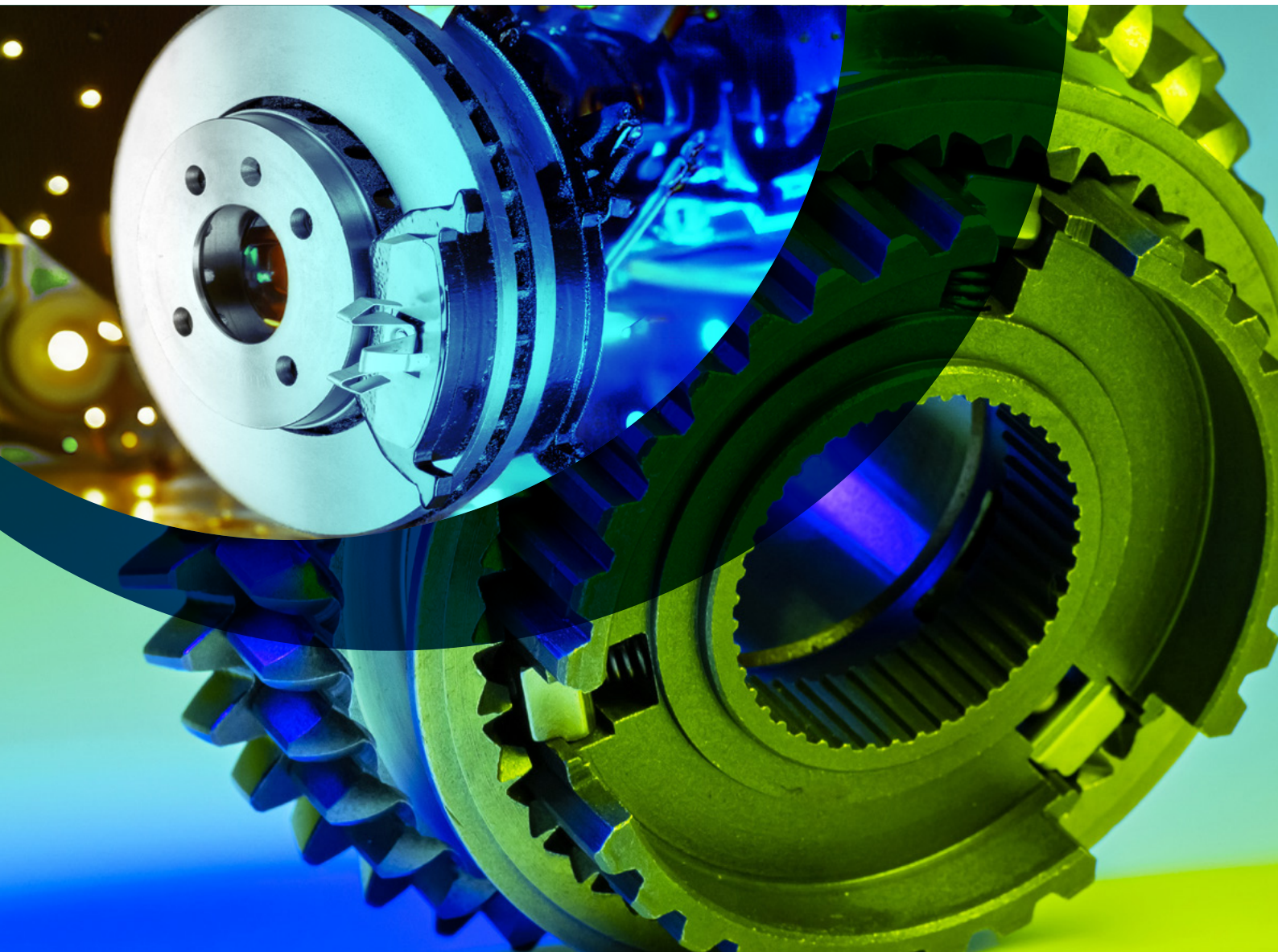


Sustainability
Report
2025



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01 ABOUT THIS REPORT

The Johannesburg Stock Exchange (JSE) has reviewed its Sustainability Reporting guidelines to ensure that these align with the International Sustainability Standards Board’s (ISSB) IFRS S1 and IFRS S2 standards.

The IFRS S1 and S2 standards, effective from 1 January 2024, were issued by the ISSB to create a global baseline for sustainability-related financial disclosures, ensuring consistency and comparability for investors. IFRS S1 provides the overarching framework for a company to disclose all material sustainability-related risks and opportunities. It sets out general requirements for governance, strategy, risk management, metrics and targets across various environmental, social and governance (ESG) topics.

IFRS S2 specifically focuses on climate-related risks and opportunities. It requires companies to provide detailed disclosures on physical risks (e.g., flooding), transition risks (e.g., policy changes) and climate-related opportunities (e.g., clean energy investments). While Metair previously reported on sustainability as part of its Annual Integrated Report, the new standards require a more formal, consistent and comparable approach, especially concerning strategy and specific metrics.

Although disclosure in terms of IFRS S1 and S2 is not yet mandatory in South Africa, this Sustainability Report aims to disclose Metair’s sustainability-related risks and opportunities (including climate-related) that could reasonably be expected to affect our cash flows, its access to finance or cost of capital over the short-, medium- or long-term. The report also covers information about the group’s material impacts on the environment and society (impact materiality) and covers the period 1 January to 31 December 2025.

This Sustainability Report forms part of the journey towards full compliance with IFRS S1 and S2.

This report covers all of our South African subsidiaries. The sustainability strategy and performance of our Romanian subsidiary Rombat is covered in their stand-alone CSRD-compliant Sustainability Report available on Metair’s website.

PRINCIPLES OF REPORTING

We believe that this report is a complete, neutral and accurate depiction of Metair’s sustainability-related risks, opportunities and impacts. Where relevant, we have used external consultancies and independent advisors to guide us through various aspects of our sustainability journey.

We have attempted to convey connections between ESG risks and opportunities and impacts on the income statement and balance sheet, while taking into account our insurance policies, based on experience from previous events such as Covid-19 and the 2022 floods in KwaZulu-Natal.

Significant efforts have been taken to ensure consistency in assumptions, methods and accuracy across subsidiaries in preparing our financial impacts from climate change and, from 2026, our efforts to improve the accuracy of Scope 3 emissions from suppliers.

This Sustainability Report forms part of Metair’s 2025 reporting suite, which includes:



INTEGRATED REPORT



SUSTAINABILITY REPORT



ANNUAL FINANCIAL STATEMENTS

Materiality assessment

Metair’s commitment is to disclose material information about the sustainability-related risks and opportunities that could reasonably be expected to affect the group’s prospects, as well as its impacts on environment and society.

Our Integrated and Sustainability Reports are prepared based on the principle of double materiality. Metair acknowledges that the group should report simultaneously on sustainability matters that are:

1

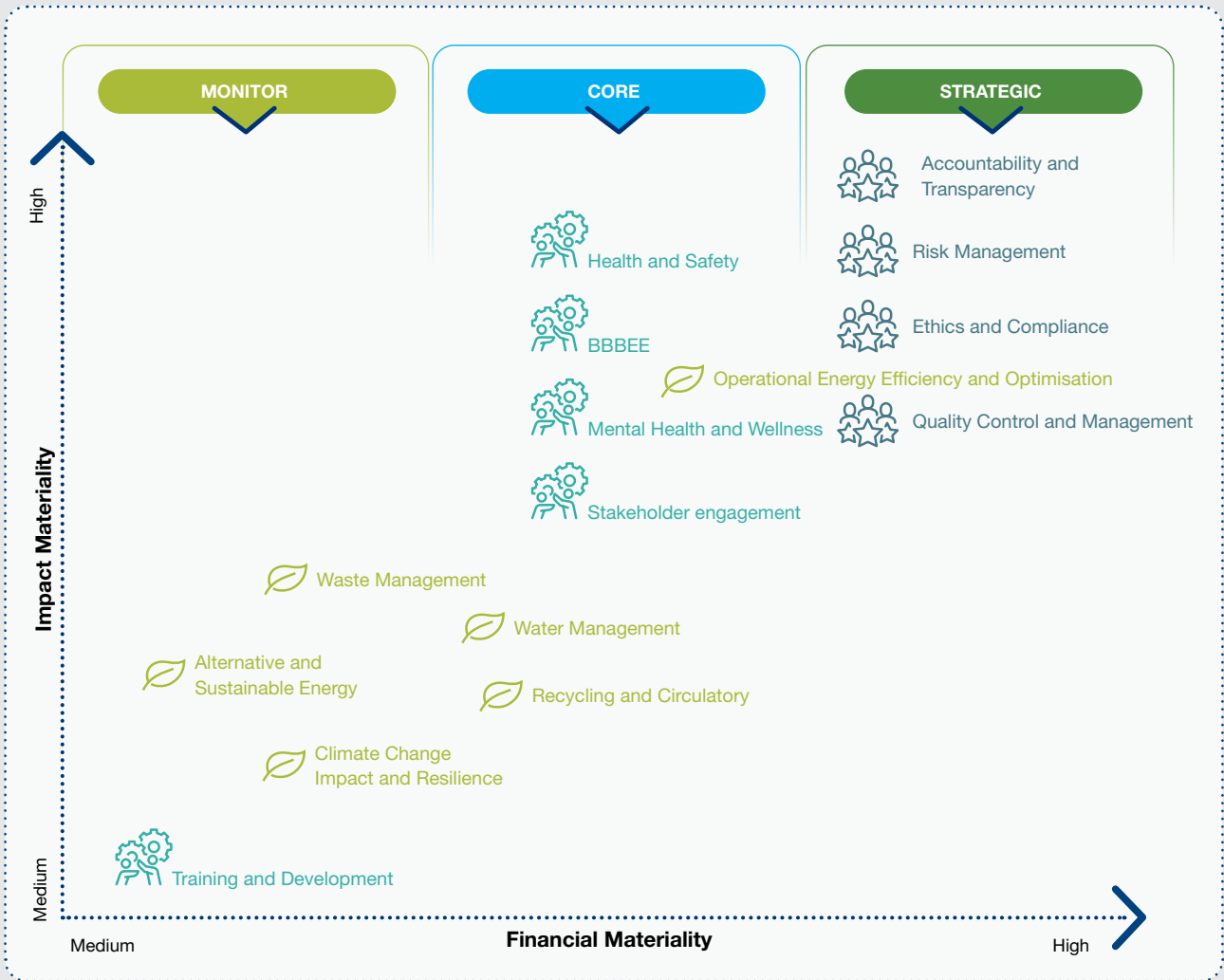
Financially material in influencing business value; and

2

Material to the market, the environment and people over the short, medium or long term.

The process for determining double materiality starts at the subsidiary company level, where material matters were reported over the course of 2025 and assessed in a workshop with external experts. All material ESG factors were thoroughly evaluated, ranked and incorporated into a Materiality Matrix to ensure strategic alignment with key sustainability priorities. This approach prioritises initiatives that have the most significant impact on business operations and stakeholders. The following table provides an overview of the highest ranked ESG factors for Metair, with the ranking score being the average of the matter’s financial and impact materiality ratings:

INTEGRATED ESG TOPICS	
Material Topics	Ranking Average
1 Risk Management (incl. Policies and Procedures)	5.75
2 Accountability and Transparency	5.60
3 Ethics and Compliance	5.38
4 Quality Control and Management	5.38
5 Operation Energy Efficiency and Optimisation	5.0
6 Health and Safety	4.63
7 Broad-Based Black Economic Empowerment	4.63
8 Inclusive Stakeholders’ Engagement	4.63
9 Mental Health and Wellness	4.63
10 Water Management	4.38
11 Waste Management	4.38
12 Recycling and Circularity	4.38
13 Alternative and Sustainable Energy	4.25
14 Climate Change, Impact and Resilience (incl. Net-Zero and Decarbonisation)	4.13
15 Training and Development	4.13



Note: These are all ESG priorities for Metair

KEY



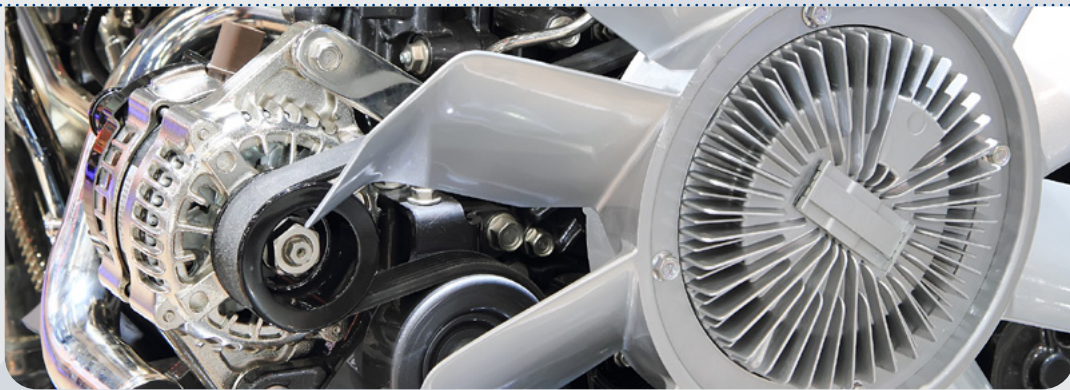
Environment



Social




Governance



Sustainability strategy

Metair's inaugural double materiality assessment demonstrated that, besides quality and ethics, the following have a material impact on the business performance, in decreasing order of materiality: energy efficiency, health and safety, B-BBEE, mental health, water, waste, renewable energy and climate change.

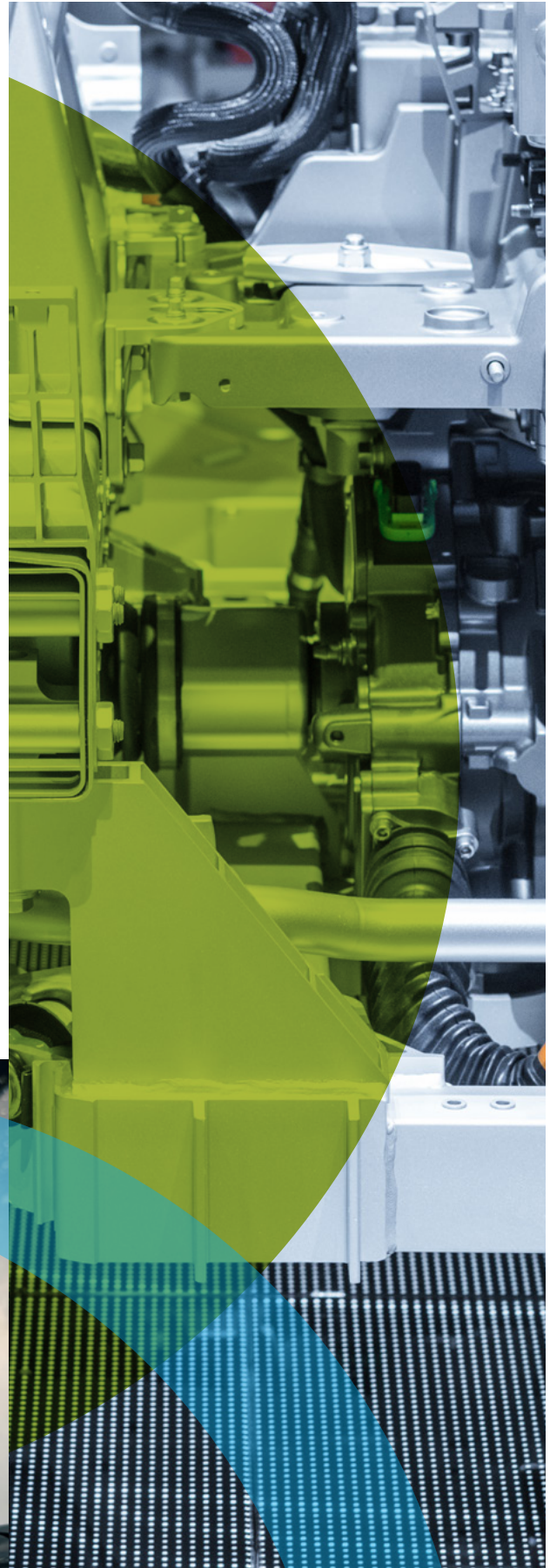
Given that, in general, our operations are high volume and low margin, with a highly repetitive manufacturing process to produce high volumes of similar products, our sustainability strategy focuses on those items with per-unit and per person hour worked cost savings. Our key sustainability KPIs are linked to our key material items.

At Metair, we measure and report all our sustainability parameters per person hour worked (PPHW), and for Lost Time Injuries Frequency (LTIFR), per 200 000 hours worked. All of the material matters are set internal targets, discussed at each social and ethics committee (SEC) meeting and actions taken as reported in previous years' reports. Various certifications covering environmental and quality issues are key to our customers and compliance thereto is noted in section 8, Appendix II  of this report.

In 2025, however, given the historic and projected increases in Eskom-supplied electricity, and that energy is our largest operating cost besides labour and raw materials across all subsidiaries, our focus was on reducing energy costs, while also reducing Scope 1 and 2 carbon emissions.

From a climate risk exposure, Metair is primarily exposed to carbon taxation and a shifting demand globally from internal combustion engines (ICE) to new energy vehicles (NEVs). Our operations in South Africa are also exposed to carbon transition risk due to high dependence on fossil fuels and intense climate change events like the 2022 flooding in KwaZulu-Natal.

Further, being part of a global integrated supply chain in a sector that is moving to a lower carbon footprint per vehicle, implies that we need to understand better our contribution to the carbon journey of our products in their end-use.



Social and ethics committee chair and CEO Report

It gives us great pleasure to present Metair's first standalone Sustainability Report, which provides additional information about the group's sustainability approach and performance, in line with evolving reporting requirements.

Metair's commitment to sustainable business practices and to improving its ESG performance and reporting arises from our values, which embed the principle of custodianship. This principle challenges every person working at Metair to be the best caretaker they can be in their roles, conducting business ethically and staying mindful of our environmental and social impacts with the wellbeing of future generations in mind. Accordingly, ESG performance is not regarded as something separate from core business activities, but rather as an integral aspect of operational excellence.

This Sustainability Report provides an overview of our ESG approach and performance during 2025, demonstrating how the group delivered on its commitment to custodianship.

ADVANCING THE SUSTAINABILITY STRATEGY

Metair made significant progress in 2025 towards maturing its sustainability strategy in support of the 'reset and growth' strategy. A process was facilitated to re-establish Metair's most material ESG-related matters, from both a financial materiality and impact materiality perspective. The group has aligned its ESG KPI reporting to reflect the prioritisation on our key material matters.


An exercise was undertaken to identify the gaps in reporting to the requirements of IFRS S1 and S2 and the group has commenced the process of reporting to these requirements. This standalone Sustainability Report reflects the group's journey in this regard.

The group also commenced its decarbonisation journey, updating climate resilience plans and financial assessments across the subsidiaries and making meaningful progress towards concluding rooftop solar power purchase agreements (PPAs) which will reduce energy costs and Scope 2 carbon emissions. This will be a journey over a number of years and will be supplemented in the future by potential wheeling and behind-the-meter solutions. The rooftop solutions will also be used to potentially address the legacy asbestos roofing at many of our factories.

A standard operating procedure was designed to establish the reporting of Scope 3 emissions, and we intend rolling this out over the next two years. The group is not at a point in its journey to commit to a net zero pathway, but is fully cognisant of the importance of this commitment.

The group is currently negotiating sustainability-linked loans that will recognise continued improvement in our sustainability performance through reduced funding costs and potentially replacing a portion of our current funding structure.

To improve the completeness, accuracy and validity of the key ESG KPIs, management has documented risk and control matrices (RACMs) for all key ESG KPIs across the South African businesses. These RACMs help management to identify key controls in place to ensure the completeness and accuracy of numbers and calculations used in ESG KPI reporting, driving responsibility and accountability. Issues were identified aligning AutoZone to Metair's reporting requirements which is being addressed.

External auditors provide assurance on certain of the key ESG KPIs and metrics and their report can be found on  page 30.

AREAS OF OVERSIGHT IN 2025

The SEC has primary responsibility for the oversight of Metair's strategy and governance on sustainability and the CEO is responsible for implementing the sustainability strategy. ESG-related KPIs are included in incentive programmes for senior executives to ensure alignment with group priorities and those of our stakeholders.

Key areas of focus for the SEC during the year included oversight of:

- The group's sustainability performance and progress against targets
- Progress in implementing sustainability risk and control matrices
- Updates to subsidiary climate resilience plans and budgets
- Continuous alignment of reporting to the requirements of IFRS S1 and S2
- Progress in advancing net-zero initiatives, including the PPAs and the Scope 3 framework
- Investigating the cost of reducing finance costs through sustainability-linked loans
- The ethics risk assessment and its outcomes
- Incidents reported through the whistleblowing facility

The committee also reviewed annual updates to relevant policies, which were recommended to the board for approval.

DRIVING IMPROVEMENTS IN ENVIRONMENTAL PERFORMANCE

The group's ongoing focus on managing its environmental impacts saw a 5.4% decrease in Scope 1 and 2 emissions per person hour worked to 4.5 kgCO₂e (2024: 4.8 kgCO₂e). The subsidiaries developed detailed energy efficiency strategies based on their production needs, local conditions, quality of municipal feed and other factors. Interventions launched during the year resulted in a 6.9% decrease in electricity consumption per person hour worked to 3.77 KWh (2024: 4.05 KWh).

Social and ethics committee chair and CEO Report continued

Water security and efficiency are a priority, given Metair's large workforce, changing climates and deteriorating municipal infrastructure. Water consumption per person hour worked increased for a multitude of reasons, however, efficiency measures have been put in place to reduce consumption going forward. Water usage increased to 12.2 litres per person hour worked (2024: 10.9 litres).

Waste management and recycling improved during the year, resulting in a reduction in waste to landfill.

SUPPORTING A HEALTHY, SAFE AND ENGAGED WORKFORCE

Metair values the safety and wellbeing of our employees and implements measures to provide and maintain a safe and healthy workplace. Safety performance deteriorated during the year, with the LTIFR increasing to 0.35 (2024: 0.11), but remained below our target of 1.0 per 200 000 person hours worked. The increase in LTIFR was primarily due to injuries reported at AutoZone following its inclusion in our reporting and a specific safety campaign was launched at all stores and warehouses, together with initiatives to align safety reporting to Metair standards.

The rightsizing and restructuring programme across the group saw a net decrease in headcount of 8% year-on-year (excluding AutoZone), which included 219 retrenchments mainly at four operations. The board is cognisant of the impact of these reductions, the current challenging operating conditions and ongoing pressure in the business on the morale and mental wellbeing of the workforce. HR programmes and leadership conversations include change management initiatives to ensure clear communication and ongoing engagement with employees. We rolled out a new group wellness programme, which provides support for employees across all aspects of physical, career, social, financial and mental and emotional wellness.

Culture interventions included an ethics risk assessment survey and a culture change workshop with the managing directors of all subsidiaries. A leadership alignment session was held with the exco and all business managing directors which culminated in a Leadership Charter, signed by all senior leaders, which sets out expectations, responsibilities and behavioural standards for Metair leaders.

The group continues to invest in the skills of its workforce with R95 million invested across 11 831 training interventions.

COMMITTED TO TRANSFORMATION AND SOCIO-ECONOMIC DEVELOPMENT

Metair is committed to transformation and creating an inclusive and representative workforce. The year saw pleasing improvements in HDSA and gender representation at top and senior management, and all of the South African subsidiaries were certified at a B-BBEE contributor Level of 4 or better, except for AutoZone, which is at Level 5. The group maintained a Level 1 accreditation.

Through the CSI programme, Metair and its subsidiaries invested R8.1 million in programmes to improve the lives of the people in the communities around operations.

ENSURING OPERATIONAL EXCELLENCE AND SUSTAINABILITY

The sustainability strategy is a foundational aspect of Metair's 'reset and growth' strategy. We are encouraged by the progress made this year in further entrenching governance, deepening the understanding of material ESG matters and improving sustainability performance. The committee will continue to guide management in balancing near-term priorities with the long-term interests of our stakeholders, ensuring that sustainability remains an integral component of Metair's operational excellence and future resilience.



M Muell

Social and ethics committee chair



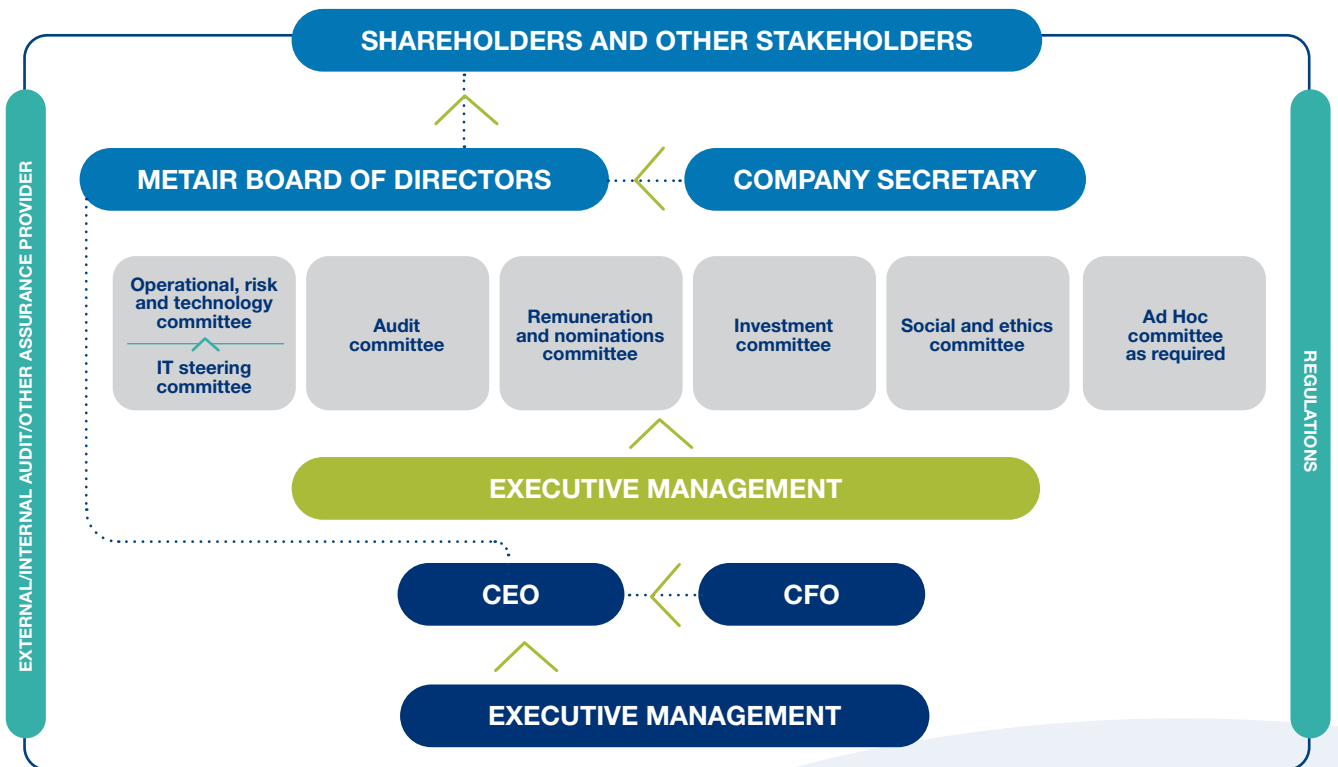
P O'Flaherty

Chief executive officer


02 GOVERNANCE

The Metair board strives to embed integrity, fairness, justice, transparency, responsibility and accountability in all its dealings. The board is the custodian of good corporate governance in the group, and aims to remain relevant in the fast and dynamic environment in which the group operates.

Metair's governance philosophy guides the board to continuously direct, grow and control the business to achieve sustainable value creation for all stakeholders.



Governance continued

For more information on Metair's governance philosophy, framework, focus areas and performance during 2025, please refer to  page 52 of the full governance report in the 2025 Integrated Annual Report.

The SEC holds primary responsibility for the oversight of Metair's strategy and governance on sustainability. The committee provides the board with regular feedback on ESG matters and management with counsel and advice where needed. Additional responsibility for sustainability is held by the operations, risk and technology committee in terms of risks and opportunities, issues raised by financial audits pertaining to sustainability-related risks, as well as outcomes of third-party sustainability assurance assessments. All of these are reported back to the board on a regular basis. The remuneration and nominations committee approves all ESG/sustainability-related metrics linked to the short- and long-term incentive plans of executive management and the senior leadership of the group. These metrics include health and safety, B-BBEE targets, compliance and environmental indicators.


The following ESG-related policies and frameworks are in place and are annually reviewed:

- Metair group skills development policy
- Metair group employee wellbeing policy
- Metair group employee relations policy
- Metair group human rights policy
- Metair group leadership development policy
- Metair group leadership reward policy
- Metair group talent and succession policy
- Metair group LTIP and retention scheme policy
- MMS leave policy
- MMS travel and reimbursement policy
- MMS work from home policy
- Metair group sustainability policy
- Metair group conflict donations and sponsorships policy
- Metair group SHE policy
- Metair group procurement policy
- Metair group declarations policy
- Metair group evidencing policy
- Metair group whistleblowing policy
- Metair group stakeholder engagement policy
- Metair group contract management policy
- Metair group compliance management policy
- Metair group code of ethics
- Metair group governance framework
- Metair group regulatory compliance framework
- Metair social and ethics committee charter
- Metair group RACM policy
- Metair group fraud risk management governance and framework

The CEO is responsible for implementing the sustainability strategy and driving achievement of the sustainability targets. Managing directors report monthly on progress made against ESG targets. Subsidiary managing directors are responsible for leading the delivery of sustainability targets for the operational aspects of reaching companywide performance and efficiency targets.


The board strives to embed an ethical culture which all Metair board members, employees, contractors and suppliers embrace and abide by. Metair's ethical culture cultivates a value-driven environment where all stakeholders are dedicated to conducting business honestly, fairly, legally and transparently. The Metair values are built on the principle of custodianship. Being a custodian has the embedded notion that Metair has an important role to play in a bigger long-term sustainable plan, and that it is not the size of the role that matters, but rather how well all stakeholders perform their role.

The Metair code of ethics guides Metair to operate with unity, harmony, equality and respect for human dignity. The code aims to guide all stakeholders to act and conduct themselves with integrity. This assists with mitigating unethical conduct, fraud and corruption.

Metair has an independent anonymous whistleblowing programme managed through Deloitte's fraud tipoff line that operates 24 hours a day, 365 days a year. Updates on reports received are included in the Sustainability Report submitted to the SEC and audit committee, as well as to the board. For information on reports through the tipoff line,  refer to page 56 of the 2025 Integrated Annual Report.

Board members are required to declare any shareholding and interests they might have in transactions of the group on a regular basis, as well as to declare any conflict of interest in respect of any matters on the agenda of board or committee meetings.

Metair's governance structure is designed to integrate climate-related topics into the company strategy, business model and financial planning processes.

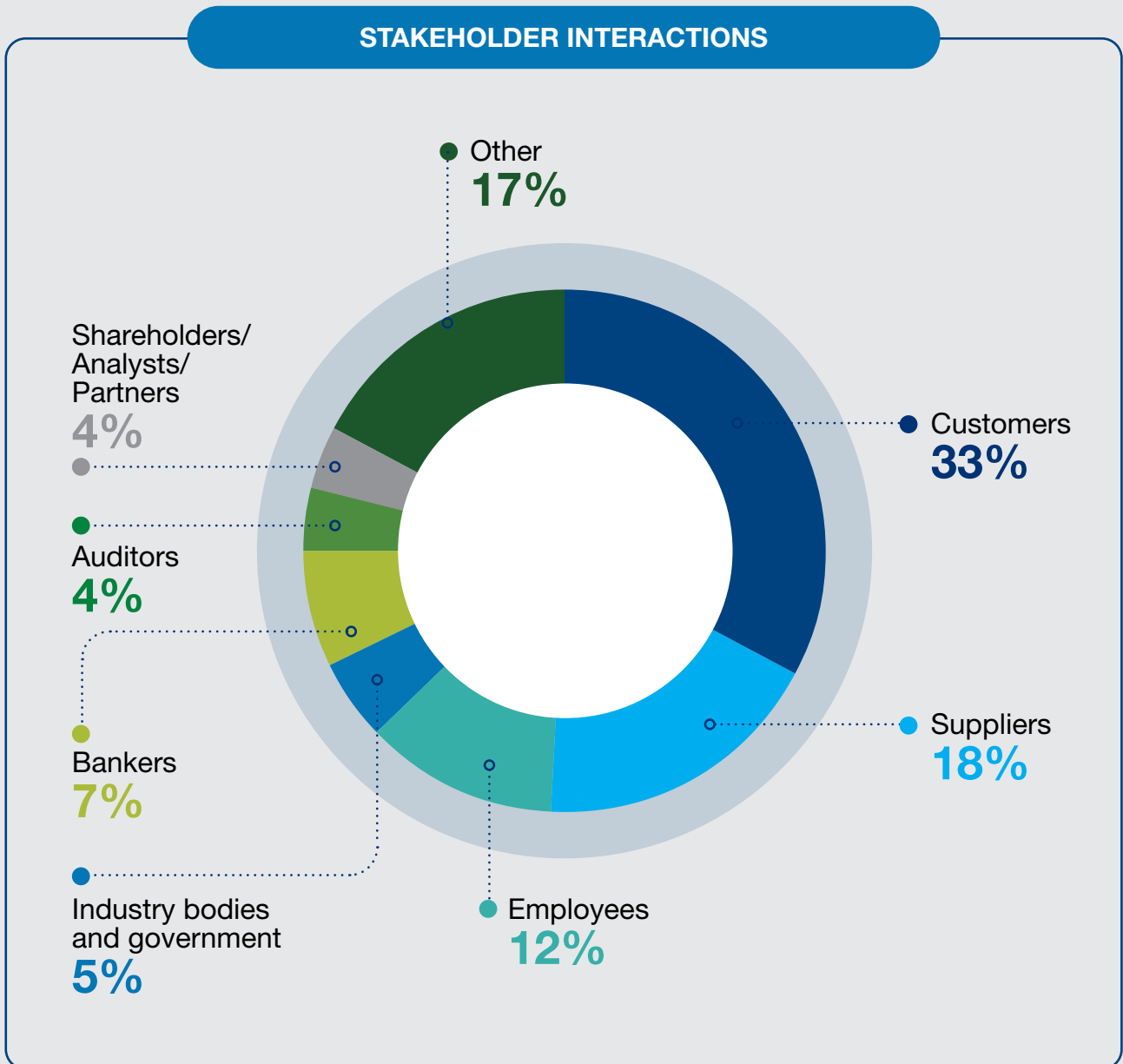
ESG is a critical enabler of our strategy, and we continue to enhance our approach to sustainability and ESG reporting. As noted previously, in February 2025, Metair completed a double-materiality assessment of the group's sustainability issues, which gathered information from surveys, interviews, workshops and benchmarking exercises. The assessment identified 15 material matters  (see page 2) and mapped them in terms of financial materiality and impact materiality.

Stakeholder engagement

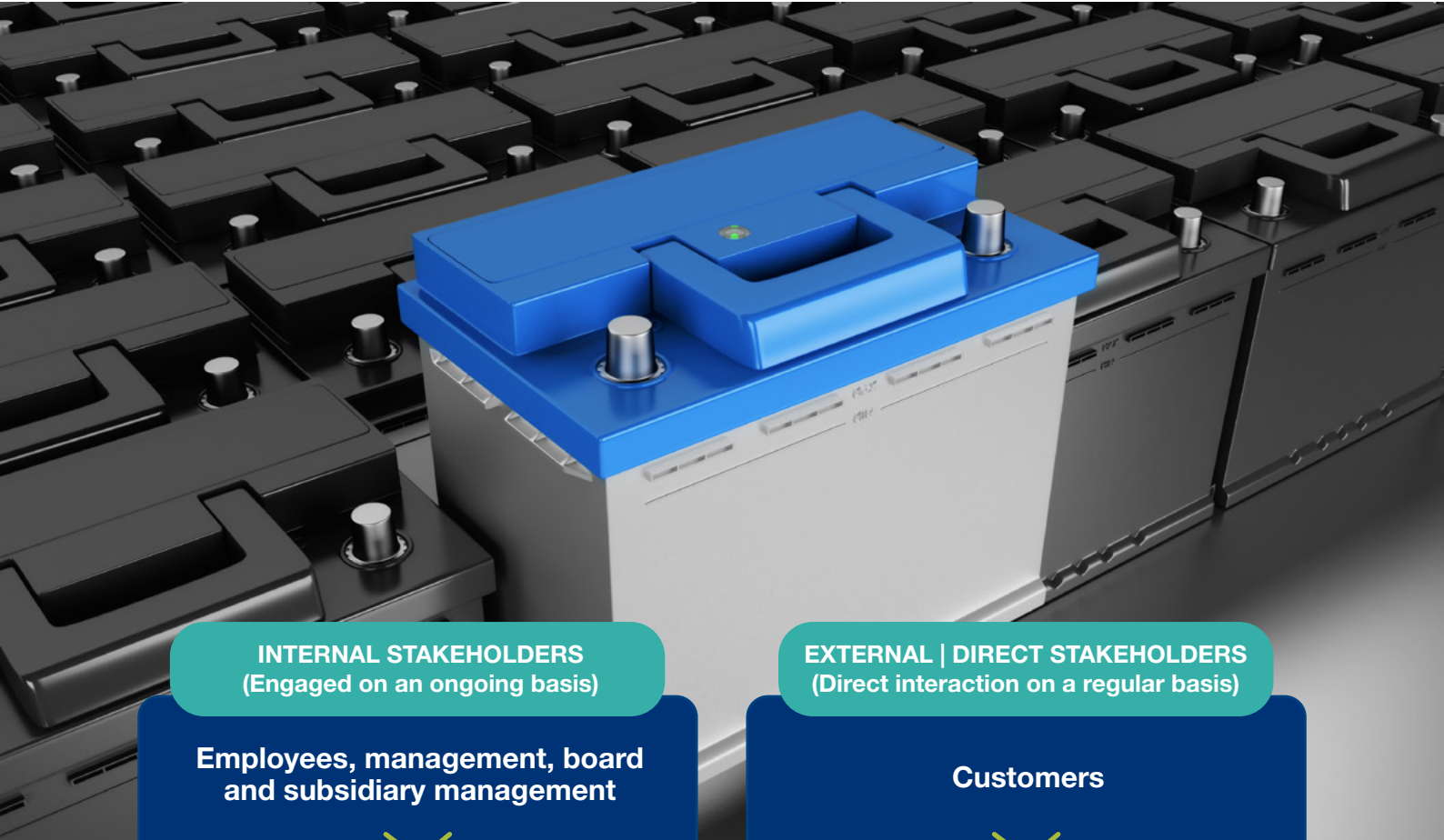
Metair adopts a proactive and inclusive approach to stakeholder engagement that balances the needs, interests and expectations of material stakeholders with the interests of the company. Regular engagements improve the company's understanding of its social partners' interests and helps to build trust, manage expectations, alert stakeholders to industry developments and align with government priorities.

Stakeholder engagement is guided by the stakeholder policy, stakeholder identification matrix, group and subsidiary stakeholder plans and the investor relations plan.

Details of head office and subsidiary stakeholder engagements are reported to the board at its quarterly meetings. In 2025, Metair recorded more than 5 700 engagements with stakeholders, with customers, suppliers and employees making up around 63% of the engagements.



Stakeholder engagement continued



INTERNAL STAKEHOLDERS
(Engaged on an ongoing basis)

Employees, management, board and subsidiary management

Management, employees and their representatives

THEIR INTERESTS AND EXPECTATIONS

A safe and healthy work environment, fair remuneration, equal work/equal pay, transformation, job preservation and creation, shareholding participation, good corporate culture, use of labour brokers, preferential procurement from B-BBEE accredited parties, education, training and skills development, support for secondary and tertiary education in communities, rural area economic development, deliverable and sustainable corporate social investment (CSI) programmes, anti-internationalisation and globalisation demands for South African businesses.

HOW WE ENGAGE

- Operational performance reviews
- Feedback sessions
- CEO site visits
- Regular electronic communication
- Anonymous Tipoffs hotline
- Company website
- Induction programmes
- Union interactions as required
- Wage negotiations

EXTERNAL | DIRECT STAKEHOLDERS
(Direct interaction on a regular basis)

Customers

Major OEMs and consumers in the aftermarket

THEIR INTERESTS AND EXPECTATIONS

Meeting required product quality and delivery standards at a competitive cost, adherence to customer quality ratings, brand strength, sustainability of the group's business, B-BBEE status, transformation, investment in technology and innovation, expansion to support customer goals, responsible health, safety and environmental performance, adherence to vehicle project launch commitments.

HOW WE ENGAGE

- Contract negotiations
- Scheduled supplier forums
- Ongoing interactions in the ordinary course of business
- Formal quarterly meetings with customer executives and the Metair CEO and COOs
- Quality reviews
- Performance reviews
- Industry forums
- Trade shows and exhibits
- Customer reward systems
- Customer visits

EXTERNAL | DIRECT STAKEHOLDER
(Direct interaction on a regular basis)

Providers of financial capital

Shareholders, analysts and bankers

THEIR INTERESTS AND EXPECTATIONS
Return on invested capital (ROIC), effective capital allocation, value creation strategy, sustainability of Metair's business, total shareholder returns, EBITDA growth and operating margin improvement, fair and transparent remuneration, unlocking share value, good reputation, positive prospects and responsible ESG practices.

HOW WE ENGAGE

- Stakeholder reports, including the IAR, results commentaries, the abridged report, interim and annual results presentations, pre- and post-results feedback, SENS announcements and press releases
- Regular meetings, including the AGM, one-on-one meetings, site visits, pre-close meetings and *ad hoc* (as requested)
- Specific regular meetings with funders to discuss performance against covenants
- Investor perception surveys
- Company website (recently revamped)

Business partners

Joint venture partners and associates

THEIR INTERESTS AND EXPECTATIONS
Financial performance, consistent supply, manufacturing and management performance, fair treatment and quality of management, investment support, effective business model, responsible ESG practices, investment in technology, employee health and safety.

HOW WE ENGAGE

- Ongoing interactions in the ordinary course of business

EXTERNAL | OTHER
(Ad hoc as required)

Society

Government and communities

THEIR INTERESTS AND EXPECTATIONS
Regulatory compliance, health and safety, responsible operation and ESG practices, transformation, preferred procurement from B-BBEE accredited parties, environmental responsibility, sustainable employment, CSR.

HOW WE ENGAGE

- Engagements on specific policy issues
- Engagement through industry bodies
- Regular regulatory submissions
- Interactions as required

Other

Industry bodies*, suppliers, insurers, auditors, consultants, analysts and the media

THEIR INTERESTS AND EXPECTATIONS
Good corporate conduct, support in engaging government and regulators on industry matters, responsible ESG practices, health and safety, access to management, preferential procurement opportunities.

HOW WE ENGAGE

- Participation in industry forums
- Ongoing engagements in the normal course of business
- Interactions as requested
- Press releases
- Company website (recently revamped)

* Including NAACAM, NAAMSA and SABMA

03

ENVIRONMENTAL

Climate and energy

Metair is committed to being a sustainable and energy-efficient organisation. 2025 marked the beginning of the group’s decarbonisation journey, which aims to benefit the receiving environment, derisk our operations and save costs.

We updated climate resilience plans and conducted financial assessments, initiated solar power energy usage and green financing initiatives and identified a roadmap in improving our Scope 3 emission measurement.



HIGHLIGHTS 2025

Scope 1 and 2 emissions
per person hour worked decreased
5.4% year-on-year.
(2025: 4.52 / 2024: 4.78)

Selected a preferred bidder for the rollout of
SOLAR PPA
solution across our subsidiaries.

Retained a B CDP
score, placing Metair above the average for its peers.

Developed a
SCOPE 3
reporting methodology for roll out across our subsidiaries.

Electricity consumption per person hour worked reduced
by **6.9%** compared to our target of a 2% reduction.
(2025: 3.8 / 2024: 4.1)

CLIMATE CHANGE ADAPTATION

The disastrous floods experienced in 2022 in KwaZulu-Natal resulted in loss of life, impacted 13 000 households, destroyed property and led to major disruptions to business, specifically our major customer, Toyota. Toyota began a disaster recovery plan, assisted by many businesses, including Metair companies, and only resumed production three months later.

Our lessons from the 2022 floods and subsequent tropical storms have been captured in our updated climate resilience plans, wherein each subsidiary identifies and costs mitigation measures and residual impacts on the business, taking into account insurance coverage (which has been revised since the floods).

Metair has updated its climate resilience risk assessments based on actual experiences. Increased focus has been placed on elevation of critical equipment, flood risk mapping and drainage capacity evaluation, including increased maintenance. Utility systems were improved, including elevation of electric panels, waterproofing, surge protection and the installation of generators.

Backup water supply was implemented and standard operating procedures established to specify the hiring of water tanker facilities during extended outages. Communication systems were improved to ensure the well-being of employees and laptops and 4G systems issued to key staff to allow work from home as required. Employee assistance programmes were developed and multi-skilling training enhanced to ensure sufficient skills are available to maintain production.

IT disaster recovery plans and business continuity management have been improved, including contingency planning, offsite command centres and an escalation protocol. Offsite backup data was established and improvements were made to server rooms to prevent flood damage to facilities. The first phase of the cloud storage strategy was implemented.

These focus areas and improvement actions are applicable to all climate change impacts and disasters and the lessons learnt from severe weather incidents have been used to further evaluate any potential disaster and develop plans to eliminate or mitigate risk.

Applying a wide range of scenarios at each facility resulted in Metair reporting a R1.3 billion total risk exposure (pre-insurance) to climate events, including severe weather leading to interruptions to operations, utilities, transport of supplies and finished goods (including ports operations), as well as impacts on staff health and mobility. Mitigation measures have been identified and action plans and budgets drafted for implementation from 2026.

DECARBONISATION

2025 marked the beginning of Metair’s decarbonisation journey, which aimed to benefit the receiving environment, derisk our operations and save on costs. This was executed across the following:

- **Power purchase agreements (PPAs):** a request for proposal (RfP) was issued in November 2025 to choose a preferred national supplier for a roll-out across all our operations in 2026. The tender will be awarded in early 2026, with construction on the first three sites due to be completed by July 2026.
- **Green financing:** discussions are ongoing with our funders to secure a reduction in cost of debt for both SA Obligor and the Hesto Obligor using sustainability-linked loans. Performance KPIs have been agreed to and finalisation of the legal requirements will occur in early 2026. Non-achievement of these KPIs may also result in a negative penalty, but the confidence in our ability to sustain the trends related to the selected KPIs is high.
- **Climate resilience plans and financial assessments:** given our experience with the 2022 floods in KwaZulu-Natal, an updated costing exercise was undertaken across all subsidiaries to update our preparedness, review our insurance coverage and allocate budgets for mitigation plans. Our total financial risk exposure to climate change has therefore been evaluated at R26.9 million, after insurance and inclusive of all mitigation measures.
- **Scope 3 emissions:** in anticipation of increased carbon reporting to our customers, we have designed a methodology to improve the accuracy of reporting our suppliers’ emissions.

CARBON EMISSIONS

Although loadshedding has largely been eliminated in South Africa, electricity prices increased by an average of 11.32% in 2025 and are expected to rise again by 8.8% in 2026. The cumulative effect of these above-inflation increases meant that the average price per kilowatt-hour (c/kWh) for a standard customer went from approximately 110.93 c/kWh in April 2020 to 220.92 c/kWh on 1 April 2025 at a CAGR of 14.8%.

All our manufacturing companies have high energy costs, averaging 5.6% of their total costs of production (excluding AutoZone, which is a retail operation).

Energy costs as a percentage of total costs of production

Automould	3.6%
First Battery	9.1%
Hesto	0.4%
Lumotech	3.2%
Smiths Manufacturing	1.7%
Supreme Springs	5.3%
Unitrade	16.0%

Climate and energy continued

Metair is committed to being a sustainable and energy-efficient organisation and through the implementation of ISO 50001, the international standard for energy management, and our continued certification thereof, the group had set a target of reducing its electricity consumption per person hour worked by 2% year-on-year since 2019.

Reducing our electricity consumption through solar energy and/or batteries was identified as an immediate opportunity to achieve significant cost savings, estimated to be on average 20% of our electricity costs, while also reducing our carbon footprint. Our research indicated that a behind-the-meter solution offered us best outcomes, with an option to retain the equipment post-lease.

However, given our current debt exposure and the contract duration with our customers, we favoured a lease agreement wherein no impacts to our balance sheet are incurred (as per IFRS 16) and our finance period aligned with our customer contracts.

Many of our subsidiaries' roofs require upgrades or replacement of asbestos sheets for health reasons before being able to support solar panels. Our initial PPA RfP was issued to a carefully selected short-list of experienced bidders to provide a PPA for three of our sites that do not require roof modifications, while we assess our options regarding the other sites.

Each subsidiary has undertaken a detailed energy efficiency evaluation over a few years based on their production needs, local conditions, quality of municipal feed and other factors. A summary of interventions over a number of years has been provided below:

Maintenance and improvements to energy systems:

Preventative maintenance plans include thermographic surveys with earth leakage testing to pre-empt failures which reduce the risk of energy supply. Power factor correction units have been implemented and, where voltage stability is poor due to cane fires during harvesting season, active voltage conditioning units were installed. The affected subsidiaries in KwaZulu-Natal are working with municipalities to drive network repairs and upgrades to create more sustainable load transfer and limit outages to a minimum. Industrial time-of-use optimisation strategies were developed, as well as process scheduling during off-peak periods, and the subsidiaries streamlined their notified demand to within the allowable range to eliminate network access charges. Consolidation of generator units to larger, more efficient machines and removal of redundant boilers, were also performed in 2025.

Amendments to procurement: Procurement favours energy-efficient plant equipment, particularly in moulding machines, and sustainability parameters were included in all procurement policies. Future revisions will include the

evaluation of Scope 3 emissions from suppliers. Energy saver lights have been installed in all plants. New machines purchased all have energy efficiency certificates from manufacturers to prove their reduction in energy consumption when compared to old machines of similar operational principles.

Energy efficiency improvements: Air utility compressors have been converted to run off variable speed drives to reduce energy consumption at periods of low usage and improve longevity of equipment. Further, compressed air systems are monitored daily to ensure that no leaks occur and machines using compressed air have been optimised to operate at lower pressures, reducing compressed air demand and therefore energy usage. DC machinery has been replaced with AC machinery when replacements are purchased, and higher critical spare holding periods were implemented for critical equipment to reduce downtime. As far as possible, LPG and diesel forklifts have been replaced with electric forklifts. In certain areas, heat pumps have replaced geysers.

Replacement of ageing equipment: Brazing furnaces are one of the main energy users at Smiths Manufacturing. A new furnace has been approved, which will be built including the latest energy-efficient technology. Once introduced, this will have a significant impact on energy usage over the 30-year life of the machine. Smiths Manufacturing also upgraded the chiller systems for large HVAC systems, introduced improved maintenance to ensure better leak detection and will replace R404A and R410A hydrocarbon refrigerants with low-global warming potential (GWP) refrigerants where possible.

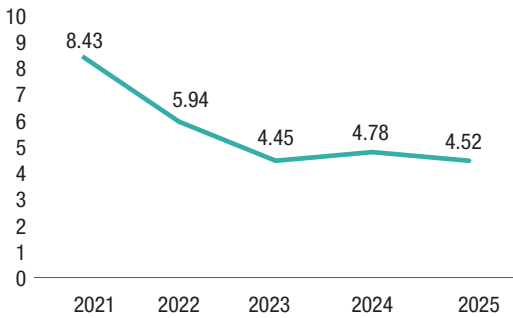
Operational controls: Supreme Springs only switches furnaces on when there is material available for production and introduced cross tempering, which uses one furnace at full capacity instead of operating several furnaces at lower capacity. Skills assessments of fitters and electricians were conducted to improve on-site responses. At First Battery formation, our largest electricity user and carbon emitter (2025: 36% of all Scope 1 and 2 emissions, 2024: 40%), circuit recharge rectifiers were installed to perform top-up charges of batteries without affecting the capacity of the bath formation. At the battery furnace, we redesigned the doors and pot lid alignment, and improved scrap management, which resulted in cleaner burning, increased charges per furnace and longer furnace life cycles. Our smelter realised three consecutive record production months with yields at 71% and above (budgeted: 64%).

Several companies are implementing energy management systems providing real-time visibility of energy intensity per significant energy user, enabling informed decision-making and rapid anomaly detection. We expect this roll-out to complete in 2026.

For our retail outlets, we have installed solar power on newly developed retail sites in the last couple of years (constituting approximately 1% of total energy usage) and are currently negotiating solar installation at our central distribution centre site in Johannesburg with the landlords.

The extensive focus on energy management has resulted in a 46% reduction in our Scope 1 and 2 emissions since 2021 and the levelling off of this trend will be addressed by our PPA roll-out and continuation of measures summarised above.

Scope 1 & 2 emissions per person hour worked (kg CO₂e)



Our PPA roll-out should commence in the first half of 2026 at the three sites not needing roof modifications and will progress thereafter to the remaining sites. We expect four to five sites per year being installed, with completion by the end of 2027.

As a result, we are expecting a further 20% reduction in our emissions reported by 2028, against a 2024 baseline.

Metair participated in the 2025 CDP Climate Change project and maintained a B CDP score (2024: B), indicating that it remains at a ‘Management’ level regarding its approach to climate change. This score places Metair above the averages for global powered machinery companies (D), African companies (C) and the global average for all companies (C).

	2025	2024
Electricity consumption (MWh)	111 101	109 219
Electricity consumption per person hour worked (kWh)	3.8	4.1
Carbon emissions		
– Scope 1 (tCO ₂ e)	19 439	19 676
– Scope 2 (tCO ₂ e)	113 804	109 264
– Scope 3 (tCO ₂ e)	102 639	126 614
Total carbon footprint (tCO₂e)	235 882	255 552
Scope 1 and 2 carbon emissions per person hour worked (kgCO ₂ e)	4.5	4.8



Water and waste

Water security and efficient usage are high priorities for Metair, given our large workforce, changing climates and the poor state of municipal infrastructures in the areas in which we operate. In addition, reduction of scrap produced in the manufacturing process and reduction of waste to landfill are measured as key aspects of operational excellence.

We implemented additional water efficiency measures during the year including rainwater harvesting, process water recycling, ongoing leak monitoring and optimisation of effluent plants. Lumotech commissioned a reverse osmosis plant in 2025 and another will be installed at Supreme Springs in 2026.



HIGHLIGHTS 2025

Average scrap as a percentage of raw materials purchased decreased to **2.5%** from 3.5% in 2024.

Waste to landfill decreased by **14%** to 2 182 tonnes. (2025: 2 182 tonnes / 2024: 2 527 tonnes)

Water consumption per person hour worked increased by **12.2%** year-on-year compared to our target of a 2% reduction. (2025: 12.2 / 2024: 10.9)

WATER

Water security and efficiency usage remains a priority for Metair, particularly with our large workforce, changing climates and the low levels of municipal infrastructure maintenance. Our internal targets remain a reduction per person hour worked of 2% per annum, measured across all sources of water (including boreholes and rain collected) less water internally recycled.


Our largest water users are First Battery formation, the electroplating plant at Automould and the 8 000 people at Hesto. First Battery water usage is 28% (2024: 37%) of group for 2025, Automould 18% (2024: 16%) and Hesto 18% (2024: 24%). The decrease at Hesto is largely due to reduced headcount.

Group water consumption increased by 22.6% to 360 800 m³ (2024: 294 314 m³) and water consumption PPHW increased by 12.2% in 2025 to 12.2 litres (2024: 10.9 litres). The increase is due to the inclusion of AutoZone¹ and an increase in water consumption at Automould due to algae found in water tanks and water pipes for the plating plant which required dumping of water and refilling the tanks with clean water.

Water efficiency measures implemented during 2025 at various sites include the following:

- Increased rainwater harvesting capacity for use at demineralisation water plants and cooling towers, with 48-hour supply supported by installing boreholes.
- Use of recycled and effluent water, installation of flush masters on all toilets and diversion of brine water (used scrap water from process) into ablutions.
- Optimisation of effluent plants and more robust treatment and monitoring to meet changes in municipal water quality and discharge standards.
- Continuous maintenance to prevent overflowing of cooling towers, burst water pipes due to corrosion, water valves leaking and installing more internal water meters.
- At Lumotech a reverse osmosis plant was commissioned in 2025 and another will be installed at Supreme Springs in 2026 to reduce water consumption from the municipality and boreholes.
- Continuous implementation of closed-loop systems to treat and reuse process water.

Other measures to improve overall plant efficiency and human requirements include installation of backup drinking water systems to limit the effect of municipal water disruptions, which leads to interruptions in productivity. Some subsidiaries are installing water filtration to allow municipal water to be potable. As a result of rising municipal tariffs and water surcharges, companies are investigating self-metering taps and waterless urinals. Employee awareness campaigns are also in progress to improve consumption and behavioural accountability.

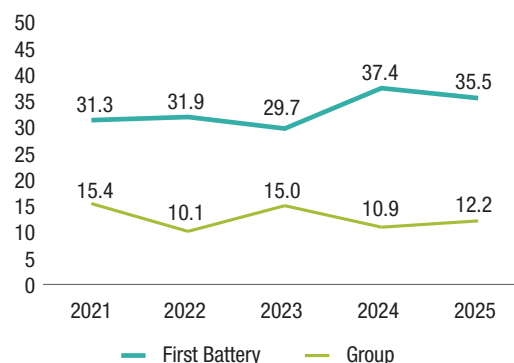
¹ AutoZone is included in Metair's reporting boundary for the first time this year. Water use has been estimated for some of its offices or branches. Please refer to the note on  page 31.



CASE STUDY

First Battery

Water consumption per person hour worked (litres)



As the largest water user in the group, First Battery has placed a renewed focus on water savings in 2025, with the results expected to reflect in 2026.

Significant volumes of water are used in furnace cooling in the Benoni factory and battery formation in Buffalo City, where batteries are charged in water for extended periods. Further, incorrect meter readings were detected in Benoni and in our reported figures. The figures above were corrected and backdated.

The following water efficiency measures were implemented in 2025:

- Replacement of formation bottles and nozzles with a new design to reduce acid loss and water contamination.
- Circuit recharge rectifiers were installed to do top up charges without affecting the capacity of the bath formation.
- New density meters were installed to improve the final control on the charging process and reduce the number of boost charges required.
- Rainwater harvesting and gutter improvements increased demineralisation plant production by 200% before regenerating.
- Cooling tower fan optimisation to reduce water loss/evaporation when not required.
- A grey water system was implemented to recycle water from the effluent plant to toilets.
- Water metering implemented on all major water supply lines.

Water and waste continued

WASTE

Waste management comprises two important metrics measured at all Metair companies – scrap value as a percentage of raw materials purchased and waste (hazardous and non-hazardous) sent to landfill (in tons). The scrap percentage measures our conversion efficiency and each subsidiary is set their own target depending on the nature of their operations.

Scrap	Automould	First Battery	Hesto	Lumotech	Smiths Manufacturing	Supreme Spring	Unitrade
Scrap % actual	1.87	10.34	0.56	2.87	0.33	4.95	5.19
Scrap % target	3.00	8.60	1.00	5.35	3.00	1.92	8.45

Waste to landfill	Automould (tonnes)	AutoZone (tonnes)	First Battery (tonnes)	Hesto (tonnes)	Lumotech (tonnes)	Smiths Manufacturing (tonnes)	Supreme Spring (tonnes)	Unitrade (tonnes)	Group (tonnes)
Non-hazardous waste to landfill	361	69	194	599	790	120	34	15	2 182
Hazardous waste disposed	147	–	8 838	12	58	78	333	2	9 469

Efforts by the companies over the last few years are starting to take effect with overall scrap cost as a percentage of material costs decreasing from 3.5% in 2024 to 2.5% in 2025.

As in previous years, ongoing training and awareness, dedicated scrap programmes, root cause analysis of excess scrap and replacement of machinery and equipment with more efficient alternatives are in force. Operations engage with suppliers and customers to reduce packaging received and shipped with products. The subsidiaries segregate waste at source and reuse or recycle waste wherever possible. The remaining waste is disposed of in a responsible manner and in compliance with the relevant legislation. Hazardous waste is disposed of using registered disposal companies.

New initiatives across the group include the following:

- At Hesto, the waste-to-landfill tonnage dropped, driven by increased recycling of metal, cardboard, food and plastic waste streams. We also introduced a copper granulator to process waste copper and separate PVC from copper.
- At Supreme, we increased inspection frequency on critical quality inspections at the point of manufacturing, thereby mitigating the defects moving to the next process. Daily monitoring and evaluation of scrap was also introduced, and in 2026 we will be improving our separation-at-source facilities, changing our contractor and appointing more staff to waste separation.
- Automould: In 2024, hazardous waste increased heavily due to the new robotic spray-painting plant established at the Pretoria facility. As the new paint plant required time to stabilise, it generated additional hazardous waste, particularly paint and thinners. Following this period, year-to-date in 2025, hazardous waste has shown an overall decline of 10%.



CASE STUDY

Smiths Manufacturing

Increases in general and hazardous waste disposal tariffs risked higher operational expenses and brought a renewed focus on cost containment in waste management in 2025. We also noted that as customers and regulators increasingly expect manufacturers to demonstrate circular economy practices, poor waste performance could undermine brand credibility.

In 2024, comprehensive waste audits were conducted to identify waste generation hotspots in production, packaging and maintenance areas and laid the platform for 2025. This led to our Zero Waste-to-Landfill Roadmap and strengthened reporting and transparency.

Actions this year included continued on-site segregation stations, but also expansion of recycling partnerships such as incineration and pyrolysis to extract residual value from our waste. We improved our waste recycling (including food waste), collection, sorting and data reporting.

The percentage of non-hazardous waste recycled increased to 86% from 78% in 2024. The waste-to-landfill tonnage dropped by 30%, driven by increased recycling of metal, cardboard, food and plastic waste streams. This was achieved through collaboration with a different service provider with better waste management capability. Additionally, we also implemented food waste recycling through a bokashi system as it is more environmentally friendly than sending to landfill.

2025 target	2026 target
Reduce Scope 1 and 2 carbon emissions by 2% per person hour worked across Metair ✓	Reduce Scope 1 and 2 carbon emissions by 2% per person hour worked across Metair
Reduce water consumption per person hour worked by 2% across all companies ✗	Reduce water consumption per person hour worked by 2% across all companies
Maintain all quality management system accreditations ✓	Maintain all quality management system accreditations

CONTROLLED SUBSTANCES

In 2025, the EU advanced significant new regulations for hexavalent chromium (Cr(VI)) and allowed several lead exemptions under the RoHS¹ Directive to expire. Since approximately 60% of our products are for vehicles which are exported to the EU and our OEM Customers are required to limit hazardous substances in new vehicles and ensure that they are responsibly managed throughout the vehicle lifecycle, we need to be mindful of these changes and prepare accordingly.

Metair's goal is to ensure that all components manufactured across the group have a positive life-cycle and end-of-life impact on the environment. Substances of Concern are therefore controlled and eliminated as far as possible in products.

We monitor the chemical composition of products and submit full material declarations for all the components manufactured in line with the International Material Data System.

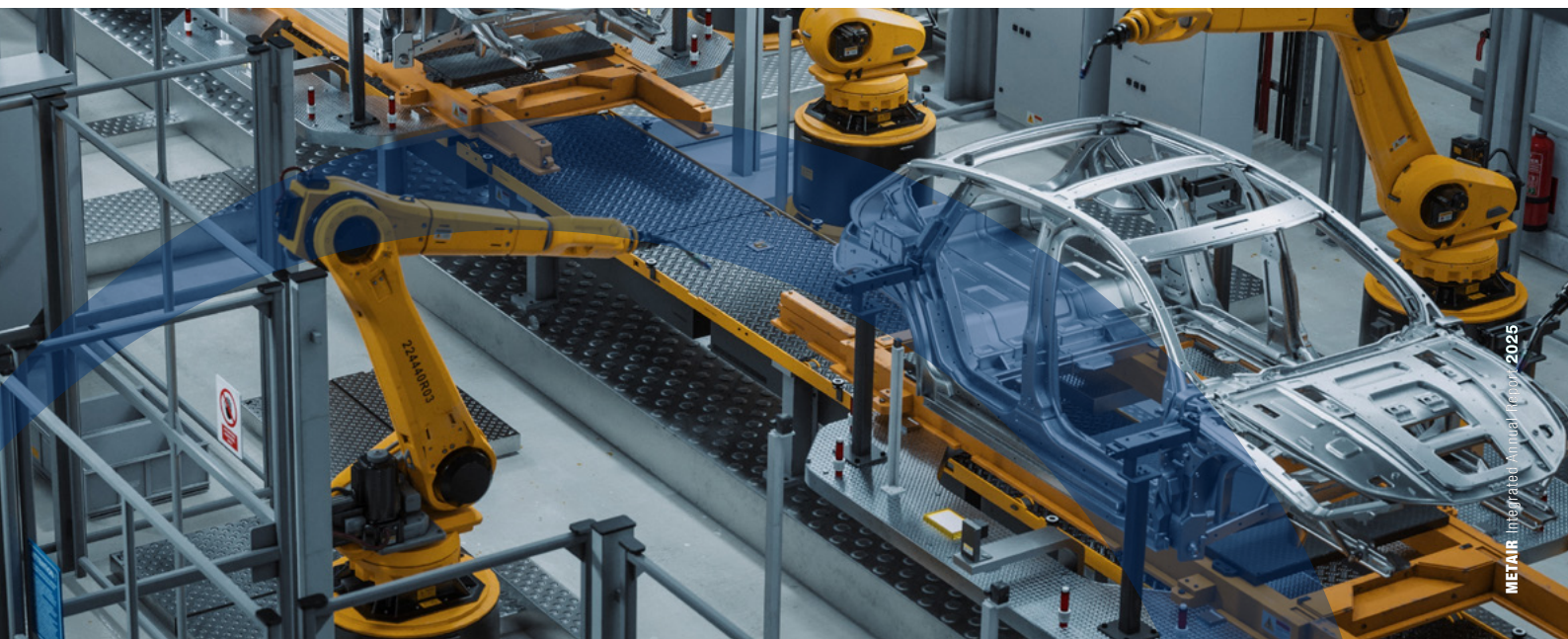
Lead is a banned substance in Europe in terms of EU directive 2000/53/EC and must be carefully managed throughout the battery product lifecycle. One of our key goals when designing new batteries is to reduce the amount of lead used without affecting performance.

Lead-acid batteries are nearly 100% recyclable. The group's battery manufacturing facilities have on-site recycling plants that extract lead from battery grids and terminals before refining and blending it to produce high-quality lead alloys for new batteries. Battery acid is neutralised and processed through an effluent plant. Plastic from the battery casings is recycled into new battery casings.

Recycled lead uses around a third of the energy needed to produce virgin lead and is cheaper to access. Lead recycling therefore helps to manage costs, secures supply of a critical input and ensures that lead is managed responsibly through the battery lifecycle. Metair tracks the yield on lead recycling and plastic recycling percentages as measurement criteria for waste management. During 2025, the group recycled around 48 000 tonnes of lead (2024: 46 000).

Stack emissions tests were performed by independent contractors for dust and lead emissions and found to be compliant with our atmospheric emissions licenses.

Hexavalent chromium (Cr(VI)) is used by Automould as an input in electroplating processes. However, the final plated product does not contain Cr(VI), as all chromium present after the process is in the trivalent form, which is less toxic and environmentally safer.



04 SOCIAL

Health and safety

All Metair subsidiaries aim to provide and maintain a safe and healthy workplace for employees, contractors and visitors.

We target zero fatalities and disabling injuries, and a lost time injury frequency rate (LTIFR) of less than one incident per 200 000 person hours worked. In addition, blood lead levels of our employees at our First Battery operations remain a key focus area.



HIGHLIGHTS 2025

No work-related fatalities in 2025.

LTIFR increased from 0.11 in 2024 to **0.35** in 2025 but remains below our benchmark of 1.0.

Blood lead levels at First Battery remain below the regulatory limit of 60 µg and the number of people above our internal target (less than 30 µg) decreased by six.

HEALTH AND SAFETY

The Metair group safety, health and environmental policy sets guiding principles which are implemented in detailed policies at the subsidiaries relevant to their specific circumstances.

Health and safety policies align with the necessary legal frameworks, including the Occupational Health and Safety Act, No. 85 of 1993 (OHSA). A health and safety template based on the ISO 45001 framework assists subsidiaries with compliance, continuous improvement and best practices. Ten of the operations are accredited in terms of OHSAS 18001 or ISO 45001.

Effective safety policies and practices are in place in all work areas for potentially dangerous machines and certain materials at the manufacturing facilities. The most common workplace injuries in the group operations include cuts, bruises, back and muscle strains and burns.

Potential risks are identified through hazard identification and risk assessment processes and effective safety procedures are put in place. Employees receive continuous training in safe work procedures and safety awareness is kept high with safety signs and posters, regular awareness campaigns, safety meetings and toolbox talks.

First aid cases, medical treatment cases, lost-time injuries and near misses are tracked, reported and investigated, and corrective action is taken to prevent recurrence. Incident reports are submitted to the Metair CEO for consideration and monitoring.

Metair targets zero fatalities and disabling injuries, and an LTIFR of less than one incident per 200 000 person hours worked. Benchmark LTIFRs are set by the SEC for each subsidiary to drive improvements in safety. Safety statistics include employees and contractors in line with the relevant legislation.

There were no occupational fatalities at group operations in 2025 but 51 lost time injuries (LTIs) (2024: 15). The LTIFR increased from 0.11 in 2024 to 0.35 in 2025, but below Metair’s benchmark of 1.0.

The increase in LTIs reported in 2025 was largely due to the inclusion of AutoZone (20 incidents reported in 2025) in our reporting since their acquisition in late 2024. While these incidents were generally minor, they needed to be recorded in Metair’s reporting system. LTIs were also not part of AutoZone’s management system previously and it is expected that alignment to Metair’s standards will improve over time. A specific safety campaign was launched in 2025 in all AutoZone stores and warehouses.

Hesto also reported an increase in LTIs (2025: 10, 2024: 3). As a result of the organisation’s numerous changes, workers were transferred between plants and processes. This led to new and unfamiliar procedures, highlighting the need for proper training specific to the new machinery, materials and methods involved in the new process. Incident investigations and root cause analyses were performed and presented at

health, safety and environment executive meetings, resulting in an update to our management of change procedures.

Lumotech (2025: 4 LTIs, 2024: 1) also strengthened safety, health and environment risk assessments, permit-to-work processes and improved contractor compliance systems as result of the increase in LTIs. Ergonomic redesign and expanded occupational health surveillance were implemented.



CASE STUDY

Health and Safety at Supreme Springs

Supreme Springs operate from three plants which date back to 1999. With 20+ furnaces and hot work and high-pressure machines through the process, running on three shifts a day, health and safety is always a critical indicator of quality of work and a changing risk profile. 2025 also saw a reduction in staff of 26% across all levels, including directors.

Supreme Springs’ LTIFR for the year increased from 0.13 in 2024 to 0.45. While this was largely due to a reduction in hours worked, LTIs increased from one in 2024 to three in 2025.

In response, Supreme Springs launched its Take Five Initiative: a unique programme that assists managers and their teams to identify hazards, assess the risks associated and apply controls so that employees can have a hazard-free working environment.

This initiative adopted a ZERO HARM process and to achieve that we implemented the following motto:

- 1 Work as a team: A clear line of communication must be present to create a culture of prioritising safety.
- 2 Risk awareness, emphasising early hazard detection and reporting.
- 3 Being proactive, reinforce safe behaviour and recognising those who are working safely.
- 4 Improve accident resiliency: Investigate every incident, whether it was a near miss or an accident that caused injuries and damage.
- 5 Encourage workforce input and suggestions from employees for improving safety.

Health and safety continued

HAZARDOUS SUBSTANCES

At Automould, the primary items of concern are CR(VI) and nickel used in our electroplating plant. We adhere to strict controls and monitoring procedures, including:

- **Effluent control:** All rinse water is monitored by our laboratory prior to discharge to the municipality, in full compliance with the relevant by-laws and permitted limits.
- **Air quality and fume extraction:** Process fumes are controlled through an extraction system that feeds into a vertical wet-pack scrubber. An accredited external compliance company conducts periodic monitoring and reporting on fume and mist emissions to verify occupational exposure levels.
- **Employee health monitoring:** All employees undergo routine health surveillance through the on-site clinic, which includes screening for potential nickel or chromium exposure, sensitivity, or allergic reactions.

- **Hazardous waste management:** Hazardous waste generated from the process is strictly controlled and removed by a licensed external service provider.

The management of exposure to lead dust and fumes at First Battery has been revised and improved through the update to the relevant policy. Our certification in terms of ISO 45001 has been maintained and is verified by internal and external audits.

Independent surveys of occupation exposure to hazardous substances (lead) at First Battery were found to be below the respective limits, with sampling occurring during normal day time working hours and normal production. The number of active cases of elevated lead under management at First Battery decreased to 74 in 2025 (2024: 80). No lost time was reported due to lead exposure.

2025 target	2026 target
Zero fatalities and maintain LTIFR below one across all companies ✓	Zero fatalities and maintain LTIFR below one across all companies
Target zero new net cases of blood lead levels above 30µg per 100ml (early warning cases) ✓	Target zero new net cases of blood lead levels above 30µg per 100ml (early warning cases)

Human capital

Metair's ability to achieve its strategic goals depends on the skills, experience, productivity, wellness and motivation of its workforce.

We made progress in rolling out a shared services model in human resources including a centralised payroll system, unlocking efficiencies and entrenching group standards and practices.

Restructurings across the group saw a reduction in headcount and an increase in staff turnover rate.



HIGHLIGHTS 2025

The group invested
R48.7 million in skills
 development initiatives.
 (2024: 34.6 million)

HDSA in top management and
 senior management decreased to
44% and **62%**
 respectively.
 (2024: 53% and 67%)

The group's **B-BBEE** score
 remained at
Level 1.

728 bursaries and **83**
 apprenticeships supported.
 (2024: 331)

Human capital continued

HUMAN CAPITAL

The group's ability to execute on its strategy is fundamentally dependent on its human capital – the skills, experience, productivity, wellness and motivation of the workforce. At the end of 2025, there were 13 116 people (excluding contractors) working in the Metair group, an increase of 2.9% on 2024 due to the inclusion of AutoZone. Excluding AutoZone the number of employees decreased by 8% mainly as a result of restructuring and efficiency improvements at the subsidiaries. Hesto accounts for 59% of the group workforce, AutoZone 11%, First Battery 8%, Lumotech 6% and Automould 6%. Total workforce numbers may vary during the year linked to model changes and seasonal volume adjustments.

Key workforce metrics as at 31 December 2025

Type	HDSA*	Women
84% permanent	96% HDSA	53% women
16% contractor	(2024: 95%)	(2024: 55%)
(2024: 82% permanent/ 18% contractor)		

* South African operations only

Employee turnover rate decreased to 12.9% in 2025 (2024: 13.4%), and is driven by significant restructuring initiatives and reductions undertaken at various subsidiaries in line with the group's commitment to optimise staffing levels and costs. There were 219 retrenchments in the group (2024: 9), 46 at Automould, 99 at Supreme Spring and 52 at First Battery. Most other exits were due to contract terminations, supporting our focus on preserving permanent jobs where possible.

Absenteeism increased to 2.5% (2024: 2.1%).

HR STRATEGY AND ORGANISATIONAL DEVELOPMENT

HR's People Vision is to be a strategic partner to the business that supports and guides the employee lifecycle, positioning Metair as a profitable, future-ready and sustainable employer of choice.

The HR Strategic intent is designed around delivery of four HR strategic goals that will enable the people agenda ensuring future fit employees that deliver business impact:

- 1 Leadership capability and capacity
- 2 Employee engagement
- 3 Enhanced productivity
- 4 HR governance

Key HR initiatives during the year included:

- moving all employees onto a single payroll system to standardise payroll practices, unlock efficiencies and align payroll controls
- implementing s189 restructurings at five operations to optimise headcount and improve operational resilience
- centralising control of new appointments with any proposed non-production appointments approved by the CEO and HR executive
- rolling out an HR management information system to all subsidiaries
- designing and implementing a shared service model for HR with two regional hubs
- implementing controls to manage overtime expenditure
- aligning organisational positions and succession plans with the operational restructuring and filling leadership vacancies arising
- establishing an onboarding site to underpin a standardised induction process across the group
- rolling out a new wellness programme
- reviewing and aligning all HR policies to the HR management information system and new operating model

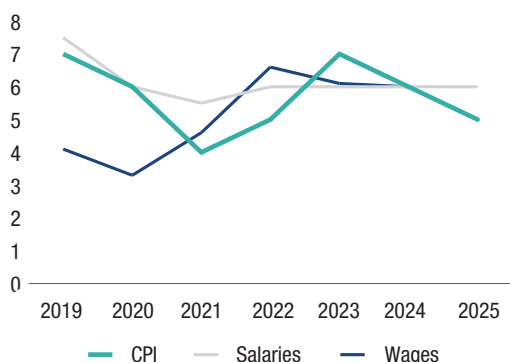
In the context of the significant pressure on the business, extensive change and the impact of the restructurings across the group, we implemented several initiatives to assess engagement and promote a positive culture. In February 2025, we ran an ethics risk assessment survey to assess culture across eight dimensions. The results were in line with the previous survey run in 2024 and slightly below the South African average. Learnings from the survey will guide future interventions.

A culture change workshop was completed with the managing directors of all subsidiaries and is being cascaded down into operations. In September 2025, we held a leadership alignment session in which senior leadership created and endorsed a Leadership Charter that outlines Metair's leadership ethos and responsibilities. From 2026, executive incentives will include a leadership excellence KPI to reinforce the group's commitment to leadership development and reward.

FAIR REMUNERATION

Metair is committed to fair and competitive remuneration. The group regularly benchmarks remuneration to ensure that pay is determined within a relevant current context. Metair's lowest earning workers are paid well above the national minimum wage. Metair has consistently increased hourly wages faster than salaried pay and the CPI to reduce the pay gap between salaried employees and wage earners.

Annual increase (%)



Across the subsidiaries, the wage gap ratio (average total cost to company (CTC) of the top 10% of employees/ average total CTC of bottom 10%) is 6.5:1 (2024: 5.1:1). The ratio of female to male average compensation is 0.42 (2024: 0.73). The inclusion of AutoZone has influenced the overall wage gap, as employees within AutoZone Retail operations are compensated in accordance with the prescribed wage framework applicable to the Wholesale and Retail Sector under Sectoral Determination 9, whilst the remainder of the group are regulated Metal and Engineering Industries Bargaining Council (MEIBC) Main Agreement. Consequently, minimum hourly pay rates applicable to these roles differ from those applied across the rest of the Group. AutoZone employees currently represent 11% of Metair's total workforce.

SKILLS DEVELOPMENT

Employees at the subsidiaries receive training to develop skills relevant to their industry and areas of focus. Training interventions include mandatory skills training, technical training, personal and professional development, product knowledge training, on-the-job training and study assistance.

Practical learning programmes develop skills in qualifying candidates outside the group to develop a pipeline for future employment. These programmes include learnerships, apprenticeships, candidate technician internships, candidate engineers' programmes and graduate-in-training programmes. Several operations offer adult education and training courses and permanent employees can receive financial assistance to further tertiary studies.

Hesto's training school is accredited with the Manufacturing, Engineering and Related Services SETA (MERSETA) and offers an accelerated artisan training programme in collaboration with the Department of Labour and MERSETA.

There were 372 new learners in non-artisan learnerships in the group in 2025 (2024: 681), 60% of whom are women, as well as 83 new recruits in Metair's artisan apprenticeship programmes (35% women). The group provided 728 bursaries to promising students studying in the engineering, finance and technical fields (2024: 331) at a cost of R11.3 million.

In 2025, the group invested R48.7 million in skills development programmes for employees (2024: R34.6 million) which represents 12.1% of net profit after tax (2024: 13.8%). R94.8 million was invested in training, which includes induction training, awareness programmes and other non-skills training (2024: R79.5 million). Skills development spend per permanent employee increased to R3 711 (2024: R2 993), across 13 708 training interventions. In 2025, 69% of training spend in South Africa was directed to HDSA candidates. In total, 22 009 employees were trained during the year, which includes training of temporary and seasonal employees that may not be included in the headcount at year-end.

PROMOTING TRANSFORMATION AND DIVERSIFICATION IN THE AUTOMOTIVE COMPONENT SECTOR

Metair participates in an industry skills development initiative in partnership with the National Association of Automotive Component and Allied Manufacturers (NAACAM) and MERSETA. The programme includes bursaries, apprenticeships and skills advancement interventions to develop gold-standard manufacturing skills to support the automotive component sector's growth, sustainability, transformation and diversification. In 2025, 728 bursaries and 83 apprenticeships (2024: 331 bursaries and 44 apprenticeships) were awarded to develop skills for the current and future requirements of the sector.

SUCCESSION PLANNING

The remuneration and nominations committee oversees succession planning for the Metair board to achieve an optimal balance between independence and continuity on the board and committees. The committee also oversees succession planning for the rest of the group.

Leadership and succession planning is a focus of the HR strategy to ensure that the right leaders are in the right roles at the right time. During the year, the top 80 executive leadership positions were graded against the leadership competency framework to identify development areas and assess potential to strengthen the leadership pipeline across all subsidiaries.

A standardised performance management model is in place at subsidiaries for top management to monitor and improve performance.

Human capital continued

DIVERSITY AND TRANSFORMATION

Metair embraces diversity and recognises inclusivity as an essential aspect of South African society. We aim to diversify our workforce and supplier base to achieve excellence and remain relevant in South Africa.

Transformation and creating an inclusive and representative workforce are priority focus areas. In South Africa, our transformation initiatives are primarily informed by B-BBEE regulations and guided by the group transformation and equal opportunity policies. A group employment equity and training committee was established comprising representatives from HR and training functions across the group. The committee meets quarterly to strengthen accountability and provide a platform for constructive dialogue on driving transformation.

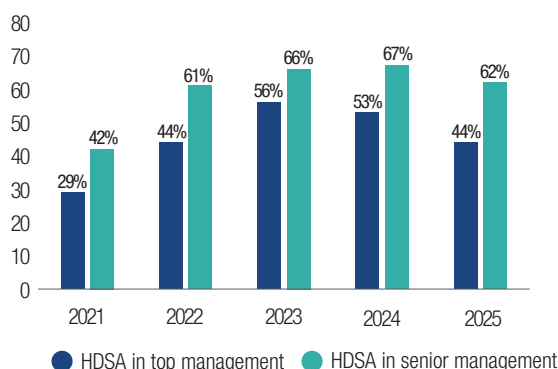
Five-year employment equity plans are in place and annual employment equity reports are submitted in accordance with the Employment Equity Act, No. 55 of 1998 (EEA). The Employment Equity Amendment Act was published on 15 April 2025 and the group and subsidiaries have aligned their employment equity plans with the defined sectoral numerical targets.

The group, through each of its subsidiaries, submitted the relevant employment equity reports in October 2025 after thorough consultation with staff and union representatives. The group complies with all the requirements of the EEA.

At the end of 2025, HDSAs comprised 95% of the total permanent workforce at the South African subsidiaries. HDSAs in top and senior management decreased to 57% (2024: 61%) and HDSA women in top and senior management increased to 27% (2024: 23%). HDSAs in top management decreased to 44% (2024: 53%) and HDSAs in senior management decreased to 62% (2024: 67%).

Ongoing attention is being paid to the identification of HDSA talent for development and succession purposes with management proposing individuals identified as emergent talent for long term succession against the executive leadership roles.

HDSA in workforce (SA operations only)



GROUP AND SUBSIDIARY B-BBEE PERFORMANCE

South Africa's APDP promotes transformation in the industry and requires Level 4 B-BBEE status to realise the full benefit of government support. A good transformation performance is a potential competitive advantage when bidding for new OEM business.

Metair measures the group's transformation progress using the Department of Trade, Industry and Competition B-BBEE Codes of Good Practice at group and subsidiary levels. Transformation targets are in place at all South African subsidiaries and B-BBEE performance is included as a key performance indicator (KPI) in executive variable remuneration.

The B-BBEE status of the South African operations are shown below:

Company	Subsidiary B-BBEE status	
	2025	2024
ATE	*	Level 7
Automould	Level 4	Level 4
First Battery	Level 2	Level 2
Hesto	Level 3	Level 4
Lumotech	Level 1	Level 1
Smiths Manufacturing	Level 1	Level 1
Supreme Spring	Level 3	Level 3
Unitrade	Level 4	Level 5
AutoZone*	Level 5	-

* AutoZone was acquired in December 2024 and ATE was incorporated into AutoZone during 2025

In 2025, Metair's overall score decreased to 100.82 however the group maintained its B-BBEE status at Level 1 on a consolidated basis.

The group's externally verified B-BBEE certificate is available on the company website at www.metair.co.za.

Group B-BBEE status Element	Weight	2025	2024	2023
Ownership	25	23.03	22.34	25.00
Management control	19	12.85	15.38	15.21
Skills development	25	16.37	16.43	18.75
Enterprise and supplier development	46	43.05	43.97	42.69
Socio-economic development	5	5.00	5.00	5.00
Overall score	120	100.30	103.12	106.65
BEE contributor level		1	1	1

PREFERENTIAL PROCUREMENT, ENTERPRISE AND SUPPLIER DEVELOPMENT

Metair’s preferential procurement and enterprise and supplier development (ESD) initiatives promote job creation, entrepreneurship and transformation in the South African automotive supply chain by creating opportunities for black-owned businesses, black women-owned businesses and the youth. The group procurement policy entrenches transformation in the supply chain and the subsidiaries share learnings and best practices at the group procurement forum. Performance incentives for senior executives include preferential procurement targets.

Qualifying companies supported through the programme across the subsidiaries include suppliers of raw materials, parts and consumables, consultants and providers of services including security, training, recruitment, cleaning, gardening, freight forwarding, canteen management, plumbing and maintenance. Support provided includes discounts, early payment terms, interest-free financing and the supply of tools, equipment, premises and utilities, training and raw materials.

Total group preferential procurement spend was R6 638 million in 2025 (2024: R3 397 million), which represents 64% of total discretionary procurement spend.

LABOUR RELATIONS

Metair respects the rights of employees and those of suppliers to freedom of association and recognises trade unions as important stakeholders in the group. Recognition agreements are in place at national, provincial and company level. All South African operations fall under Chapter III of the Motor Industry Bargaining Council. At year-end, 49% of employees belonged to a union (2024: 51%).

Metair aims to maintain constructive relationships with unions that appropriately balance the needs and interests of all parties. No person days were lost relating to strike or work stoppages in 2025. In 2024, 2 000 person days were lost to a strike at Automould.

HUMAN RIGHTS

Metair recognises human rights as a core value. The company is committed to upholding, protecting and promoting the human rights of its employees, contractors, suppliers and people within the communities within which the company operates.

The Metair group human rights policy stipulates its multinational stance in ensuring responsible business practices in upholding human rights within all our operations. We are committed to respect, protect and promote human rights and to avoid complicity in human rights abuses, inclusive of within our supply chain.

The policy provides guidance to employees on the behaviours expected in accordance with the company’s culture and values, as set out in the code of ethics. It aims to promote fair and sound human rights practices within the company.

Metair subscribes to the 10 principles of the United Nations Global Compact, which include provisions relating to human rights, the rights of labour and a commitment to working against corruption which are contained in the Metair human rights policy. These principles are applied consistently across all operations in all countries of operation

The SEC oversees human rights in the group. The code of ethics prohibits physical, mental, verbal, sexual or any other abuse, inhumane or degrading treatment, corporal punishment or any form of harassment. Metair does not tolerate discrimination in the company and, should an incident be reported, it is subject to the normal disciplinary procedures, which include dismissal.

As a supplier of products to OEMs and a producer of commercial and industrial energy storage solutions, Metair’s products are not directly intended for use or consumption by children. Metair does not market its products to children.

Metair supports the elimination of child labour, forced and compulsory labour. Suppliers are assessed during onboarding of new suppliers and supplier audits to ensure that they operate in an ethical, compliant and sustainable manner.

There were no incidents reported in the company of unfair practices, discrimination or human rights abuse in 2025, and no reported incidents of non-compliance with regulations and voluntary codes concerning the impacts of the company’s products and services on children’s health. There were no reported negative impacts on children in local communities and/or wider society directly due to Metair’s products.

2025 target	2026 target
Target Level 2 B-BBEE score at group level ✓	Target Level 2 B-BBEE score at group level

Corporate social investment

We support socio-economic development initiatives in local communities to improve lives and strengthen our relationships with those around us.

Operating companies allocate a percentage of net profit after tax to these projects and the group makes an additional contribution.



HIGHLIGHTS 2025

The group invested
R8.1 million in corporate
social investment initiatives.
(2024: R11.4 million)

CORPORATE SOCIAL INVESTMENT

Metair and its subsidiaries invest in local communities to improve the lives of the people in the communities around operations and strengthen our relationships with these important stakeholders. The corporate social investment (CSI) programme supports projects that develop and uplift community members and increase skills in local communities, with an emphasis on health and education. Employees are invited to identify relevant initiatives for support through the CSI programme.

Metair’s operating companies allocate 1% of net profit after tax to CSI projects and the group allocates a further 1% of group net profit after tax. The total investment in CSI was R8.1 million in 2025 (2024: R11.4 million).

Initiatives supported during the year included:

- First Battery supported Rally to Read and donated towards library books and educational resources for the Ncera and Sonwabale Primary schools in the rural Eastern Cape. The operation also supports literacy projects through ITEC, which this year included a new library, computer centre and training rooms for Albany Street High School in East London.
- AutoZone hosted an annual charity golf day to raise funds for CSI projects. The operation’s tier 1 charity is Ebenezer House (which provides love and care for adults with bipolar disorder and schizophrenia) and its tier 2 charity is Lions BrightSight (providing corrective spectacles for people in need). AutoZone has also commenced a partnership with BluLever Education in a three-year automotive apprenticeship programme. It supports Missionaries of Charity and FWC Hospice and Care Centre with monthly donations and also made *ad-hoc* donations and sponsorships to a range of other community support initiatives.
- Hesto donated 357 pairs of school shoes to Thembeni and Gcwalamoya primary schools to assist learners from disadvantaged backgrounds. Hesto also supported HIV/AIDS, TB and STI initiatives in the iLembe community and district, and assisted Inkosi Dube with the launch of iLembe Local House of Traditional and Khoi-san leaders.
- Supreme Springs made donations to the South African National Council on Alcoholism and Drug Dependence (SANCA) and various educational and sporting initiatives.
- Smiths Manufacturing contributed to Community Chest to facilitate sustainable access to learning and development, nutritional support and community outreach projects. The operation also provided 20 bursaries to Fulton School for the Deaf and sponsored a literacy programme through the Funda Ukufunda Programme at Mzwilili Primary School.
- Smiths Manufacturing has supported Maqhutshana Secondary School since 2020 and this year donated a pre-fabricated classroom to address overcrowding, enhance the teaching environment and improve academic performance. Since partnering with the school, the school has shown exceptional academic improvement with the pass rate rising from 54% in 2022 to 91% in 2024.

Metair sponsors the green manufacturing chair at the Toyota Wessels Institute for Manufacturing Studies (TWIMS) and a related CSI initiative. TWIMS is a learning institution in Durban accredited by GIBS Businesses School that offers advanced industry focused lean and green manufacturing MBA qualifications to previously disadvantaged individuals. Metair’s CEO serves on the TWIMS advisory council.

PERFORMANCE AGAINST CSI TARGETS

2025 target	2026 target
1% of net profit spent on CSI projects. Within the targeted spend. Metair would like to increase the focus on projects that benefit people living with disabilities and high-level industry-focused green manufacturing education. ✓	1% of net profit spent on CSI projects. Within the targeted spend. Metair would like to increase the focus on projects that benefit people living with disabilities and high-level industry-focused green manufacturing education.

05

INDEPENDENT ASSURANCE REPORT

Independent practitioner’s reasonable assurance report on Metair’s selected sustainability information

To the Management of Metair

REASONABLE ASSURANCE OPINION

We have conducted a reasonable assurance engagement on selected Sustainability Information in Metair’s (the “Company”) Annual Sustainability Report for the year ended December 31, 2025 (the “selected Sustainability Information”).

In our opinion, the accompanying selected Sustainability Information is fairly presented, in all material respects, in accordance with Metair’s Sustainability Definitions.

The reporting criteria is available on <https://www.metair.co.za/esg/reports/>

BASIS FOR OPINION

We conducted our reasonable assurance engagement in accordance with International Standard on Sustainability Assurance (ISSA) 5000, *General Requirements for Sustainability Assurance Engagements*, issued by the International Auditing and Assurance Standards Board.

Our responsibilities under this standard are further described in the Practitioner’s Responsibilities section of our report.

We are independent of the Company in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) issued by the International Ethics Standards Board for Accountants, as applicable to sustainability assurance engagements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Our firm applies International Standard on *Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

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

SELECTED SUSTAINABILITY INFORMATION

Key Performance Indicators (KPIs)	Unit of Measurement	Reporting Boundary
Environment		
Electricity consumption (pg. 15, 33)	Megawatt hours (MWh)	Automould, AutoZone, First Battery, Hesto
Petrol consumption (pg. 33)	Litres (l)	Harnesses, Lumotech, Smiths Manufacturing, Supreme Spring and Unitrade.
Diesel consumption (pg. 33)	Litres (l)	Excludes Rombat.
Water consumption (pg. 33)	Kilolitres ((kl)/Cubic metres (m ³))	
Non-hazardous waste to landfill (pg. 16, 18, 33)	Tonnes	
Total waste recycled (pg. 33)	Tonnes	
Safety (permanent, temporary, and fixed term contract employees and contractors)		
Lost Time Injuries (LTIs) (pg. 21, 32)	Number	Automould, AutoZone, First Battery, Hesto
Person Hours Worked (pg. 32)	Hours	Harnesses, Lumotech, Smiths Manufacturing, Supreme Spring and Unitrade.
Lost Time Injury Frequency Rate (LTIFR) (pg. 6, 20, 21, 32)	Rate	Excludes Rombat.
Total Recordable Injury Frequency Rate (TRIFR) (pg. 32)	Rate	
Fatal Injury Frequency Rate (FIFR) (pg. 32)	Rate	
Social		
Absenteeism (permanent, temporary, and fixed term contract employees) (pg. 32)	Days	Automould, AutoZone, First Battery, Hesto
Absenteeism ratio (permanent, temporary, and fixed term contract employees) (pg. 24, 32)	Percentage (%)	Harnesses, Lumotech, Smiths Manufacturing, Supreme Spring and Unitrade.
Training spend (pg. 6, 25, 32)	Rands (million)	Excludes Rombat.
Corporate Social Investment (CSI) / Socioeconomic Development (SED) spend (pg. 6, 28, 29, 33)	Rands (million)	
Total employees (permanent, temporary, and fixed term contract employees) (pg. 24, 32)	Number	
Employee turnover (permanent, temporary, and fixed term contract employees) (pg. 24, 32)	Percentage	
Wage Gap Ratio (pg. 25, 32)	Ratio	Alfred Teves Brake Systems, Automould, AutoZone, Denso Sales, First Battery, Hesto
Gender Pay Gap Ratio (pg. 25, 32)	Ratio	Harnesses, Lumotech, Metair Management Services, Move Workshops, Smiths Manufacturing, Supreme Spring and Unitrade.
		Excludes Rombat.

The reporting boundary for the selected sustainability information aligns to the reporting boundary for Metair's 2025 Sustainability Report, which includes Metair's South African subsidiaries and excludes Rombat, Metair's Romanian subsidiary.

OTHER INFORMATION

Management of the Company is responsible for the other information. The other information comprises the information included in the Company's Annual Sustainability Report, but does not include the selected Sustainability Information and our assurance report thereon.

Our opinion on the selected Sustainability Information does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our assurance engagement on the selected Sustainability Information, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the selected Sustainability Information or our knowledge obtained in the assurance engagement, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES FOR THE SELECTED SUSTAINABILITY INFORMATION

Management of the Company is responsible for:

- The preparation and fair presentation of the selected Sustainability Information in accordance with Metair's Sustainability Definitions.
- Designing, implementing and maintaining such internal control that management determines is necessary to enable the preparation of the selected Sustainability Information, in accordance with Metair's Sustainability Definitions, that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Company's sustainability reporting process.

INHERENT LIMITATIONS IN PREPARING THE SELECTED SUSTAINABILITY INFORMATION

AutoZone is a new acquisition to Metair and has been included in Metair's reporting boundary for the first time in 2025. Given the uniqueness of AutoZone's footprint of 177 offices or branches, some of which are owned and others' rented, select estimation methods for proportioned water use have been applied where actual consumptions are not known, causing inherent limitations associated with the measurement or evaluation of the water consumed against the applicable criteria. Readers are cautioned to this when reading Metair's total water consumption figure.

PRACTITIONER'S RESPONSIBILITIES

Our objectives are to plan and perform the assurance engagement to obtain reasonable assurance about whether the selected Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue an assurance report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the selected Sustainability Information.

As part of a reasonable assurance engagement in accordance with ISSA 5000, we exercise professional judgment and maintain professional scepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatement, whether due to fraud or error, at the assertion level for the disclosures but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Design and perform procedures responsive to the assessed risks of material misstatement at the assertions level for the disclosures. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

The engagement leader on the assurance engagement resulting in this independent practitioner's assurance report is Petrus Gildenhuys.

3rd Floor, 4 Sandown Valley Crescent
Sandown, Sandton, Johannesburg
South Africa
2031

10 March 2026

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APPENDICES

Appendix I – Sustainability data table

		FY2025	FY2024
Labour			
Total number of permanent employees	Number	11 667	11 096
Fixed term contract employees (<90 days)	Number	82	59
Fixed term contract employees (>90 days)	Number	1 367	1 590
Total number of employees	Number	13 116	12 745
Total number of contractors	Number	814	846
Total employees (including contractors)	Number	13 930	13 591
Percentage of employees who are deemed 'HDSA' (South Africa only)	%	96	84.8
Percentage of employees who are women	%	53	55
Total number of disabled employees	Number	254	194
Percentage of employees who are permanent	%	84	82
Percentage of employees who belong to a trade union	%	50	58
Total number of employee terminations	Number	1 687	1 710
Employee turnover rate	%	12.9	13.4
Total number of person hours worked – all employees and contractors	Hours	29 471 556	26 978 245
Total number of person days lost due to absenteeism	Days	79 235	70 223
Absenteeism rate	%	2.5	2.1
Total number of person days lost due to industrial action	Number	0	2 000
Industrial action rate	%	0	0.1
Total number of employees trained	Number	22 009	20 848
Total number of employees with disabilities trained for skills, including internal and external training interventions	Number	538	449
Total number of training interventions	Number	11 831	13 746
Rand value of employee training spend	R (million)	94.8	78.1
Rand value of bursaries	R (million)	11.3	9.4
Average compensation per male employee	R	337 383*	742 026
Average compensation per female employee	R	215 199*	541 508
Ratio of Male: Female average compensation (Gender Pay Gap Ratio)	Ratio	0.42	0.73
Wage gap ratio	Ratio	6.5	5.1
Health and Safety (all employees and contractors)			
Total number of lost time injuries	Number	51	15
Total number of medical treatment cases	Number	43	39
Total number of first aid cases	Number	360	472
Total number of recordable injuries	Number	94	6
Fatal injury frequency rate	Rate	0	0
Lost time injury frequency rate	Rate	0.35	0.11
Total recordable injury frequency rate	Rate	0.64	0.54
Total injury frequency rate	Rate	3.0	3.9
Total number of employees and contractors receiving VCT for HIV/Aids (i.e. counselled)	Number	1 305	743
Total number of employees and contractors tested for HIV/Aids	Number	1 094	989
Environmental			
Number of environmental incidents	Number	1	1
Total number of environmental complaints	Number	0	0
Carbon footprint			
• Scope 1	tCO ₂ e	19 439	19 676
• Scope 2	tCO ₂ e	113 804	109 264
• Scope 3	tCO ₂ e	102 639	126 612
• Total	tCO ₂ e	235 882	255 552

* Calculation excludes wage earners across the group for 2025

■ Assured KPIs

		FY2025	FY2024
Energy			
Total electricity consumption – non-renewable	MWh	111 101	109 219
Total electricity consumption – renewable	MWh	–	–
Total petrol consumption	Litres	710 947	237 095
Total diesel consumption	Litres	549 716	628 342
Water			
Total water consumption	m ³	360 800	294 314
Total volume of water discharged	m ³	96 121	242 880
Rand value of investments in projects to improve water efficiency	R (million)	0.1	2.2
Non-hazardous waste			
Total volume of non-hazardous waste sent to landfill	Tonnes	2 182.3	2 527.4
Total volume of paper recycled	Tonnes	12.6	22.2
Total volume of cardboard recycled	Tonnes	1 400.1	1 304.3
Total volume of plastic recycled (internal and external)	Tonnes	1 970.0	1 918.4
Total volume of glass recycled	Tonnes	0.4	–
Total volume of metal recycled (including tin cans) (internal and external)	Tonnes	1 451.5	1 501.3
Total volume of biodegradable wet waste recycled	Tonnes	2.8	–
Total volume of other waste recycled (e-waste, wood, polystyrene, packaging foil, etc.)	Tonnes	467.5	346.7
Total volume of non-hazardous waste recycled	Tonnes	5 304.9	5 086.4
Hazardous waste			
Total volume of hazardous waste recycled	Tonnes	48 108.1	46 246.0
Total volume of hazardous waste sent to appropriate disposal sites	Tonnes	9 469.2	7 467.9
Total volume of lead recycled	Tonnes	48 012.9	46 134.1
Total volume of oils recycled	kgs	25 273	12 504
Total waste recycled	Tonnes	53 412.9	51 332.4
CSI/SED expenditures			
Rand value of CSI/Socioeconomic Development (SED) expenditures	R (million)	8.1	11.4
Rand value of CSI/SED spend on education	R (million)	1.8	1.7
Rand value of CSI/SED spend on skills development, including Adult Basic Education & Training (ABET)	R (million)	2.1	2.6
Rand value of CSI/SED spend on health, including HIV/AIDS	R (million)	3.2	3.3
Rand value of CSI/SED spend on basic needs and social development, including nutrition and/or feeding programmes	R (million)	0.5	3.6
Rand value of CSI/SED spend on infrastructure development	R (million)	0.3	–
Rand value of CSI/SED spend on arts, sports and culture	R (million)	0.2	0.1
Rand value of CSI/SED spend on other	R (million)	–	0.1
Rand value of CSI/SED spend on environmental projects	R (million)	–	–
Rand value of CSI/SED spend on job creation/small business support	R (million)	–	–
Enterprise development (support for small business development)			
Rand value of enterprise development spend	R (million)	10.6	10.6
Preferential procurement (South African operations only)			
Rand value of total discretionary procurement spend	R (million)	10 437	5 604
Rand value of HDSA procurement spend	R (million)	6 638	3 397
Preferential procurement spend rate	%	64	61

■ Assured KPIs

Appendix II – Accreditation

Status of certifications

Subsidiaries are tracking well in obtaining/maintaining their ISO and customer-required certifications.

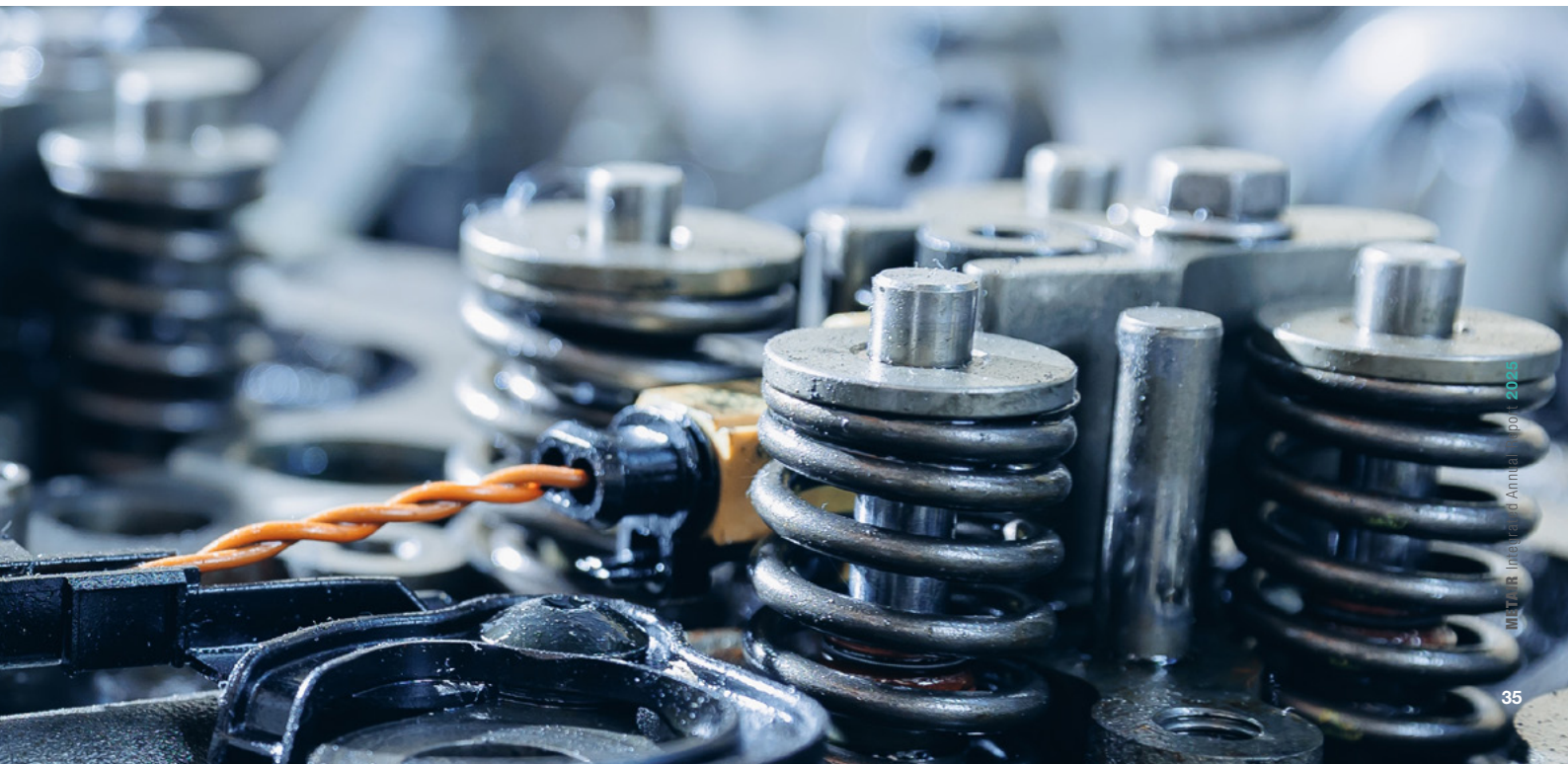
Audits that are in progress have fieldwork that has been completed. Subsidiaries are in the process of closing off minor non-conformances which are being validated by the auditors against the standard.

There are no risks of non-compliance that have been communicated by the subsidiaries year to date.

	Environmental	Occupational H&S	Quality Management	Information Systems
	ISO 14001	ISO 45001	ISO 9001	ISO 27001
ATE	✓	✓	✓	N/A
Automould Dbn	✓	✓	✓	N/A
Automould SEZ	✓	✓	✓	N/A
First Battery	✓	✓	✓	N/A
Hesto	✓	✓	N/A	N/A
Lumotech	✓	✓	✓	N/A
Rombat	✓	✓	✓	N/A
Smiths Manufacturing	✓	✓	✓	N/A
Supreme Springs	✓	✓	✓	✓
Unitrade	✓	✓	✓	N/A



Energy Management		Quality OEM		
ISO 50001	IATF 16949	Q1 Ford	QSB Isuzu	Formal Q (VDA6.3)
✓	N/A	N/A	N/A	N/A
✓	✓	✓	N/A	N/A
Planned 2026	✓	Planned 2026	N/A	N/A
✓	✓	✓	✓	✓
✓	✓	Planned 2026	✓	N/A
✓	✓	✓	N/A	✓
✓	✓	✓	N/A	N/A
✓	✓	N/A	✓	N/A
✓	✓	✓	✓	N/A
Planned 2026	✓	✓	N/A	N/A



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