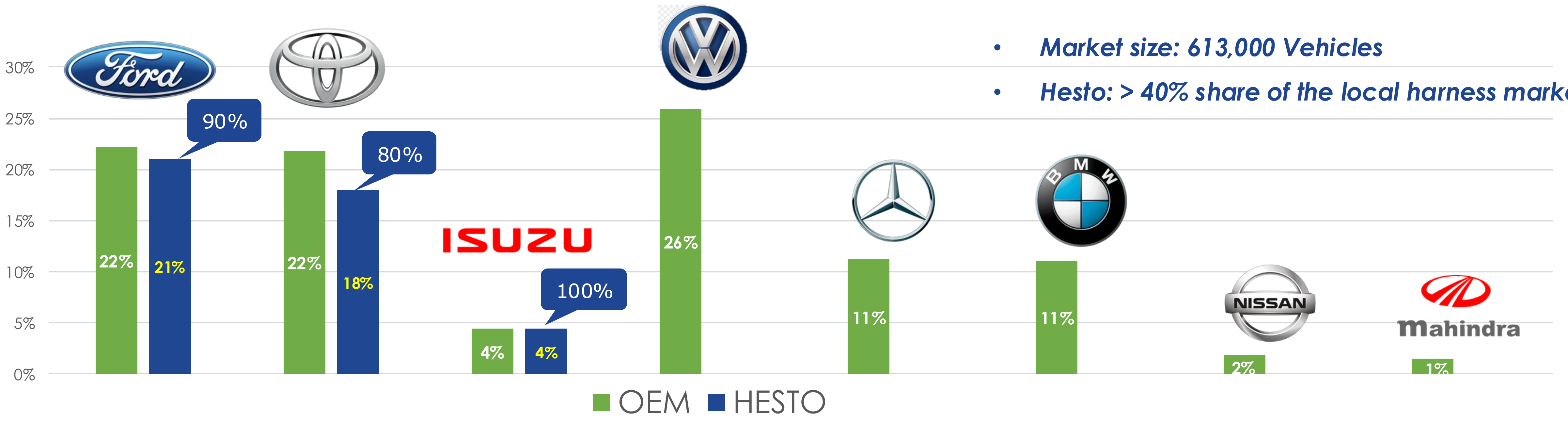


Instrument clusters

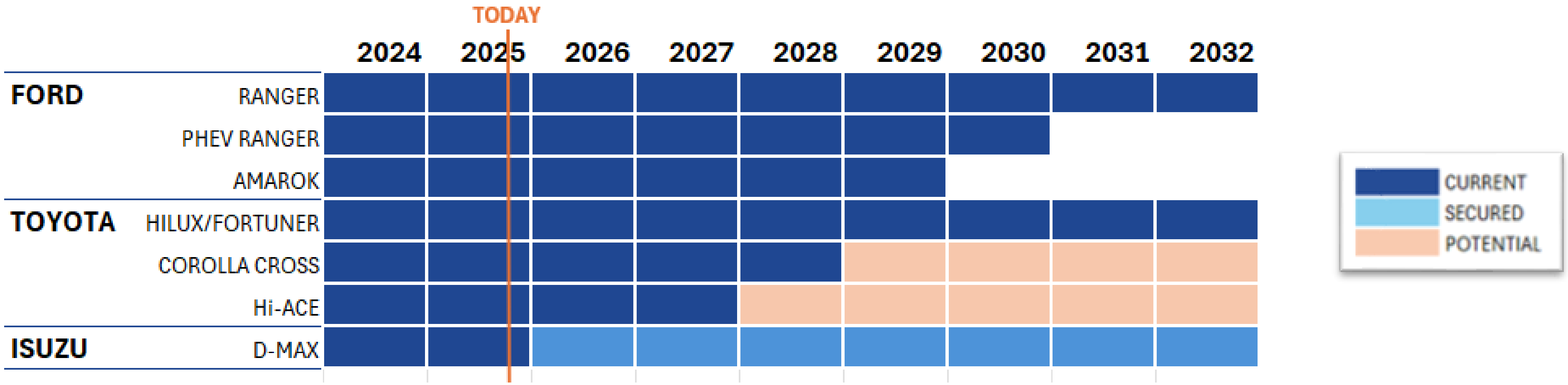
CUSTOMERS

Powering the World's Leading OEMs with Precision and Reliability

- *Market size: 613,000 Vehicles*
- *Hesto: > 40% share of the local harness market*

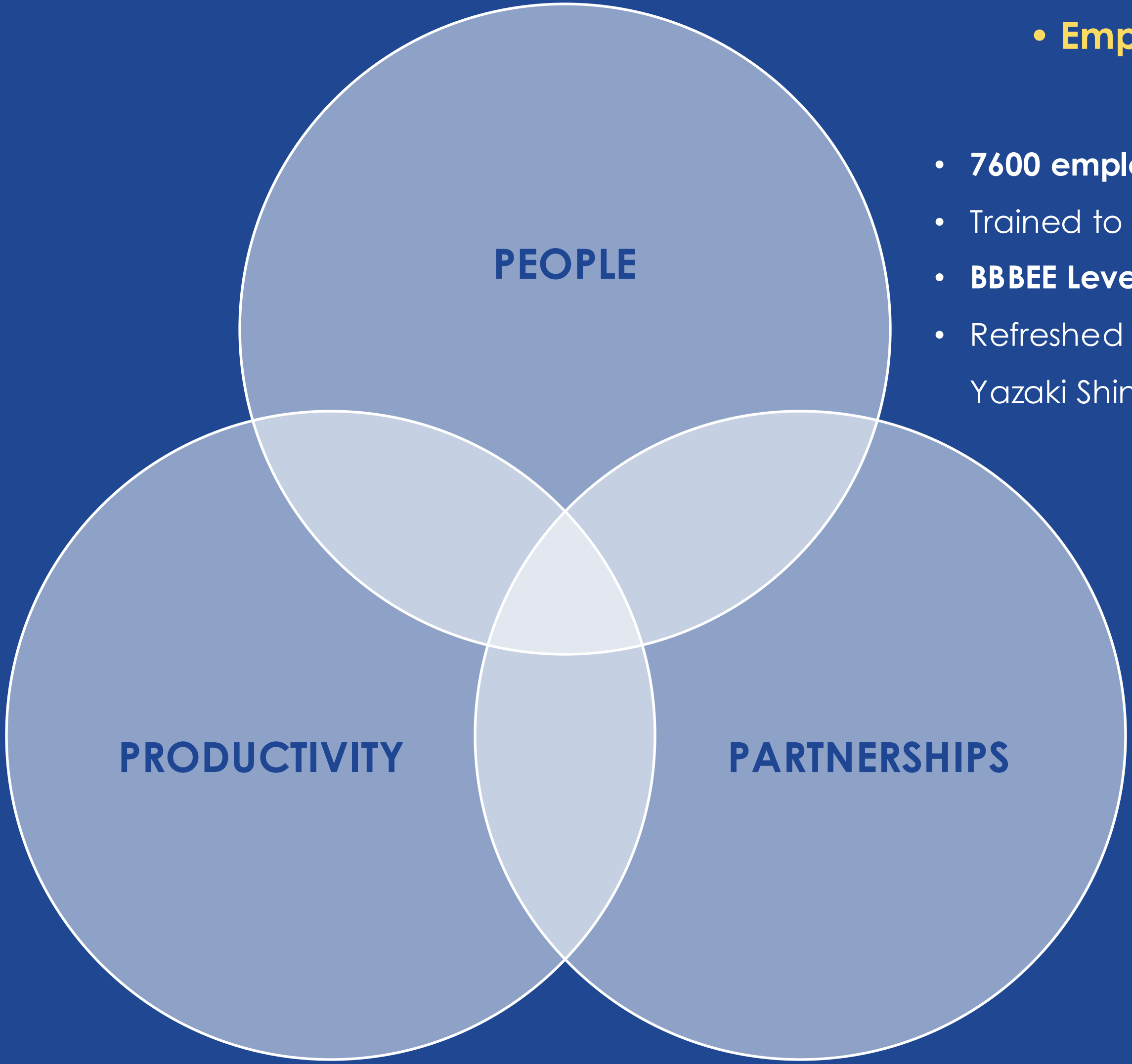


PROJECT LIFE



STRATEGY

Powered by People. Strengthened by Partnership. Driven by Productivity.



• Empowerment • Skill • Sustainability

- **7600 employees** (70% women)
- Trained to **Yazaki global standards**
- **BBBEE Level 1** contributor (Metair)
- Refreshed Core values aligned to Metair Principles & Yazaki Shin.

• Manufacturing Excellence

• Introduction at Scale

- **Yazaki Global Standards**
- **405 000** vehicle sets/year
- Delivering **7 million harnesses**
- **1.5 billion** meters of wire
- **8.7 million** man-hours delivered/year

• Global Expertise

• Local Advantage

- **METAIR** Investments (74,9%)
- **YAZAKI** Corporation (25,1%)
- Servicing **17 Automotive** Customers
  - 3 OEMs
  - 14 Tier 2s
- **352** active suppliers

OUTLOOK

HESTO Where People Connect, Productivity Scales, and Partnerships Thrive.

PEOPLE

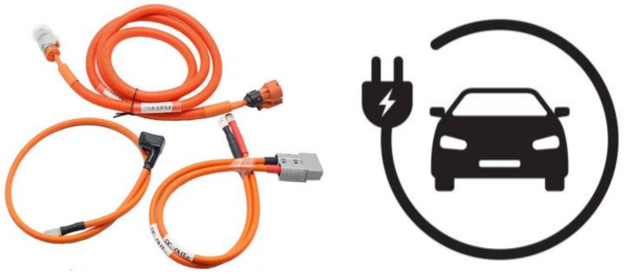
- Restructuring
- Vision statement & Values

PRODUCTIVITY

Strategically pursuing new processes, systems & technologies to drive efficiency that unlocks long-term value.

PARTNERSHIPS

High Voltage & NEV



Deepen Localisation

Q&A

Yesigan Chinapen

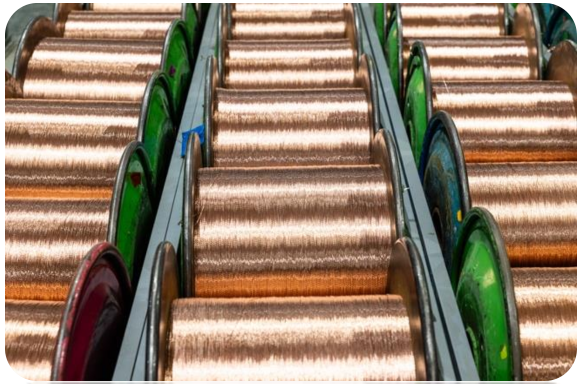
Metair Investor Day
Cape Town

21 October 2025

METAIR INVESTMENTS LIMITED
automotive | retail

AGENDA

1. AT A GLANCE
2. OUR OPERATIONS
3. OUR MARKET
4. STRATEGY & OUTLOOK
5. Q & A



AT A GLANCE

FOUNDED: **1970**

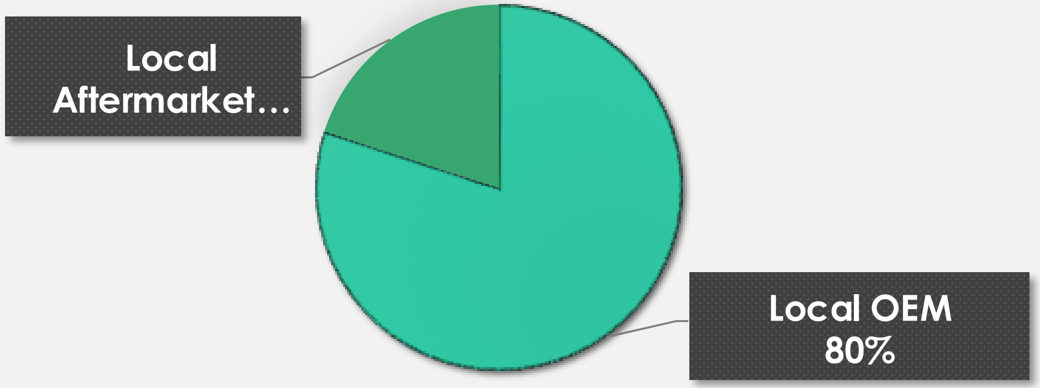
METAIR OWNERSHIP: **100%**

GROUP REVENUE CONTRIBUTION: **3%**

REVENUE H1 2025: **R288m**

EMPLOYEES: **140**

Revenue Split by Product area



Management

Yesigan Chinapen
Managing Director
16 Years service

Kingston Sigamoney
Technical Manager
13 Years service

Scheckter Moodley
Commercial Manager
18 Years service

OUR OPERATIONS

2000 sqm Warehouse

Kwa Dukuza, KZN, South Africa

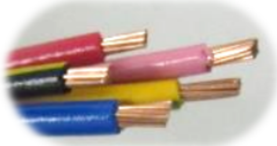
5000 sqm Production

PRODUCTS

UNITRADE 745
wired for success

Global Product Specifications

AV

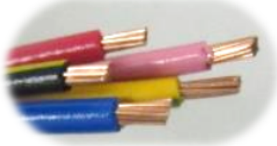


AVSS

AVSSHF

CIVUS

TSD/TBD



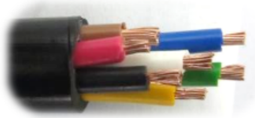
FLRYB

Manufacturers of Automotive PVC Insulated Cable

- 34 Cable Sizes
  from 0.3mm² to 8.0mm²
  (cross section)

- 156 COLOUR VARIATIONS

Aftermarket Product Range



Automotive
Multi-Core

axia
cable solutions

OUR MARKET

UNITRADE 745 wired for success

SECOND TIER	FIRST TIER	OEM
UNITRADE 745 wired for success	HESTO HARNESSES, DELTA Automotive Technologies, LUMEN	TOYOTA 23%, Ford 22%, ISUZU 4%, NISSAN 3%
KROSCHU KROMBERG & SCHUBERT Kromberg & Schubert GmbH Cable & Wire	KROSCHU KROMBERG & SCHUBERT	BMW 10%, VW 25%, Mercedes-Benz 12%

Kromberg wire plant located in Gauteng, South Africa, only produces wire to support the Kromberg harness plant. No external sales.

COMPETITIVE ADVANTAGE

UNITRADE 745 wired for success

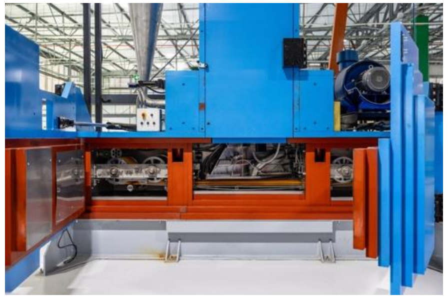
We are an Approved wire supplier to Hesto in line with OEM specifications

- **What do we compete on?**
  - Within the aftermarket environment, price and delivery are key market drivers.

- **What makes our products better?**
  - High quality conformance (ISO 17025 accredited lab)
  - Latest machine technology

- **What makes us better than competitors?**
  - Global manufacturing standards
  - Ability to support automotive wire demand

- **Barriers to entry for competitors :**
  - Major customer within group structure
  - Operating in a niche market
  - High value machinery (Requires large capital investment)
  - OEM specifications and testing requirements






STRATEGY

MANUFACTURING OPTIMISATION

- *Automated OEE (Halden)* – implementation of OEE Halden system across all extruders. Currently only the high speed Rosendahl extruder has this system
- *Improved Standard times* – kaizen activities on standard process times to create competitiveness and maximise output. Refresher training programmes to align with this

QUALITY CONTROL

- *Built in Quality (Automated)* – quality devices across all machines is an integral part of ensuring conforming products and minimised waste
- *Roving Quality Control Inspectors (Metrology)* – a two check system where the devices are verified as well as work in process products

TEAM

WORK

STRUCTURE

- *Expansion* – historic lean structure to be migrated into a well balanced team ensuring deliverables are met and key positions recruited
- Retention – a strategy in line with 5 year plan to be developed
- Shared services – collaboration across group companies to improve efficiency and reduce costs.

MAINTENANCE OF MACHINERY

- *Hybrid Maintenance System* – Due to having very old as well as new machinery, a mix of preventative and predictive maintenance to be implemented
- *Troubleshooting* – the history of all breakdowns and machine issues to be well documented in order to create a trouble shooting guide for minimised downtime.

MARKET OPPORTUNITIES

① 

SELL OFF ADDITIONAL ROD BREAKER
CAPACITY TO MARKET IN SWIFT FORM

---

②

LOCALISATION OF WIRE FOR VW (Compact SUV Variant)
THROUGH DELTA AUTOMOTIVE

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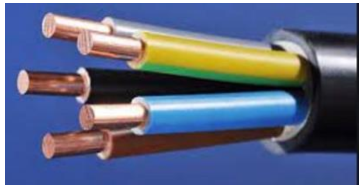
③ 

MULTICORE PRODUCTS FOR LOCAL/EXPORT MARKET
THROUGH KEY DISTRIBUTORS (SABS Approved)

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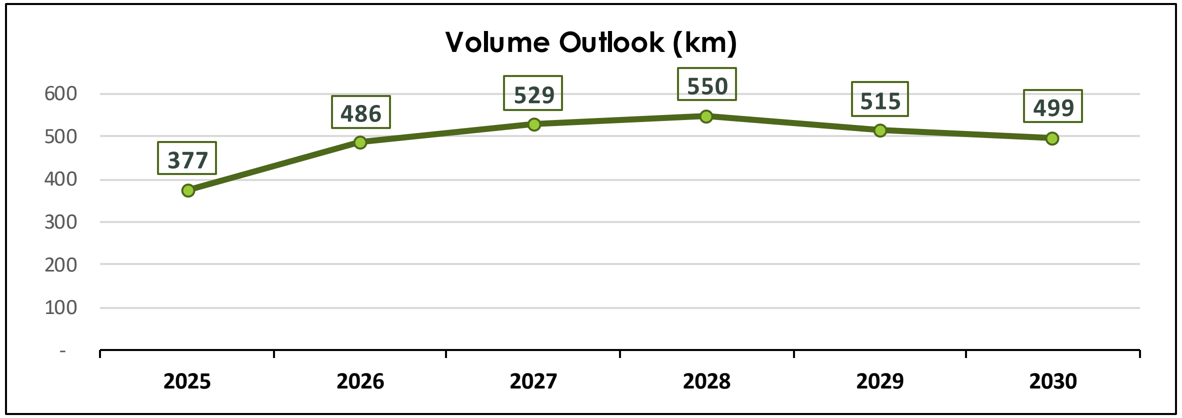
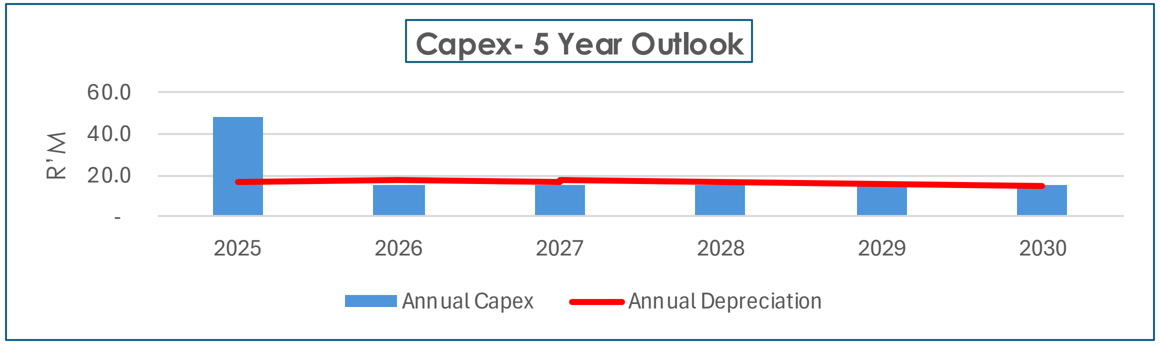
④ 

WIRE FOR THE APPLIANCE INDUSTRY
(DEFY & WHIRLPOOL)

OUTLOOK



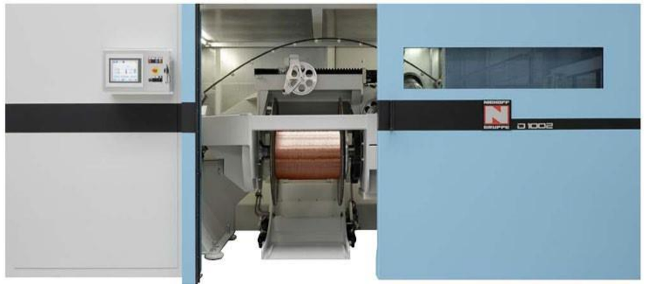
- ❖ Volume targeted growth 2026 new product localisation
- ❖ Further targeted growth 2027 localisation



- ❖ Major investment completed between 2022 & 2025 (+-R200m)

New Investment, Machinery, Technology & Product localization

Battery Wire



- ❖ OEM & Aftermarket demand
- ❖ 10mm2 - 60mm2
- ❖ Copper and Aluminium capabilities

Cross Linking Wire (XLPE)

- ❖ T3 & AESSX Specifications
- ❖ 0.35mm2 – 6.00mm2
- ❖ Radiation application to cross- link wire during extrusion process

THANK YOU (Q&A)

SMITHS
MANUFACTURING (PTY) LTD

SELVIN KONAR

METAIR INVESTOR DAY

21 OCTOBER 2025

METAIR
INVESTMENTS LIMITED
automotive | retail

AGENDA

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SMITHS MANUFACTURING (PTY) LTD — AT A GLANCE

METAIR INVESTMENTS LIMITED
automotive | retail

① Overview

Founded	**1958**
Metair Ownership	**75%**
Group Revenue Contribution	**12%**
Revenue H1 2025	**R1.1b**
Employees	**715**

③ Revenue Split by Product Area

OEM 91%

OES 9%

SAFETY FIRST, LAST & ALWAYS

B-BBEE LEVEL 1

46% Local Content

Innovating Together

② Management Team

Paul Kenny
Supply Chain Director

Selvin Konar
Managing Director

Takafumi Miura
Commercial Liaison Director (DENSO)

Yulrika Foolchand
Finance & IT Director

Futhi Buthelezi
Human Resource Director

Anand Naidoo
Manufacturing Director

COMPANY AND SHAREHOLDER HISTORY

METAIR INVESTMENTS LIMITED
automotive | retail

Metair Purchase Smiths

1985

Denso obtain 25% shares in Smiths

2005

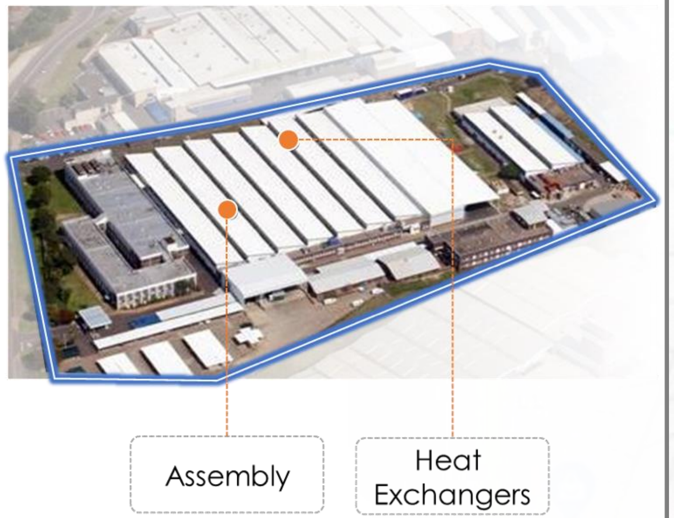
DENSO Sales South Africa JV Aftermarket 51% share

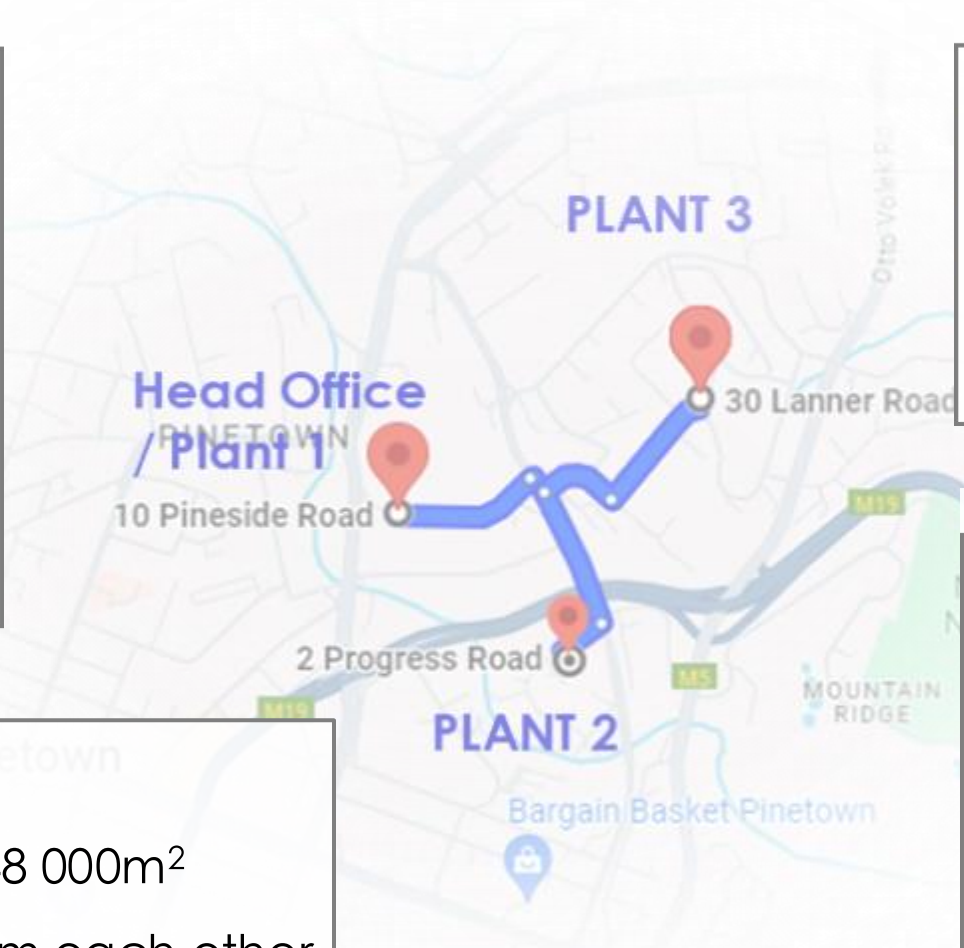
2019

PLANTS

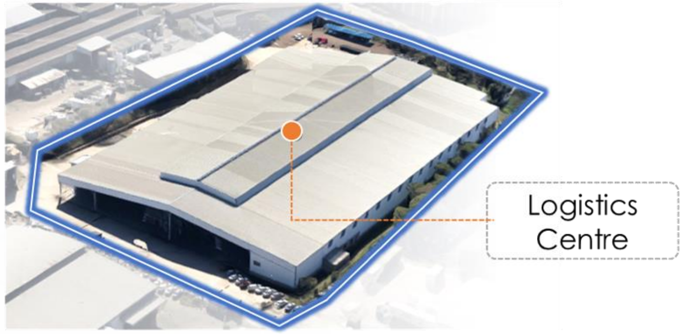
Manufacturing and Distribution Facilities

PLANT 1

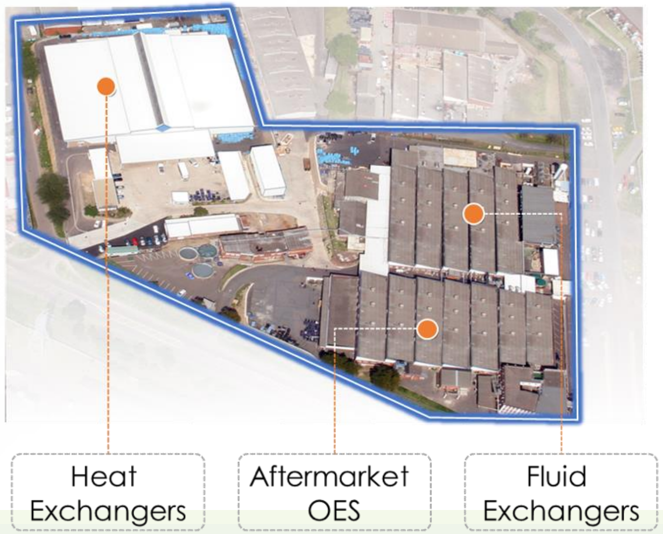




PLANT 3

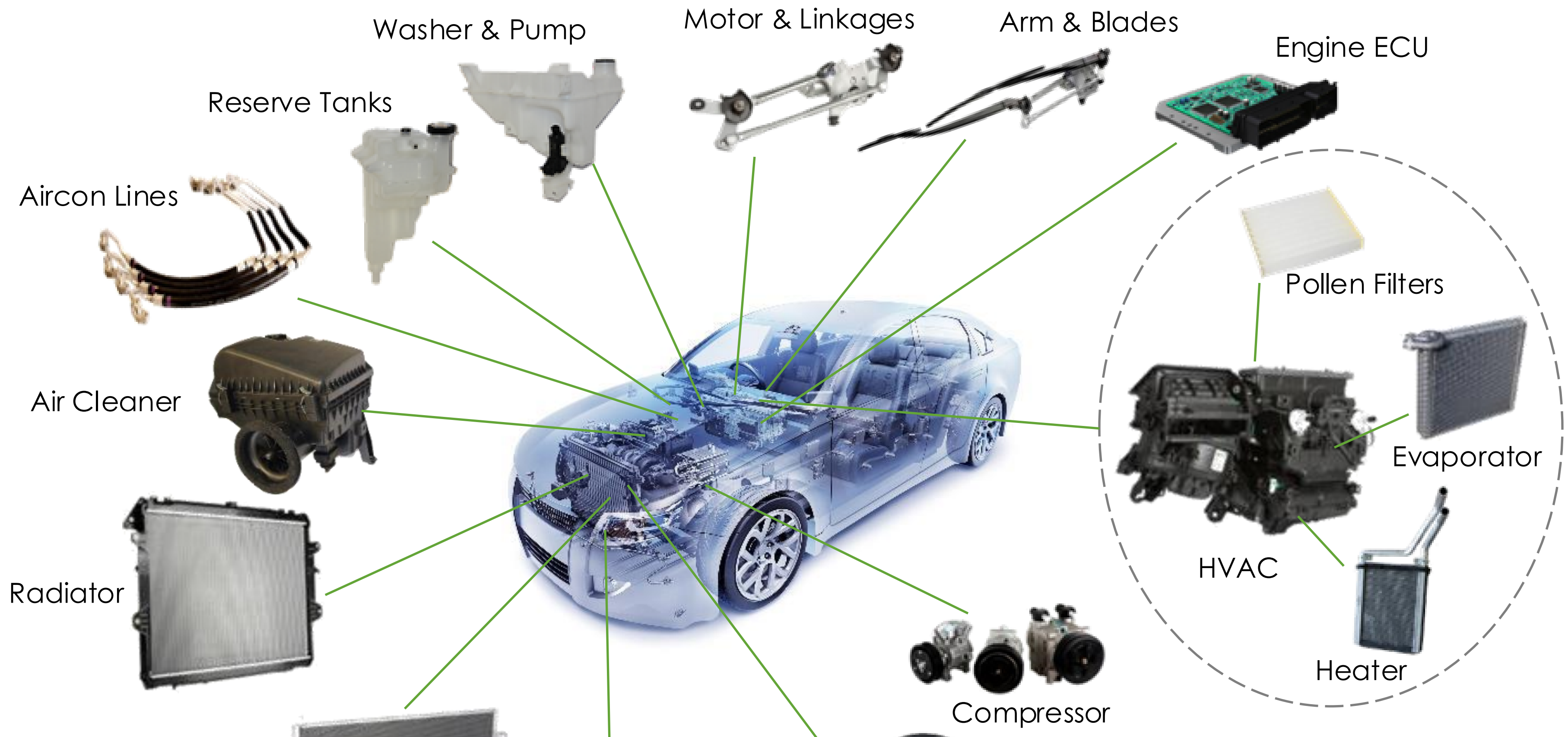


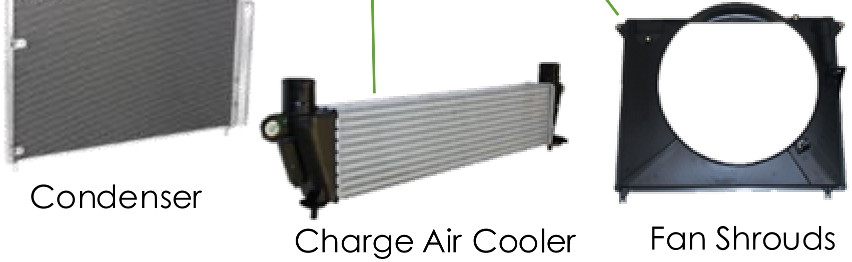
PLANT 2



- Situated in Pinetown, KZN
- Consolidated facilities of 48 000m^2
- Plants are 2 Km’s apart from each other
- 30 Km’s from major customer

PRODUCTS, MAJOR CUSTOMERS AND LICENSORS





Next Model Hilux

Audio and Navigation

Customers

TOYOTA

ISUZU

Licensors

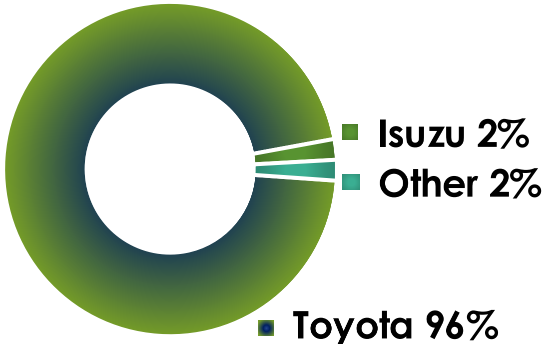
DENSO

MARELLI

CUSTOMERS, MARKET SHARE, MAJOR CONTRACTS

METAIR INVESTMENTS LIMITED
automotive | retail

① Major Customer Split



② Market Share

Part	Market Share
Motor & Link	23.78%
Air Cleaners	21.6%
ECU	20.0%
HVAC	19.8%
Reserve Tanks	19.1%
Condensers	18.9%
Radiators	17.5%
Pump And Jar	15.5%
Charge Air Cooler	12.6%

③ Location of Customers

④ Major Contracts

- Audio & Navigation
- Robotics
- Replacement of all Current Products for New Hilux

MAIN COMPETITORS / COMPETITIVE ADVANTAGE

We are the preferred supplier to Toyota SA for HVAC, Thermal Products, ECU's and Air Cleaners

1 What makes our products better

- Global Technological Partner and Shareholder
- Producing Product to Global Specifications
- Invested in Latest Technology

2 What do we compete on

- DENSO Design and Quality Standard
- Manufacturing Excellence
- Industry 4.0 and Innovation

3 Competitors

- Mahle Behr
- Hanon
- Valeo

4 Barriers to entry

- DENSO is the global designer for Toyota Motor Corporation (TMC)
- TMC owns 21% of DENSO Corporation
- Relationship of DENSO, Metair with Toyota SA

5 What makes us better than our competitors

- Local Value Add Proposition
- Embedded Relationship with Major Customer (DENSO, Metair, TMC)
- Sponsorship of University Educational Fund to secure Future Engineering Talent

STRATEGY

Synergies with Metair, Innovation, Cost Reduction Efforts, Efficiency Improvements

① Synergies with Metair

1. Greater collaboration across the group

- Human Resources
- ESG
- Supply Chain
- Finance
- IT
- Marketing

2. Human resource deployment to support subsidiaries
3. Aftermarket synergies with subsidiaries

② Industry 4.0

- COBOT
- 3D printing and 3D scanning
- Automated guided vehicle
- Augmented reality
- Virtual reality
- Live production monitoring
- Data modelling

③ Innovation

- Vision Systems for Quality Checks
- Auto Packing Systems
- QR Code Scanning
- Digital Work Instructions

④ Cost Reduction Initiatives

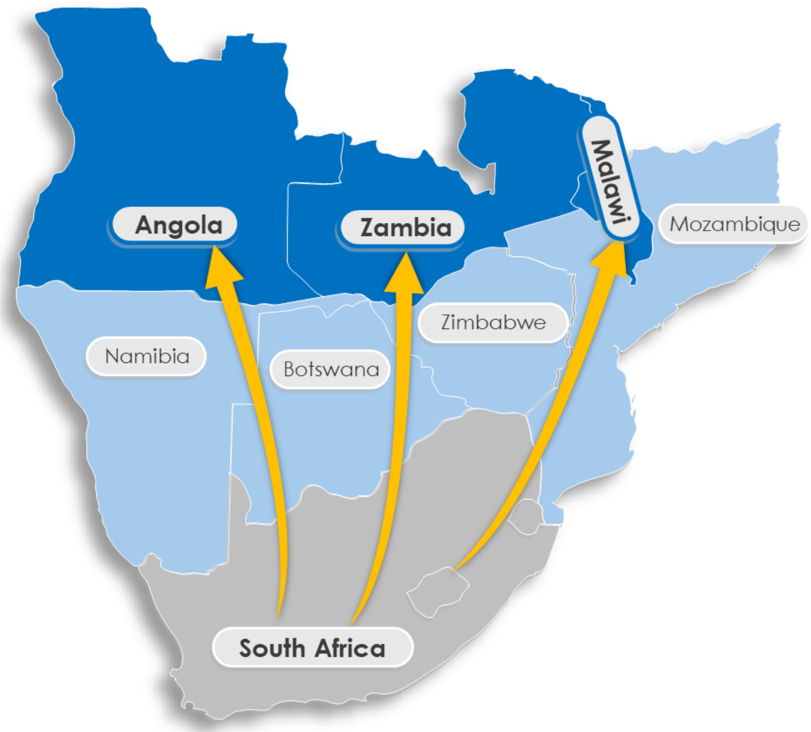
1. Headcount Review
2. Fixed Cost Reduction
3. Review of Leased Equipment
4. Review of all Service Provider Costs
5. Review of Consumable Purchases

⑤ Efficiency Improvements

1. Cycle Time Review
2. Business Process Mapping
3. Digitisation
4. Automation

STRATEGY - Market/Regional Expansion

Stage 1 Expansion: 2026 - 2027 (Angola, Zambia, Malawi)



TOYOTA

autoZONE

MOTUS
POWERING PROGRESS

KAPICO

GOLDWAGEN
QUALITY VEHICLE PARTS

- Toyota is the predominant vehicle brand in Angola, Zambia and Malawi

Stage 2 Expansion: 2028 - 2030 (Madagascar, Mauritius)

- Toyota is the predominant vehicle brand in Madagascar, however the second predominant brand in Mauritius behind Suzuki

DENSO Sales South Africa is well positioned to grow in these markets based on the strength of service parts to support Toyota vehicles, with DENSO approval

STRATEGY - ROBOTICS

METAIR INVESTMENTS LIMITED
automotive | retail

- We are creating an integrated robotic system leveraging DENSO robotics technology.

- DENSO Middle East will be the supplier of the robotics system and JENDAMARK will provide the integration system solution.

- Through this showcase, we intend to promote the sale of DENSO robotics within South Africa and Southern Africa.

DENSO JENDAMARK TECH | PEOPLE

5 YEAR OUTLOOK

METAIR INVESTMENTS LIMITED
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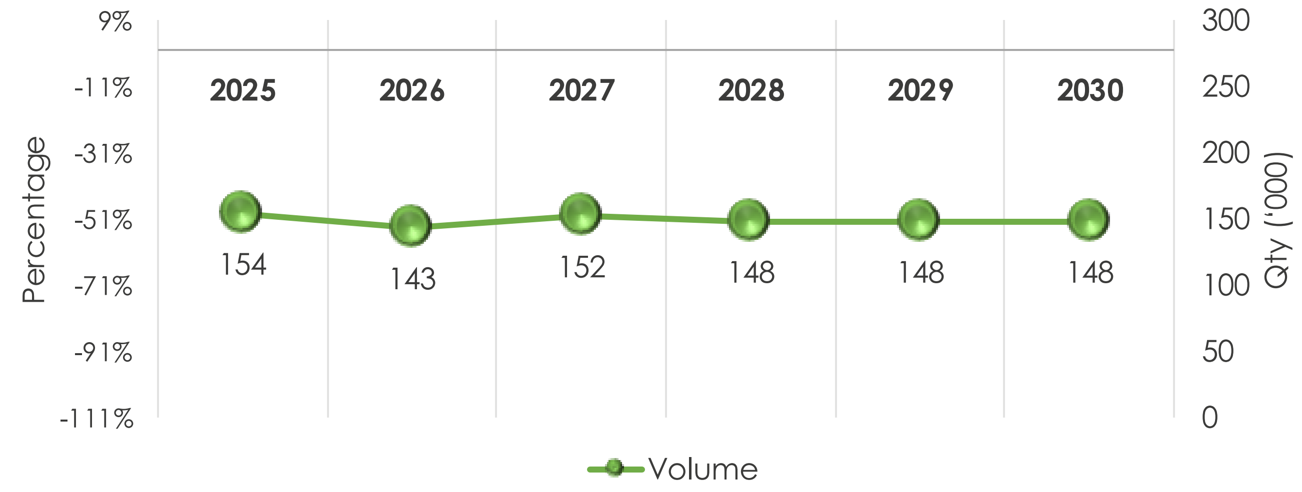
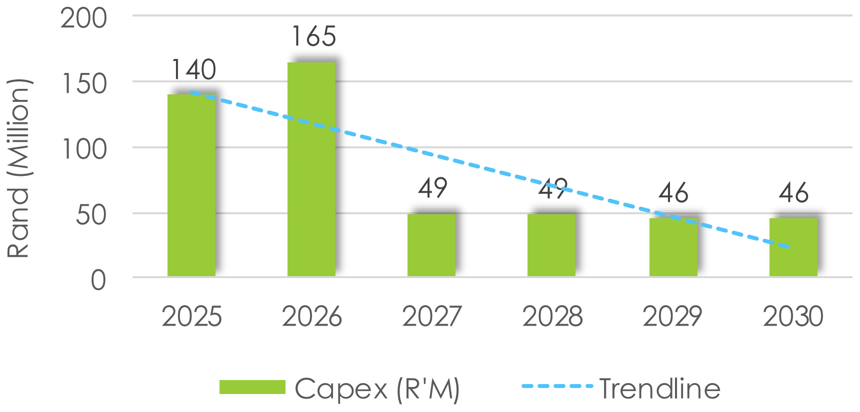


Period	Comment
2026	Introduction of Audio Business and launch of New Hilux, dual production.
2027 - 2028	Full year impact of Audio business



2025

- Increase in capex due to model launch — R43M
- Increase Investment in furnace — R40M

2026

- Acquisition of Plant 3 (Logistics Centre) — R120M

- Brazing Furnace
- Moulding Machine
- Motor and Link Line
- CNC Bender
- Helium Tester
- Audio and Navigation Facility
- Biometrics

PARTNERING OPPORTUNITIES

METAIR INVESTMENTS LIMITED
automotive | retail

1 TECHNICAL PARTNERSHIPS (AISIN & TOKAI RIKA)

- Develop technical partnerships
- Support Toyota's localisation drive
- Business expansion opportunity

2 NEV OPPORTUNITIES - PRODUCT DIVERSIFICATION

- Additional ECU's,
- Electric compressors
- Assembly work

3 COLLABORATION WITH ASIAN OEM AND AFTERMARKET COMPANIES

- Develop relationships (Tata, Mahindra, Foton, BAIC)
- Enter into technical partnerships
- Support future localisation objectives

4 AUTOMATION AND ROBOTICS

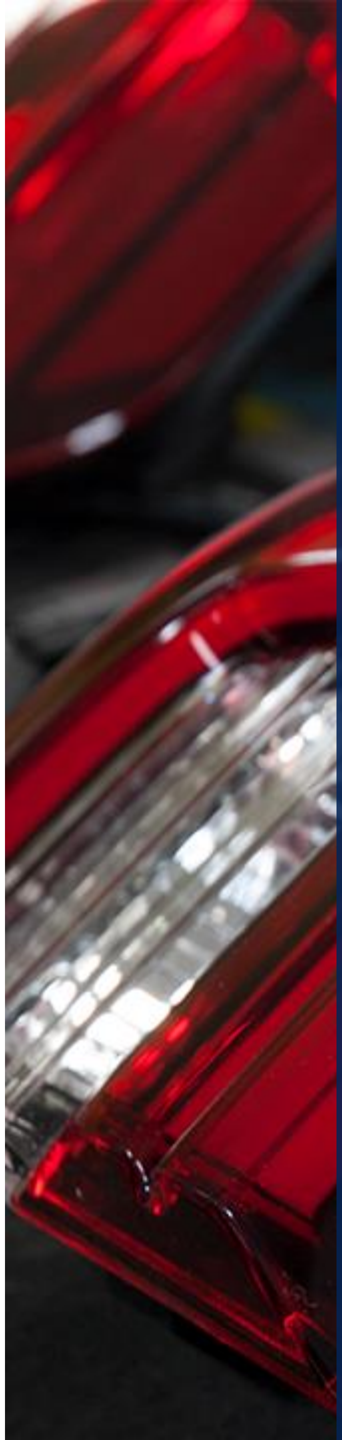
- Promote DENSO robotics in South Africa and Southern Africa
- Collaborate with Jendamark as a robotics systems integrator

SMITHS
MANUFACTURING (PTY) LTD

Thank You

METAIR
INVESTMENTS LIMITED
automotive | retail

LUMOTECH
lighting your way



METAIR
INVESTMENTS LIMITED
automotive | retail

LUMOTECH

JACO DU PLESSIS

METAIR INVESTOR DAY – CAPE TOWN

21 OCTOBER 2025

AGENDA

LUMOTECH - AT A GLANCE

Lighting your way!

FOUNDED: **1957**

METAIR OWNERSHIP: **100%**

GROUP REVENUE CONTRIBUTION: **15.7%**

*OEM direct component manufacturing vertical

REVENUE H1 2025: **R1.10b**

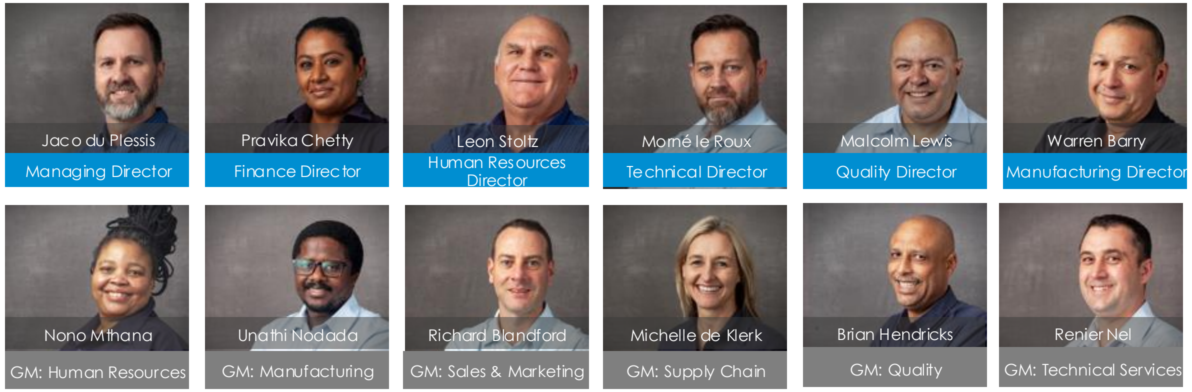
EMPLOYEES: **850**

Products

- Headlights
- Taillights
- Auxiliary lighting
- Specialized injection mouldings

Location

Kariega, Eastern Cape, South Africa



OUR FACILITIES IN KARIEGA

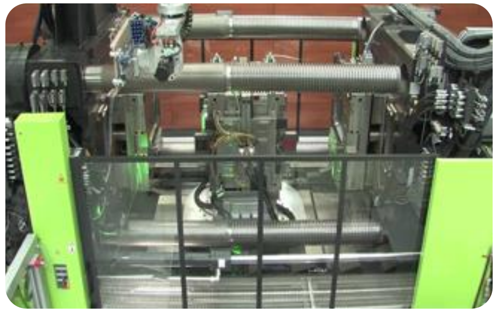
LUMOTECH lighting your way

METAIR INVESTMENTS LIMITED automotive | retail

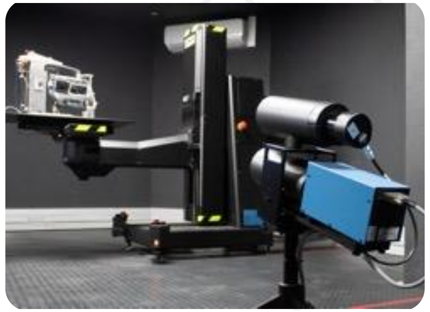
Automotive lighting manufacturing and specialized injection moulding

Multicolor Polycarbonate injection moulding

4 Colour PMMA injection moulding



Direct Vacuum Metalizing



Quality Engineering and Compliance

Automated Hardcoat and Anti-fog spray facilities

High speed headlight/taillight assembly lines

OUR CUSTOMERS

LUMOTECH lighting your way
METAIR INVESTMENTS LIMITED
automotive | retail

Just-In-Sequence supply to Ford Silverton from PTA warehouse

ORIGINAL EQUIPMENT MANUFACTURERS **(OEMs)**

90%

Direct supply to OEM factories in Durban, Pretoria and Kariega

Ford

Proud Supplier
Since 1995

100 000 vehicles per year

Situated in Silverton, Pretoria
Supplying the Ranger and Amarok

Proud Supplier
Since 2004

100 000 vehicles per year

Situated in Durban
Supplying the Hilux and Fortuner

Proud Supplier
Since 1995

155 000 vehicles per year

Situated in Kariega
Supplying the Polo

PRODUCT RANGE

LUMOTECH lighting your way

METAIR INVESTMENTS LIMITED automotive | retail

Headlights, taillights, auxiliary lighting and specialized injection moulding components

Ford Ranger

Headlights and Taillights




Volkswagen Amarok

Headlights and Taillights




Toyota Hilux

Headlights and Taillights




Toyota Fortuner

Headlights,
Front turn-signals



Volkswagen Polo

Headlights, Front turn-signals



OUR COMPETITIVE ADVANTAGE

LUMOTECH lighting your way | METAIR INVESTMENTS LIMITED automotive | retail

Preferred suppliers to Ford, Toyota and VW

What makes us better than competitors

- **Local Tier-1 footprint:** Proximity to TSAM, Ford and VW, fast response, short lead times, low logistics cost.
- **Delivery & quality:** Multi-year platform renewals. Value add services such as Just-In-Sequence supply
- **Cost leadership:** High localization, in-house tooling, moulding, surface treatment, welding & assembly.
- **Depth of know-how:** Longstanding technical agreements and experienced automotive lighting engineers.
- **Operational resilience:** Power mitigation, preventive maintenance; digital traceability.

Market share

- **High volume platforms:** Lighting on SA's highest-volume LCV platforms (Hilux; Ranger/Amarok).
- **Share of SA-assembled LCV vehicles: ~86%**
- **Share of SA-assembled Passenger vehicles: ~50%**
- **Share of SA-assembled vehicles: ~62%**

What makes our products better

- **Safety & compliance:** Full photometric/legislative compliance; end-of-line serialization and traceability.
- **High Reliability duty cycles:** Robust sealing, UV-stable, SPC controlled moulding; low warranty.
- **Lower lifecycle cost:** Local content, better service-parts availability, and lower landed cost.

What we compete on

- **Value:** Lowest total landed cost.
- **Quality:** Stable PPM, recurrence prevention.
- **Differentiation:** Localization with strong physical presence and local skills, access to global IP

Competitors

- **Global Tier-1s on new awards:** Koito, Valeo, Stanley, Hella/Forvia.
- **Adjacent local players:** Plastics/assembly houses that could mould at lower rates due to simple overhead structures.

Barriers to entry

- **Qualification moat:** 18–24-month APQP/PPAP, homologation, OEM audits, and supplier gateways.
- **Capital intensity:** Tooling, clean rooms, welding, paint, metrology, and laboratory capability.
- **Switching costs & risk:** Service-parts obligations, and program changeover risk.
- **Policy & localization:** APDP/BBBEE and logistics economics favour entrenched local Tier-1s.
- **Tacit know-how:** Capable automotive lighting engineering skills, process capability over multiple platforms, strong industrialization track record.

Preferred supplier status

- **Positioning:** Approved Tier-1 vendor to TSAM (Hilux), Ford SA (Ranger/Amarok) and VW.
- **Scorecards:** Ford Q1 supplier status of 93, VW A-rated supplier
- **Tenure:** Typical program duration 7-10years; upcoming SOP: TSAM Hilux 2026-2034.

STRATEGY

Maintain operation excellence while building a sustainable future

Efficiency and cost

- Localization, resourcing and price negotiations, improved material costs and inventory levels
- Organizational agility to flex to match fluctuating OEM demands
- Internal VA/VE: improved efficiency metrics to +80% OEE and +70% Labour Efficiency
- Waste improvement to < 5%

Innovation

- Preventative maintenance extended to assembly jigs
- AI-enabled visual inspection to improve early fault detection

Synergy with Metair group

- Group procurement scale to unlock volume licensing agreements
- Shared services to consolidate costs and improve standardization/visibility across the group
- Intercompany business cases to improve localization and specialization

OUTLOOK

Operational excellence driving profitability

Continued stable supplier

- Platform coverage: Toyota Hilux, Ford Ranger, VW Amarok
  - headlamps, taillamps, auxiliary lighting and service-parts (legacy models)

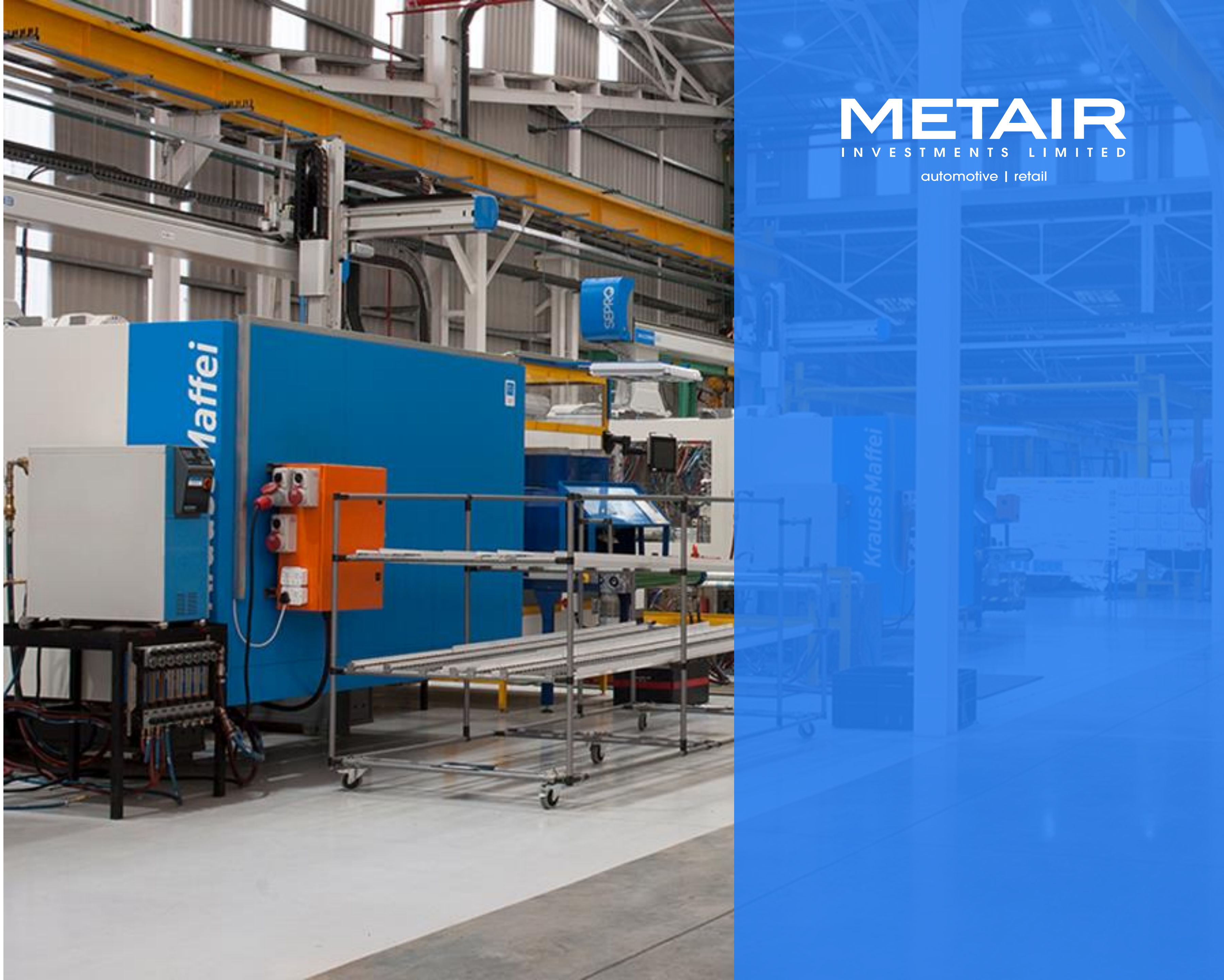
Investment plans

- New vehicle project investment of R138m

Our growth path

- New engagements with BMW and Chery
- Deepen technology partnerships
  - Koito Japan, Stanley Japan, Ichiko/Valeo
- Strengthen ties with Chinese technology partners
  - design, sourcing, tooling and aftermarket
- Focus on adjacent products
  - high-mount stop lamps, fog lamps, clusters
  - internal lighting with existing customer base

Q&A



AUTOMOULD

BRENT LATTER

METAIR INVESTOR DAY – CAPE TOWN

21 OCTOBER 2025

METAIR
INVESTMENTS LIMITED
automotive | retail

AGENDA

1 AT A GLANCE

2 OUR OPERATIONS

3 OUR MARKET

4 STRATEGY & OUTLOOK

5 Q & A






AUTOMOULD

To be the preferred technical partner in the automotive industry underpinned by a culture of manufacturing excellence

FOUNDED: **1979**

METAIR OWNERSHIP: **100%**

GROUP REVENUE CONTRIBUTION: **6%**

REVENUE H1 2025: **R 503 million**

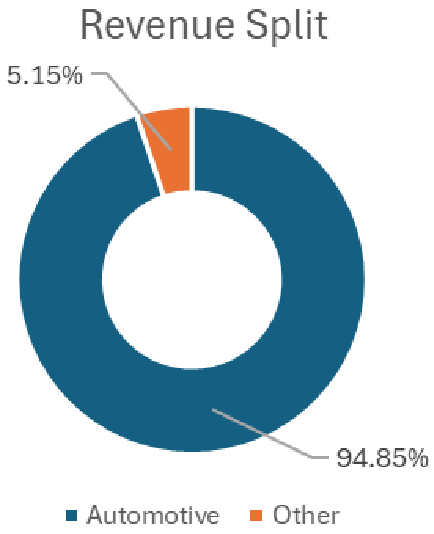
EMPLOYEES: **748**

Products

- Plastic injection moulding
- Plastic chrome plating
- Plastic colour match interior and exterior pai
- Complex assembly of parts
- Rigid plastic packaging solutions

Location

- New Germany, Pinetown, Kwazulu-Natal
- Silverton, Pretoria, Gauteng



MANAGEMENT TEAM

Bilall Ally	Brent Latter	Pamela Chetty	Murray James
Managing Director	Business Development and Purchasing Director	Finance and IT Director	Technical Director
36y: 36 in Auto	31y: 28 in Auto	20y: 18 in Auto	35y: 25 in Auto

Injection Moulding Plant

Paint Plant

Chrome Plating Plant

AUTOMOULD OPERATIONS

AUTOMOULD

Injection moulding, colour match painting, chrome plating and complex final assembly of automotive plastic components and rigid plastic packaging moulding

Head office and manufacturing plant

New Germany, KZN

- Head Office – Admin, Marketing, Purchasing, HR
- 498 Employees
- 37 Machines : 45T – 2000T
- 2 x Chrome Plating Plants
- Paint Plant (Manual)
- Assembly
- Metrology
- Toolroom

Manufacturing plant

Pretoria, Gauteng

- 209 Employees
- 10 Machines : 150T – 1600T
- Full Robotic paint plant
- Assembly
- Metrology
- Toolroom

PRODUCT RANGE

AUTOMOULD

Only OE approved chrome plater and outer mirror assembly manufacturer in South Africa

Automotive Products

Rigid Packaging

METAIR
INVESTMENTS LIMITED
automotive | retail

END MARKET / CUSTOMERS

Preferred supplier to Toyota and Ford of specialised injection moulded, painted and chrome parts

Market Positioning

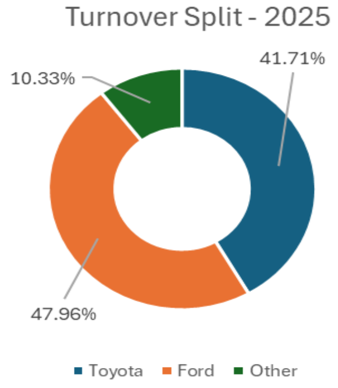
- Pursue 'high-value-add' automotive commodities through vertical integration of manufacturing processes.
- Be the preferred supplier through technical skill, leveraging technical agreements in painting, chrome plating and mirror assembly manufacture with global design and manufacturing companies
- Diversification into rigid packaging entering new markets - agricultural, industrial and food

Market Size

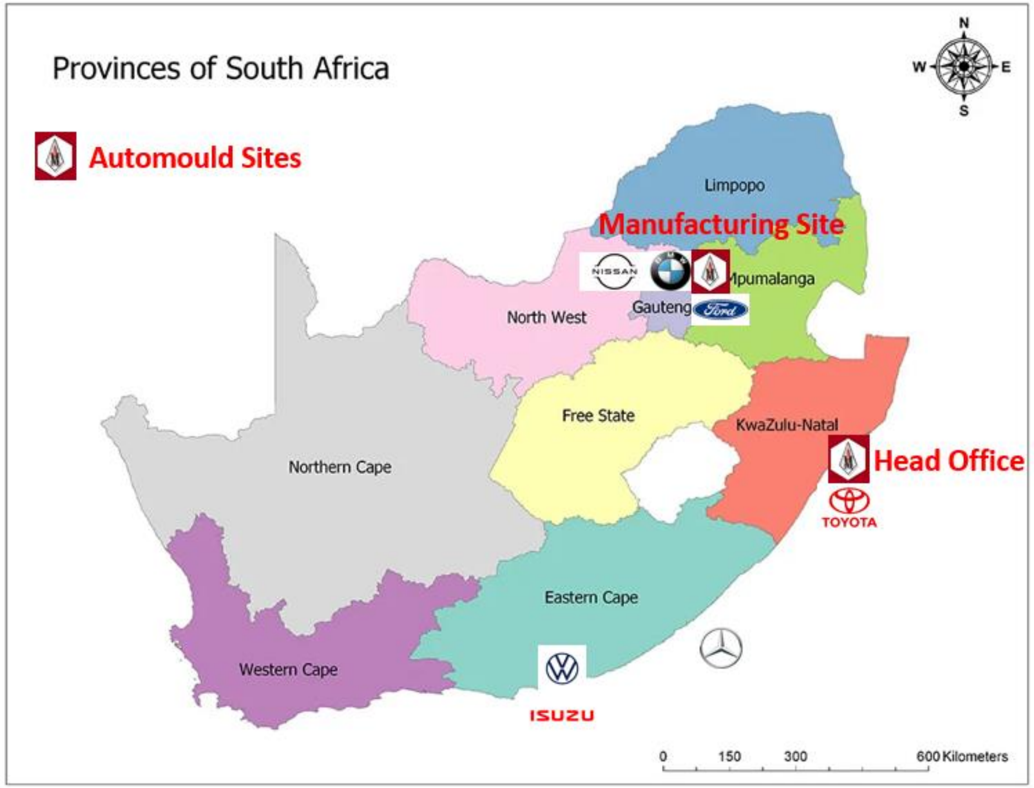
- 7 x Automotive OEMs in South Africa producing approximately 500 000 vehicles pa
- Supply approximately 100 000 parts/day to Toyota and Ford.
- Rigid packaging - 4 million plastic pallets and 60 million plastic bins sold per annum

Major Customers

- Toyota – 41.7%
- Ford – 47.96%
- Other – 10.33%



Location of Customers and Automould Sites



Technical Agreements

- Murakami – Outer mirror assembly manufacture
- Kanto Kasei – Chrome plating onto plastic
- Aisin – Outside handle, rear tailgate assembly manufacture and Smart Handles
- Toyoda Gosei – Wheel ornament assembly

MAIN COMPETITORS / COMPETITIVE ADVANTAGE

AUTOMOULD

Competitive advantage through technical agreements and Manufacturing Excellence

Our Competitive Advantage

- Only approved chrome plater and exterior mirror assembly manufacturer in South Africa
- Customer relationships, technical expertise and technical partnerships
- Able to localise products together with our technical partners using local materials and processes aiding our customers localsation goals under the APDP incentive scheme.
- Product differentiation through technical partnerships allowing deeper localisation supporting our customers
- Metair – Part of a large group

Competitors

- Ebor - Eastern Cape (VW, MBSA, BMW)
- MSSL – KZN & Pretoria (Toyota, Ford)
- Qplas – Eastern Cape (VW)
- WeidPlas, - Eastern Cape (MBSA, BMW)
- AdVenture – KZN (Toyota)

Barriers to entry for Competitors

- Required technical expertise and technical agreements
- High investment cost in manufacturing equipment
- BBBEE rating
- Quality accreditation requirements

STRATEGY

Diversification and improve quality of earnings through Value added Assemblies

Restructuring

- Automould business is preparing to restructure on the back of potential major customer restructure.
  This requires downscaling certain operations to remove costs
- Investigating buying rather than manufacturing certain small lower margin components.
- Pursue high value add business through technical partnerships - Mirror assemblies, Smart handles (Isuzu and Nissan)
  - Automould Restructuring objective is to move from 'high volume low margin manufacturing' to 'high value add Manufacturing'

Diversification

- Diversify into Rigid packaging mainly in the Agricultural and Food market
- 4 million plastic pallets and 60 million plastic bins sold per annum in South Africa
- Automould Targeting 5% of the Plastic Pallet market
- Sign a Technical Partnership with Schoeller Allibert to increase Plastic bin Portfolio
  (Moulds Available, Zero Investment cost)

Strategy aligns with Metair core objectives of World class manufacturing while delivering on stakeholder objectives.

OUTLOOK

Capitalising on technical agreements and leveraging diversification strategy

Customer/product volumes

- With automotive volumes lower than built capacity, Automould plans to grow its revenue and margins through its diversification strategy into rigid packaging.
- Increase localisation initiative through technical partners – Mirror assemblies (Interior and Exterior).
- Successful launch of 640X project for Toyota – 69 new parts to be introduced - 2026
- Launch of Corolla Cross Local Mirror Assemblies - 2026

Profitability/margins

- Through the localisation strategy with our Technical partners and the execution of business diversification strategy, PBIT is expected to grow steadily through 2030

Facility Changes and Investment

- Minimal changes in facility and equipment as current equipment is suitable for executing this strategy including factory space
- Investment required in tooling for rigid packaging as the diversification strategy rolls out and market penetration is achieved.
- Technical skills are already in place to execute the diversification strategy.
- Strong marketing required

Q&A

SUPREME SPRING

METAIR INVESTOR DAY – CAPE TOWN
21 OCTOBER 2025

DAMIEN HARRIS

SUPREME SPRING

AGENDA

1 AT A GLANCE

2 OUR OPERATIONS

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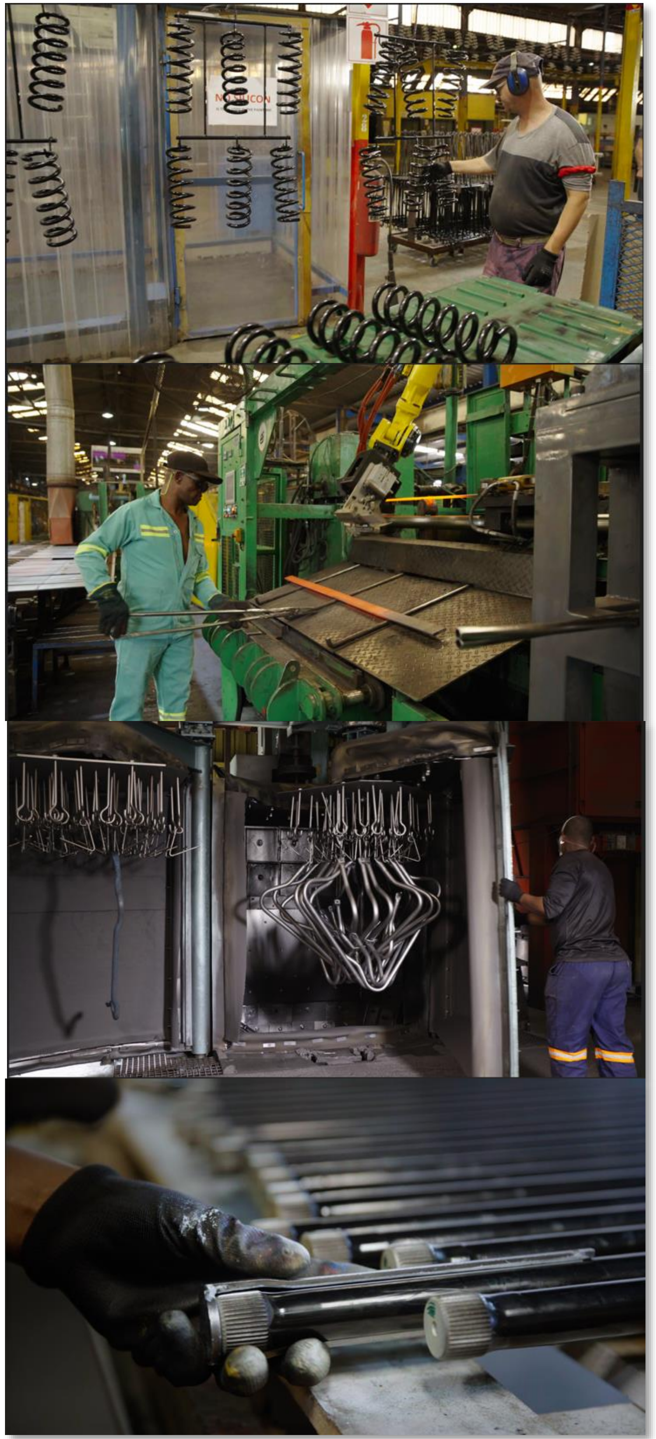
4 STRATEGY & OUTLOOK

5 Q & A



METAIR INVESTMENTS LIMITED
automotive | retail

SUPREME SPRING – AT A GLANCE

SUPREME SPRING

Driving Automotive Excellence, One Precision Spring at a Time

FOUNDED: **1963**

METAIR OWNERSHIP: **100%**

GROUP REVENUE CONTRIBUTION: **6.2%**

REVENUE H1 2025: **R540 million**

EMPLOYEES: **548**

Products

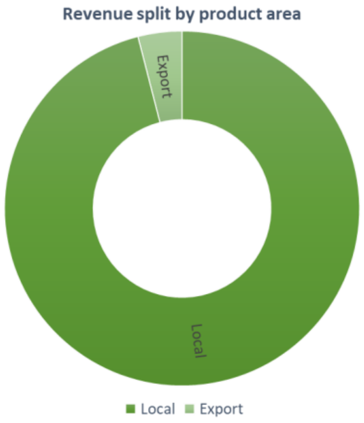
- Coil springs,
- Leaf springs,
- Stabiliser bars,
- Torsion bars,
- Panhard rods.

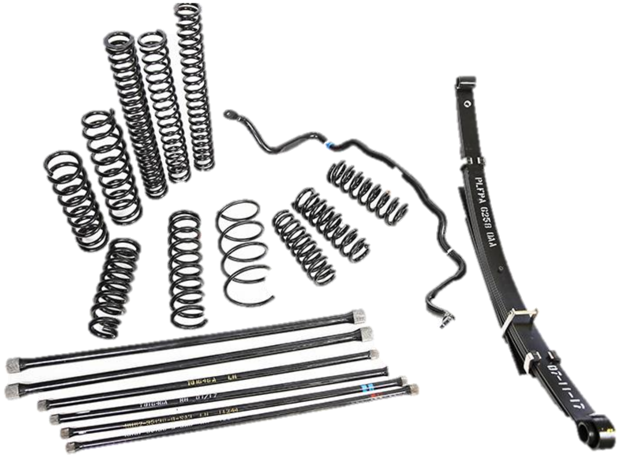
Location

Nigel, South Africa

MANAGEMENT TEAM

Damien Harris	Joyce Gressel	Christo Hechter	Johan Cronjé
Managing Director	Human Resources / Sustainability Director	Commercial Director	Senior Financial Manager
25 y: Automotive	14 y: Automotive/Retail	30 y: Automotive	25 y: Automotive

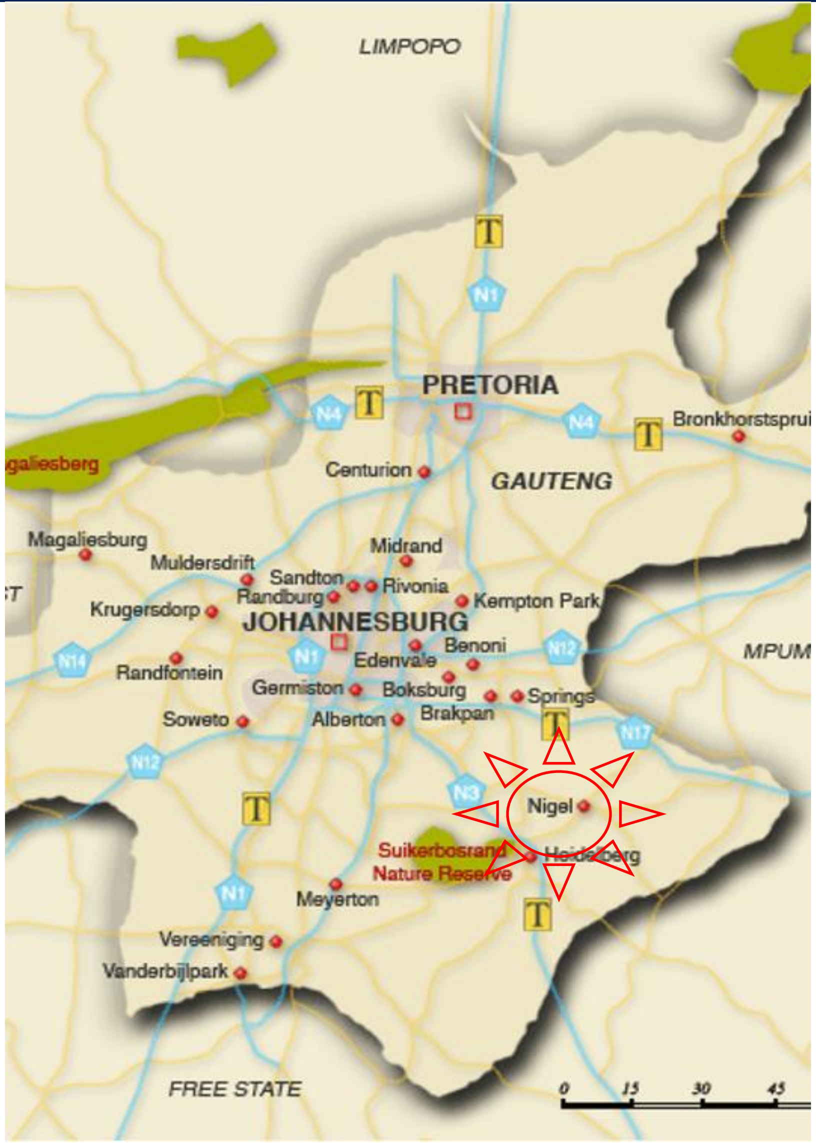




METAIR INVESTMENTS LIMITED
automotive | retail

SUPREME SPRING OPERATIONS

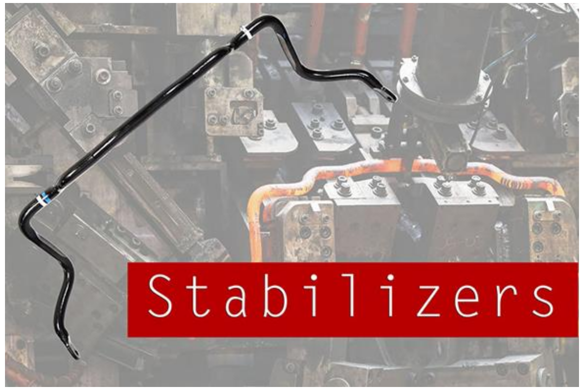
Manufacturing Plants Located in Nigel, Gauteng



PRODUCT RANGE

ISO certification / Sole Local Manufacturer of Automotive Suspension Springs

Supplier to Ford, Toyota, Isuzu, Nissan and Mahindra of:



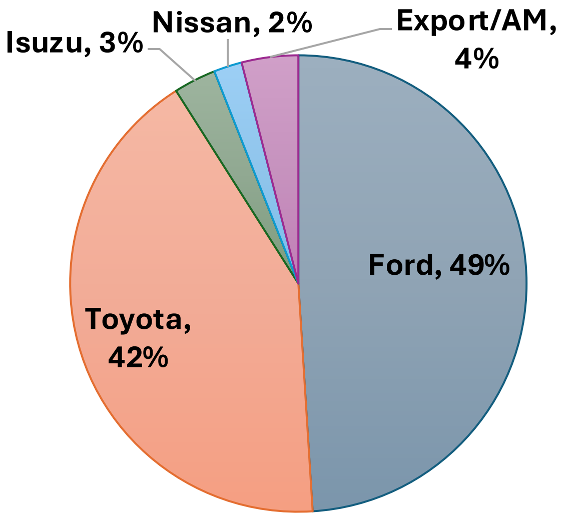
Certified to the following:

- ISO 9001
- ISO 14000
- ISO 45000
- ISO 50000
- IATF 16949

END MARKET / CUSTOMERS

Global Competitiveness and Excellence towards Great Customer Satisfaction

- Sole local automotive suspension spring manufacturer to Ford, Toyota, Isuzu, Nissan and Mahindra as well as Aftermarket and Export markets
- Support local automotive manufacturers of 600 000 vehicles (light commercial and passenger vehicles) per annum
- Supply Agreements with Local OEMs for light commercial vehicles
- Contribution by Customer



Location of Export Customers

MAIN COMPETITORS / COMPETITIVE ADVANTAGE

SUPREME SPRING

Preferred Supplier to all Manufacturers of Light Commercial Vehicles ("bakkies"/pick-ups)

- Supreme has an in-house Product Design and Development team.
- Expertise in Heat Treatment, Shot peening and Coating.
- Extensive diverse automotive experienced team.
- Highly flexible development lines with quick turnaround for design validation.
- Supreme competes on: value/differentiated products.
- Mubea, Somboon, NHK, CHKK and Sogefi are Supreme's global competitors.
- Barriers to entry for competitors – detrimental impact to local OEMs as far as APDP Incentives are concerned; and relatively low vehicle build volumes for local vehicle platforms.
- Preferred supplier to local OEMs.

STRATEGY

Expand into Africa

- **Efficiency improvements**
  - Optimization of Production Lines for one piece flow.
  - Multi Skilling across Production Lines and Plants to improve flexibility and ensure quicker reaction to volume changes.
- **Innovation**
  - Develop further in house Machine and Tooling design and fabrication.
  - Identify further design opportunities for localisation of product (crimp rings successfully changed from imported to in house designed and locally fabricated).
- **Synergy with Metair group**
  - Support Group Strategy in the After Market sector.
  - Aftermarket peeling and coiling line fully functional.
- **Market expansion/regional expansion/partnering opportunities**
  - Kenya – Auto Spring East Africa.
  - Ghana – Springs & Bolts.
  - India – Coventry Coil-O-Matic.

OUTLOOK

Volumes targeted to Increase by 10% over next 5 years

- **Customer/product volumes targeted**
  - Stellantis – Potential 60 000 vehicles per annum (leaf springs, stabilizer bar and coil springs).
  - V.W. (Low Cost 1-Tonner Pickup) – potential 45 000 vehicles per annum (leaf springs).

- **Investment**
  - Planned investment in upgrading of Leaf Spring Press Line 2026/27.
  - Optimization of Heat Treatment and Shot peening Processes.

- **Plant configuration**
  - Expand Lean layout optimization to improve efficiency and quality.
  - Plant 1 complete, Plant 2 and Plant 3 in progress.

Q&A

FIRST BATTERY™

FIRST BATTERY

RUSSELL BEZUIDENHOUT

METAIR INVESTOR DAY – CAPE TOWN

21 OCTOBER 2025

LIBERATING ENERGY EVERYDAY

FIRST BATTERY – AT A GLANCE

Liberating Energy Everyday

FOUNDED: **1931**

METAIR OWNERSHIP: **100.0**%

GROUP REVENUE CONTRIBUTION: **10.5** %

REVENUE H1 2025: **R919m**

EMPLOYEES: **1 144**

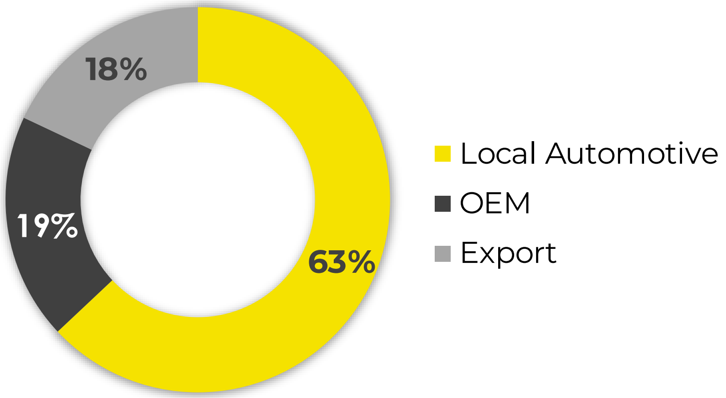
PRODUCTS

Lead Acid Batteries

LOCATIONS:

1. **Johannesburg, South Africa**
2. **East London, South Africa**
3. **Durban, South Africa**
4. **Cape Town, South Africa**

REVENUE SPLIT BY SEGMENT



MANAGEMENT TEAM

RUSSELL BEZUIDENHOUT
Chief Executive Officer

DAKSHA PARBHOO
Financial Director

SHANE PETERSEN
Marketing & Sales Director

ANDREW WEBB
OEM & Export Sales Director

CHARLES VAN ASWEGEN
Manufacturing Director

FANWELL MAKADZANGE
Technical Director

CAIN MAHLANU
HR Director

FACILITIES

South Africa's largest leading lead acid battery manufacturer

SETTLER'S WAY
Automotive Battery Manufacturing Plant

BUFFALO VIEW ROAD
Moulding & Formation Plant

BENONI
Lead Smelter, Marketing, Warehousing & Distribution

CAPE TOWN
Branch

DURBAN
Branch

TECHNOLOGIES:

Introducing the First Battery Range Of Automotive Batteries

FIRST BATTERY PLATINUM

FIRST BATTERY GOLD

FIRST BATTERY BRONZE

PRODUCT RANGE

Fully accredited battery supplier to South African OEMs/Aftermarket & Export

- For over 94 yrs First Battery is the leading manufacturer of lead-acid batteries in South Africa and has been at the forefront of automotive battery technology & innovation
- Majority battery supplier to all OEMs, the local Aftermarket as well as Export focused on high quality product & reliability
- Manufacturing & marketing a full range of lead acid batteries from Stop Start (AGM), to Enhanced Flooded & Premium/Economy batteries
- Comprehensive range of brands for the Aftermarket in South Africa, including First Battery, Raylite, Exide, Midas Gold, etc.
- Warrantees range includes 36 months, 24 months, 18 months

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

END MARKET / CUSTOMERS

Largest Automotive Battery Manufacturer in South Africa (all-in)

- Total Carparc (starter batteries): **12 million** (Source: NaTIS)
- Total AFM: Replacement batteries (est.): **3.7m per annum**
- First Battery Share (est.): **27% replacement**
- Largest Replacement Channel: **>500k per annum - 146 First Battery Centres**

AFTERMARKET

FIRST BATTERY CENTRE, AA, Validtrade, NAPA, TWK agri, MIDAS, MOTOLEK, NWK, TRYSOME, CYMOT, Motus Aftermarket Parts, TM TYREMART, vkb, GW GOLDWAGEN, BestDrive, DESAMARK, Senwes, DUNLOP, Kwik-Fit, supa quick, autoZONE

OEM

UD TRUCKS, BMW, ISUZU, NISSAN, MAN, VW, FUSO, SCANIA, TATA, HINO, TOYOTA, Ford

EXPORT

MAIN COMPETITORS / OUR COMPETITIVE ADVANTAGE

Liberating energy everyday with premium products & largest route to market

First Battery Value Proposition:

- ✓ Legacy of approximately 95 yrs production
- ✓ OEM approved range of premium product
- ✓ Comprehensive brand portfolio renowned for performance & reliability
- ✓ Premium to budget battery types
- ✓ Fully framed grid, creating credibility on Ah & CCA's
- ✓ Only Stop/Start EFB/AGM approved manufacturer locally
- ✓ Lowest warranty rates of local battery manufacturers
- ✓ Established route to market (FBCs) & national distribution model (last mile incl. delivery, recharge, warranty adjudication, scrap collection)

COMPETITORS

DIXON
DURATEC BATTERIES
AUTOX
Probe
Deltec
BRINGING ENERGY TO LIFE
ENERTEC BATTERIES PTY LTD
SUPAVOLT PREMIUM BATTERIES
atlas BATTERY UNBEATABLE QUALITY
ATLASBX
GP BATTERIES
FB FREEBATT

FIRST BATTERY™

STRATEGY

Responsible value growth

Synergy with Metair group	Market expansion/ regional expansion/ partnering opportunities	Innovation	Efficiency improvements	Cost cutting initiatives/restructuring/ reorganisation
▪ Restructure of operations into Metair Aftermarket Parts & Retail, as well as Manufacturing Division ▪ Restructure of Dynamic Batteries & ABM Batteries into First Battery structure	▪ Autozone supply commencing 2027/2028 ▪ African Export Expansion	▪ Optimize AGM/EFB battery design & process to meet NEV requirements ▪ Adopt value engineered negative grid design	▪ Adopt doublewide con-cast & con-paste negative systems resulting in headcount reduction & improved OEE	▪ Streamlining of Manufacturing operations (improving efficiencies) ▪ Introduction of automated Assembly line (Batek) 2024 ▪ Value engineer positive grids

FIRST BATTERY™

OUTLOOK

Responsible value growth

- **Customer/product volumes**
  - More than 15% growth on volumes to 2028 - incl. Autozone
  - Economy range acceleration by +25% in 2026
  - In 2026: celebrating 95 yrs of liberating energy. In 2030: 100 yrs powering South Africa
  - Expand First Battery Centre footprint by 15 stores in 2025 & a further five in 2026
- **Profitability/margins**
  - Premium products maintain good margins however, introduction of fighter/economy brands to compete with imported product will erode margins
- **Investment**
  - Capex spend for 2025 expected in the region of R59m & 2026 approx. R77m
- **Changes in number of facilities/machinery/equipment/stores**
  - Closure of Formation in Settlers Way
- **Plant configuration/tooling**
  - Adoption of value engineered negative & positive grid design
  - Introduce JIS range to support exports into Africa


Q&A
FIRST BATTERY™

METAIR AFTERMARKET PARTS AND RETAIL

DION DE GRAAFF

QUALITY • SERVICE • VALUE

your ride. our passion.

MOVE WORKSHOPS

METAIR INVESTOR DAY – CAPE TOWN

21 OCTOBER 2025

AGENDA

1 AT A GLANCE

2 OUR OPERATIONS

3 OUR MARKET

4 STRATEGY & OUTLOOK

5 Q & A

QUALITY • SERVICE • VALUE
autoZONE your ride. our passion.
MOVE WORKSHOPS

AUTOZONE & QSV

Your Ride Our Passion

FOUNDED: **1988**

METAIR OWNERSHIP: **100%**

GROUP REVENUE CONTRIBUTION: **10,4%**

REVENUE H1 2025: **R903.3m**

EMPLOYEES: **1,380**

Products

- Service Parts
- Brake Components
- Batteries and Electrical
- Engine Components
- Oils, Lubricants, and Additives
- Accessories
- Tyres

Location

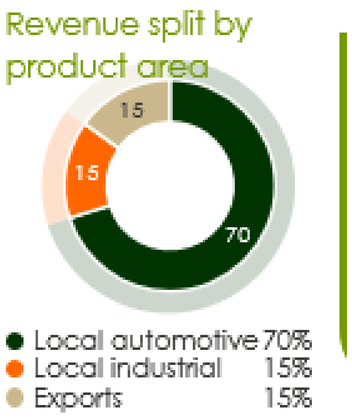
AutoZone: Nationwide, Namibia, Eswatini, Botswana

QSV: Nationwide

MOVE Workshops: Nationwide

MANAGEMENT TEAM

Dion de Graaff	*Micheal Da Paixao*	*Mathew Earle-Robertson*	*Glen Slow*	*Etienne Senekal*	*Sekhwela Mokgala*	*Johan Smith*
Chief Executive Officer	Merchandise & Marketing Executive	Retail Operations & Store Development Executive	Chief Information Officer	Human Resources Executive	Digital & Digitilisation Executive	Catagory Executive
32 Years 7 in Auto/Retail	*35 Years 35 in Auto/Retail*	*36 Years 36 in Auto/Retail*	*36 Years 33 in Auto/Retail*	*36 Years 29 in Auto/Retail*	*18 Years 10 in Auto/Retail*	*31 Years in Auto/Retail*



QSV QUALITY • SERVICE • VALUE | autoZONE your ride. our passion. | MOVE WORKSHOPS | Ate

ATE – ALFRED TEVES BRAKE SYSTEMS

Your Brake System Partner

FOUNDED: 1906

METAIR OWNERSHIP: **100%**

GROUP REVENUE CONTRIBUTION: **1%**

REVENUE H1 2025: **R48,9 million**

EMPLOYEES: **21**

Products

- Brake Components

Location

- ATE: Johannesburg

MANAGEMENT TEAM



Lynne Dunn	Elsabe Du Toit	Dineo Mabuya
National Sales Manager	Purchasing & Logistics Manager	Quality Assurance Manager
3.5 Years at ATE	***3.5 Years at ATE***	***3.5 Years at ATE***

MOVE WORKSHOPS

Workshop Buying Group

FOUNDED: 2016

METAIR OWNERSHIP: **100%**

MEMBER WORKSHOPS: **+200**

SUPPLY PARTNERS: **+250**

EMPLOYEES: **6**

Products

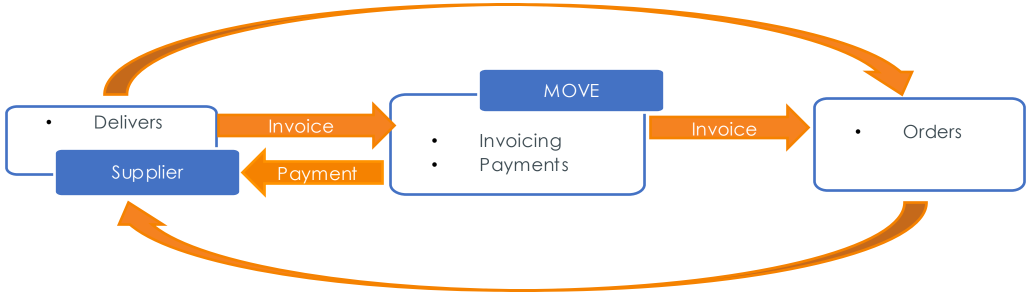
- All workshop needs
- Parts
- Workshop equipment & tools
- Workshop management Systems
- Administration simplification

Location

Gauteng & Eastern Cape

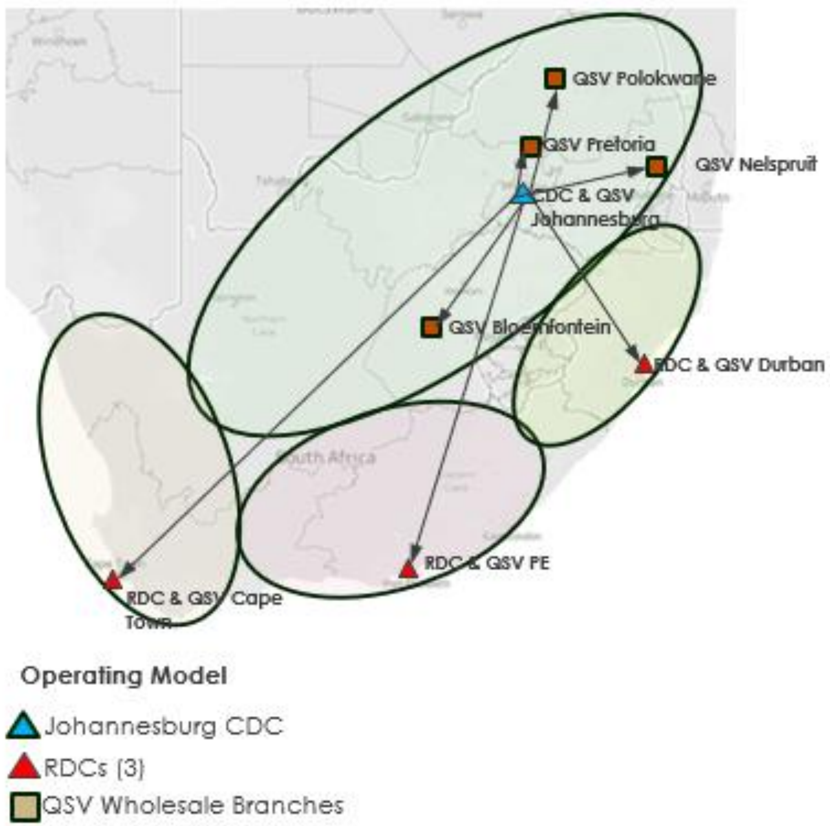
MANAGEMENT TEAM

Alvin Govender	Andre Changuion	Johan Nel
Move Managing Director	Business Development Manager	Business Development Manager
39 Years in the Auto Industry	**30 Years in the Auto Industry**	**28 Years in the Auto Industry**



OPERATIONS AND FACILITIES

Nationwide coverage



Customer service

- Strong nationwide courier network 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

AutoZone Retail and Distribution Footprint

- 169 locations nationwide
- Customer base: informal mechanics, formal workshops, fitment centres, DIY and car enthusiasts
- Sales mix: ±75% cash / ±25% debtor base
- Retail contributes ±65% to AutoZone's overall business

QSV Wholesale Network

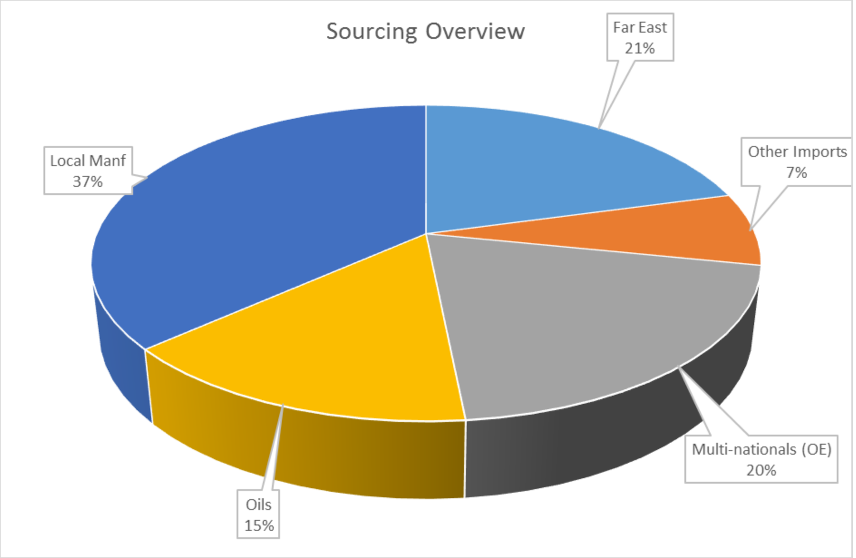
- 8 wholesale branches nationwide
- Telesales and outbound reps with delivery to customers
- Customer base: independent spare shops and AutoZone member stores
- Sales mix: ±85% credit based
- Contributes ±35% to AutoZone's overall business

ATE Network

- Operates from a single facility, supported by a national distribution network.

PRODUCT RANGE

Extensive product range across key automotive categories



Key Suppliers

House Brands (28%)

A Partnership Approach to a Multi Brand Offering

Good Better Best

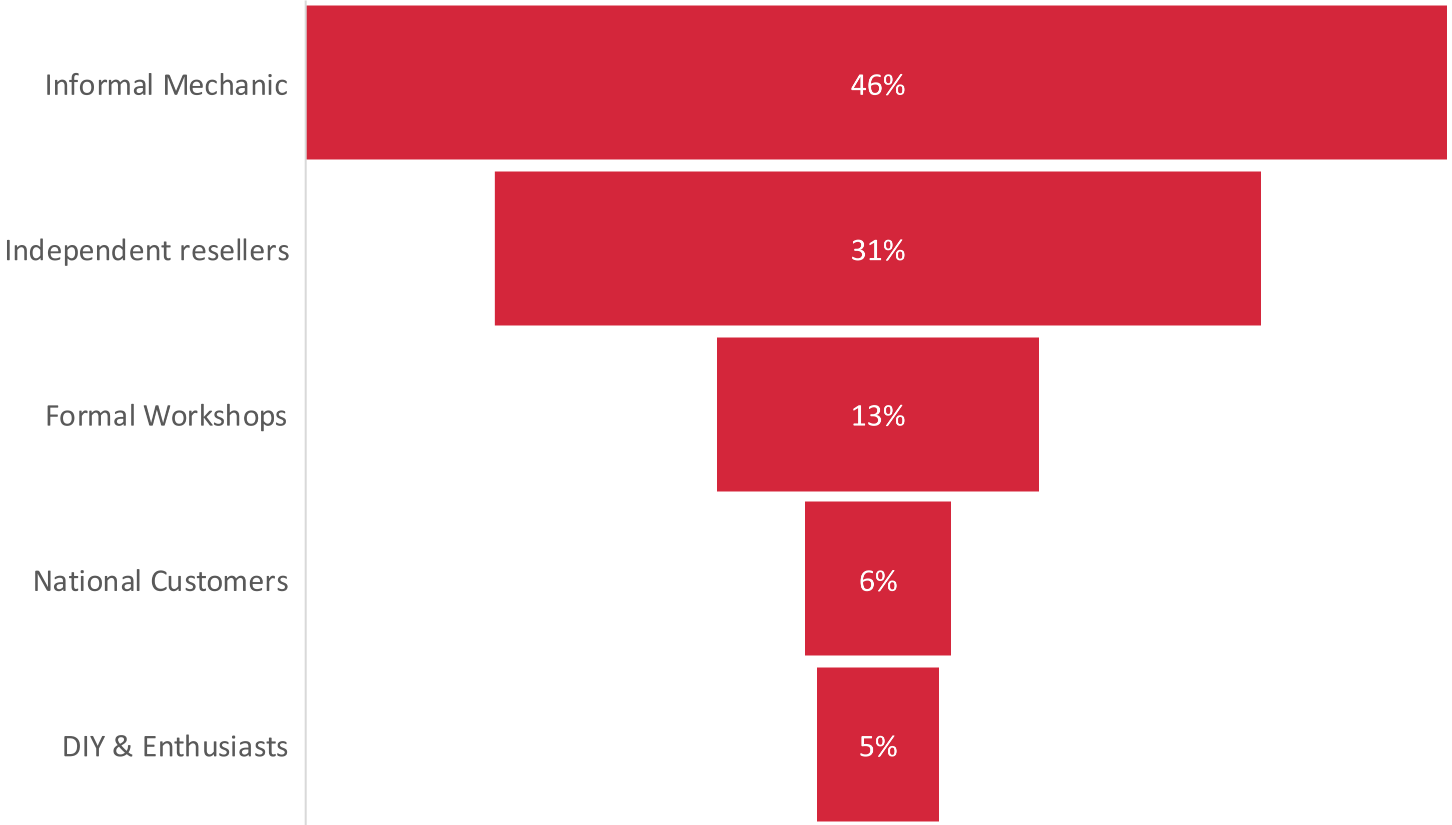
Category Strategies

Joint Business plans

END MARKET / CUSTOMERS

Growth from recovering market position and strengthening under indexed customer segments

Customer Segments Contribution to Revenue



Route to Market

Strategic Focus

Recover & Protect

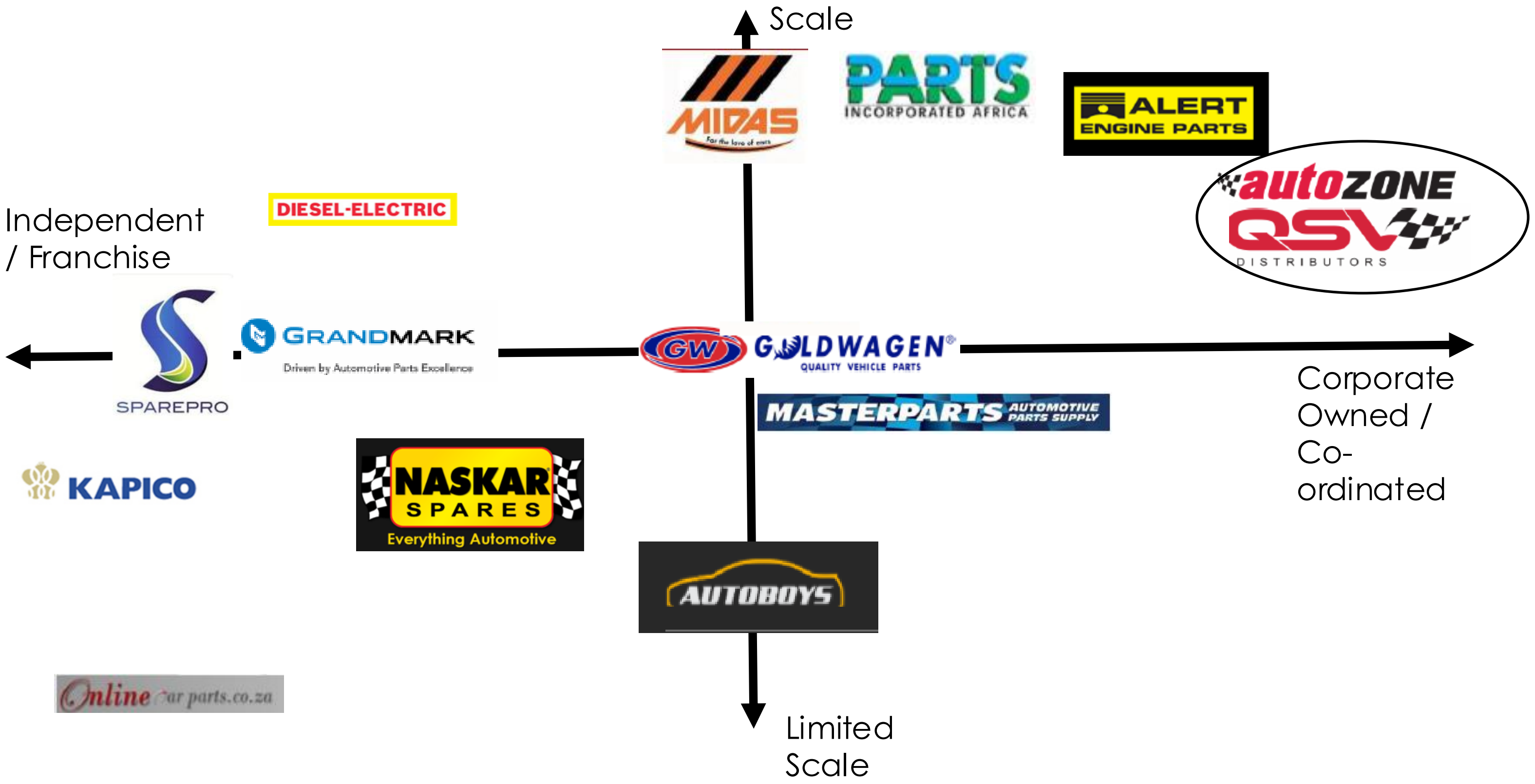
Recover & Grow Market Share

High Growth with Value Chain Disruption`

Participate

MAIN COMPETITORS / OUR COMPETITIVE ADVANTAGE

Centralised control and scale



- 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

STRATEGY

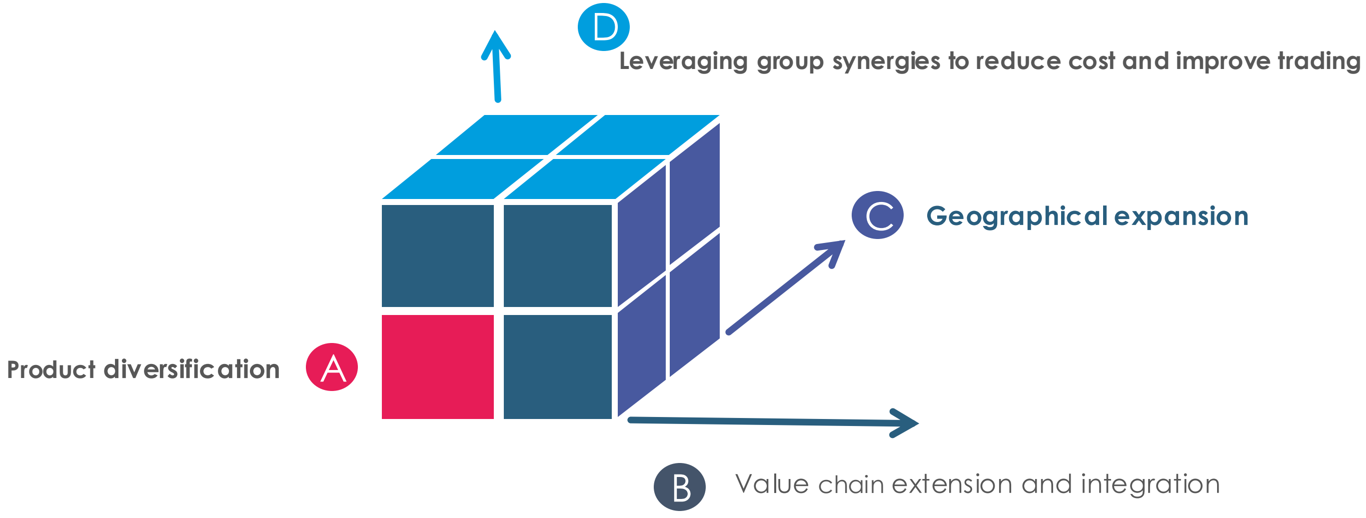
Diversification & Efficiency

- **Leverage group synergies**
  - › Cost savings from group shared services
  - › Maximize inter group trading

- **Geographical Expansion**
  - › Africa expansion strategy investigation

- **Product Diversification**
  - › 11000 sku's added to service, electrical and engine ranges
  - › Explore adjacencies

- **Value Chain extension & integration**
  - › Key partnership agreements signed with fleet managers, The Motor Spares Collective and Evolv WMS



OUTLOOK

From stabilization to recovery

- **Recovering our market position continues to deliver growth in our traditional focus areas**
  - ~20% Revenue growth

- **A return to profitability**

- **Expanding our market position in current and new customer segments**
  - 10 New AutoZone retail stores
  - Accelerating our integrated workshop solutions

- **Africa expansion strategy**
  - Focus on sales opportunities in priority markets
  - Develop meaningful partnerships and market understanding

Q&A

THANK YOU

CORPORATE INFORMATION

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