



**METAIR**  
INVESTMENTS LIMITED

automotive | retail

Unlock the Stock

16 April

**2026**

# Agenda

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THE SA AUTOMOTIVE INDUSTRY

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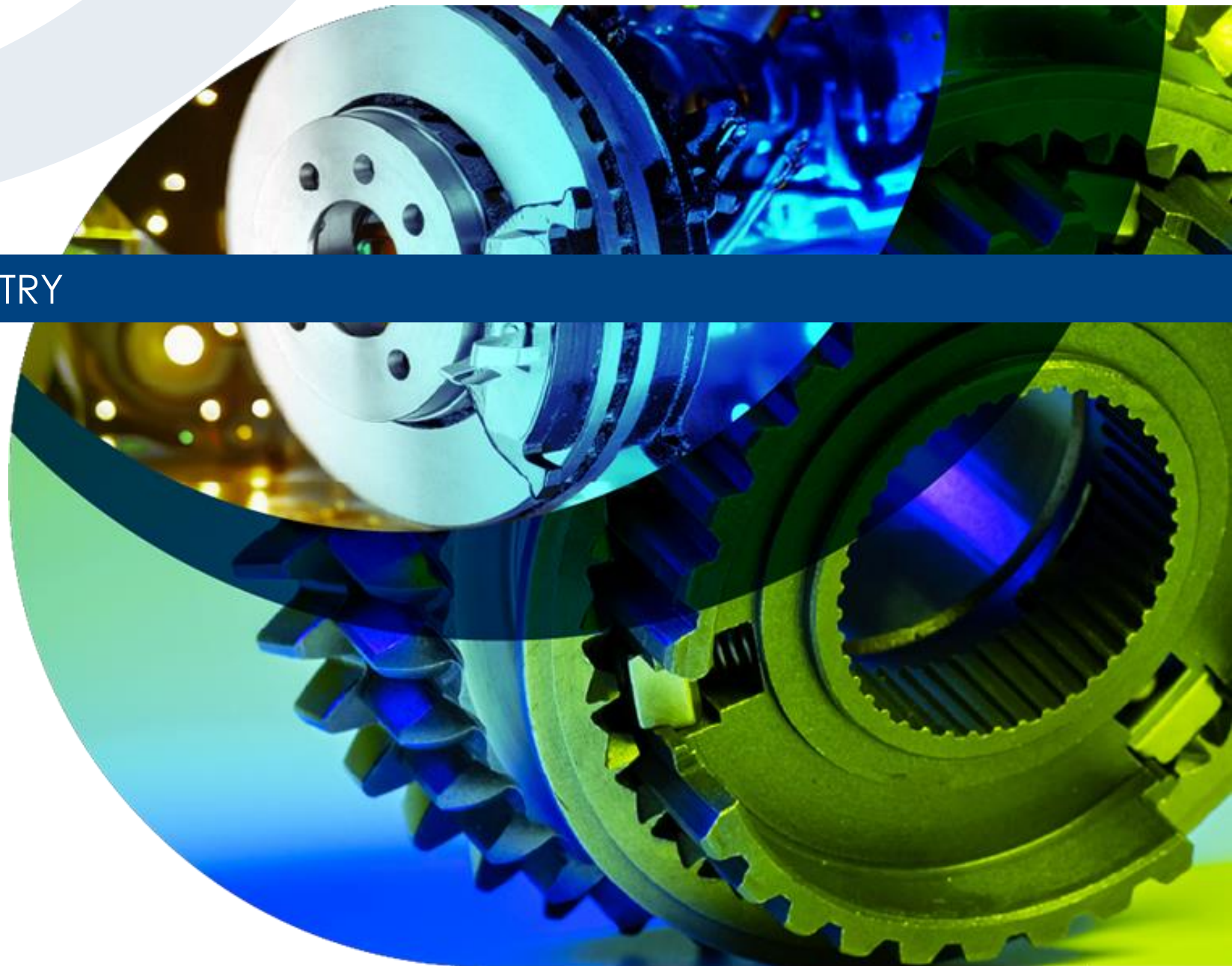
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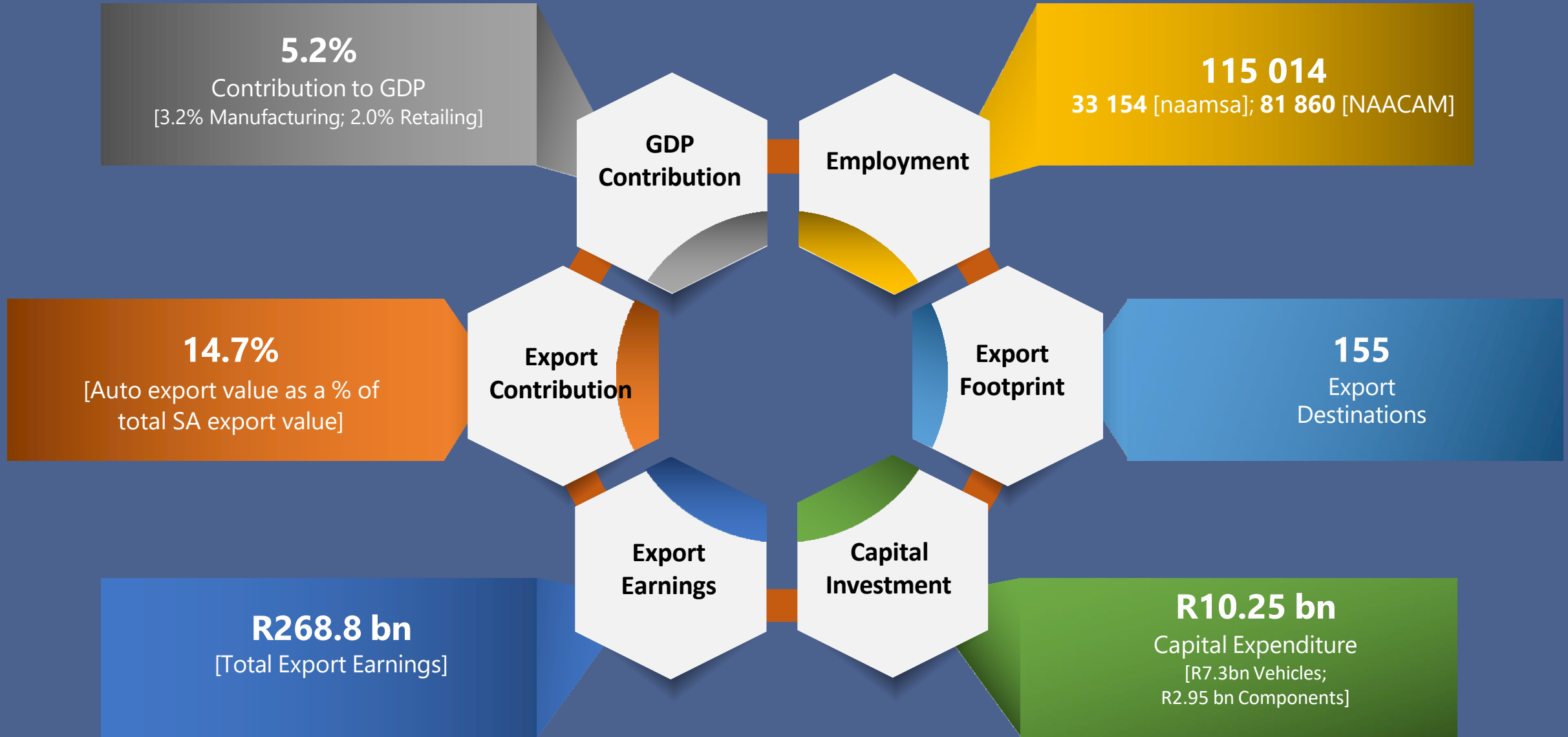
Q & A

01

## THE SA AUTOMOTIVE INDUSTRY

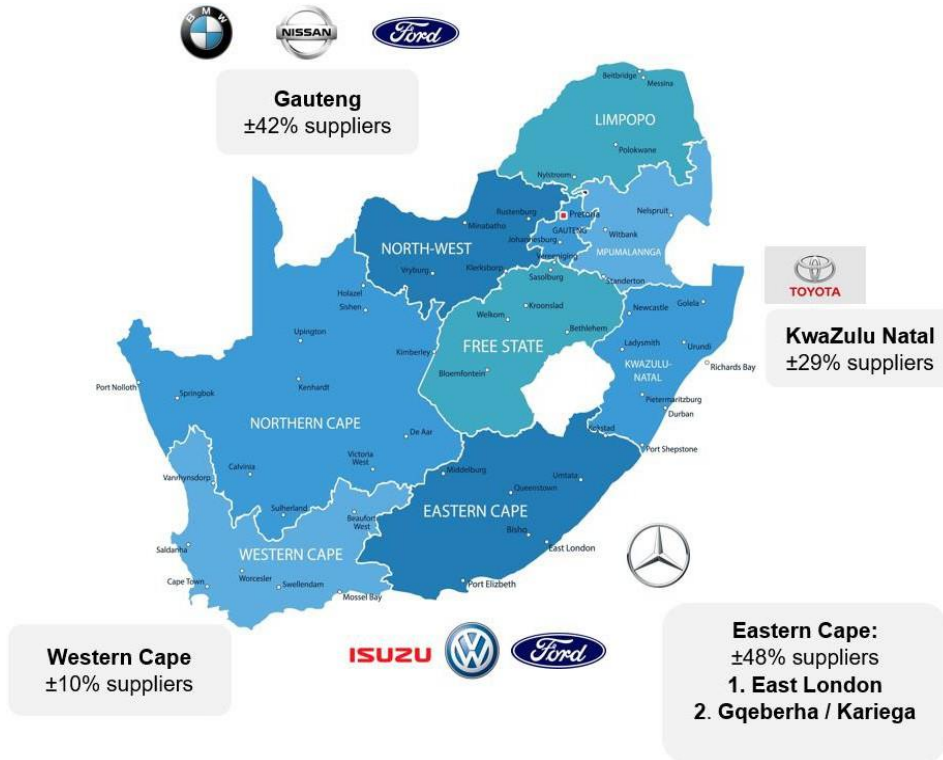


# Automotive is an important contributor to the SA economy and employment

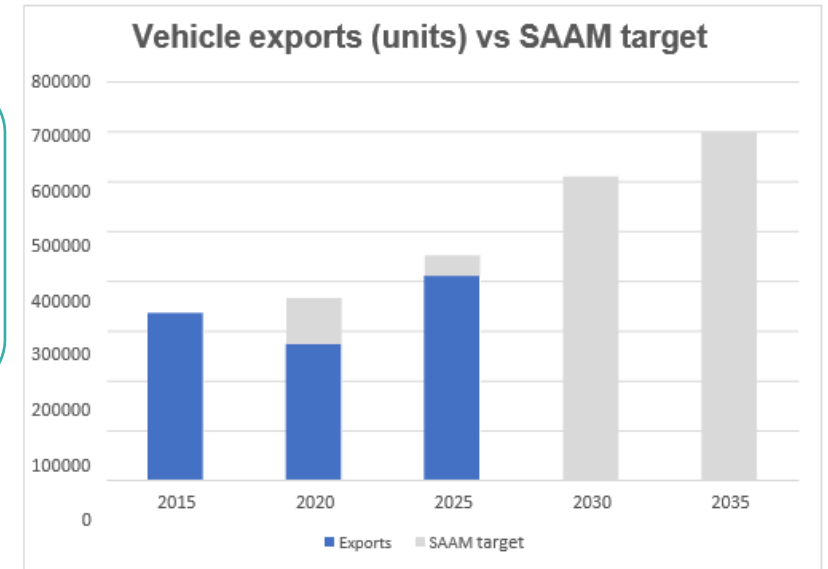


# SA Auto Component sector: a driver of economic value added

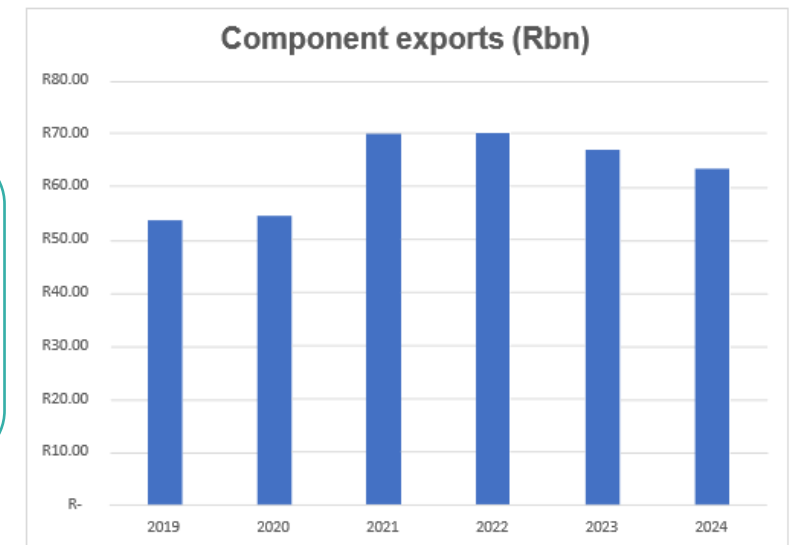
## Sector statistics



**Strong export performance,** largely in line with targets, however, high reliance on EU market



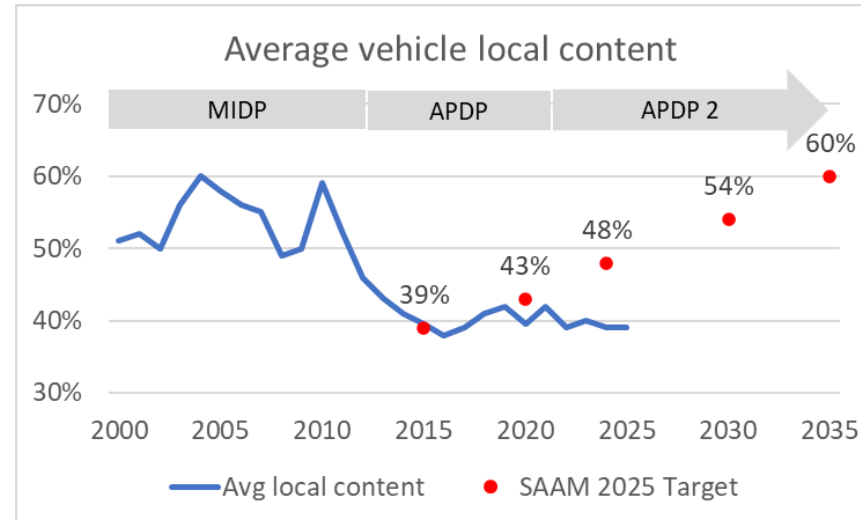
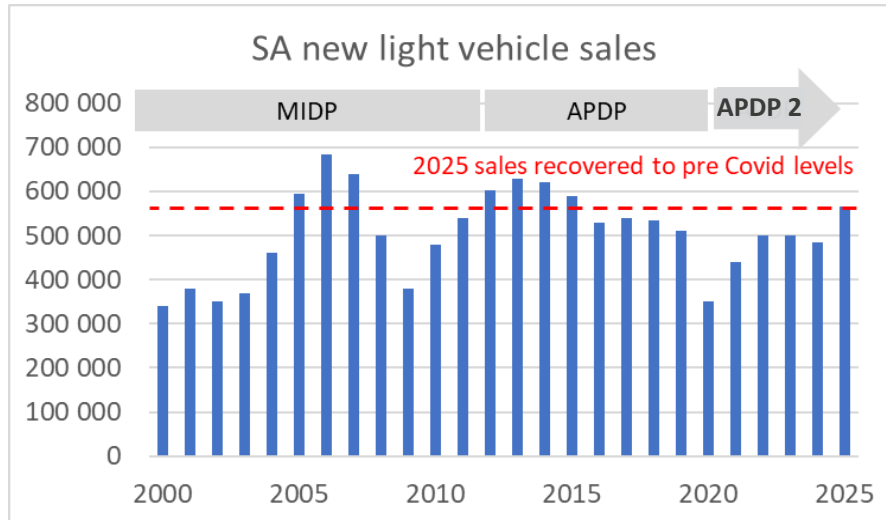
**Component exports facing recent decline** due to falling catalytic converter demand



- 80% = tier 1s, supplying OEMs & aftermarket
- Direct employment: 81 860
- 5 yr investment: R19.75bn
- Wide range of capabilities & sub-segments

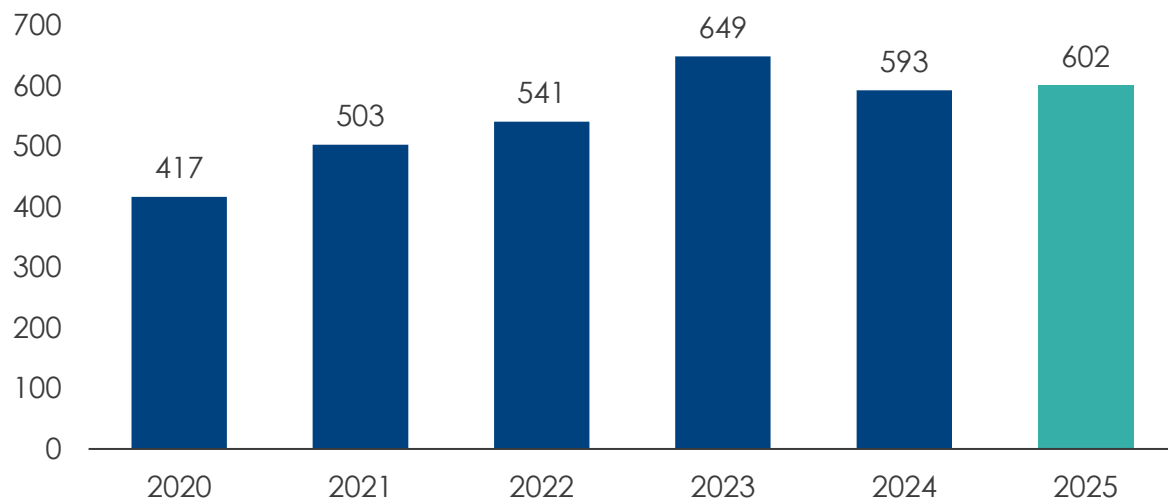
# Local manufacturing facing challenges

- ❑ SA automotive industry is the **country's largest manufacturing sector**, at 23% of output
- ❑ Displacement of locally manufactured vehicles and **declining local content** due to accelerating import penetration
- ❑ **Intervention required** by the government and all automotive industry stakeholders to protect local industry



# Vehicle volumes in 2025

## SA passenger car and light commercial vehicle production ('000)

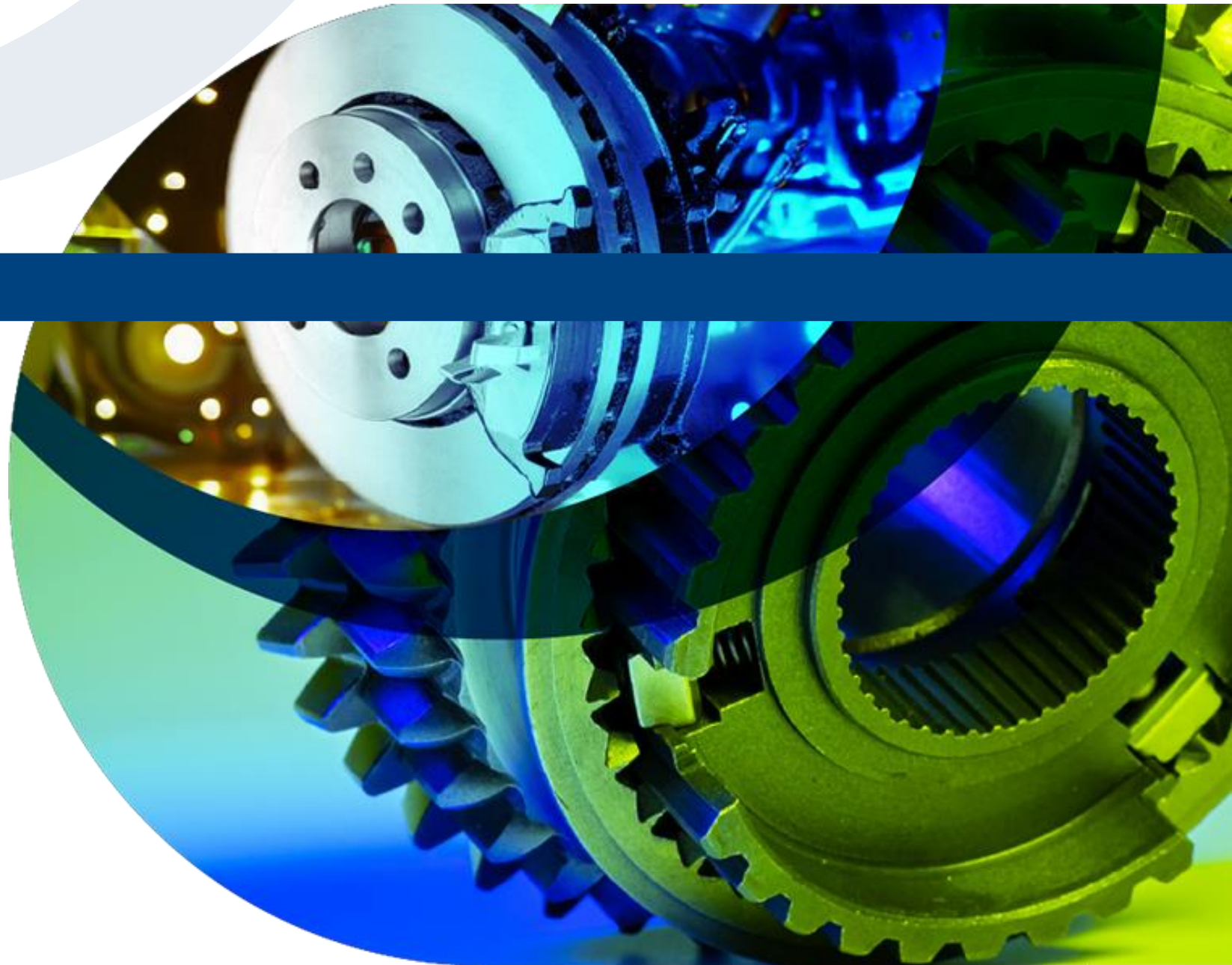


OEM volumes	2022	2023	2024	2025	PY var (units)
Toyota	115 327	175 311	119 987	<b>133 633</b>	13 646
Ford	92 166	130 963	130 799	<b>124 849</b>	(5 950)
VW	134 864	140 324	167 085	<b>160 362</b>	(6 723)
MBSA	87 023	88 056	67 241	<b>57 541</b>	(9 700)
BMW	61 823	64 233	53 700	<b>79 520</b>	25 820
Nissan	24 800	22 207	13 592	<b>11 127</b>	(2 465)
Isuzu	21 884	25 348	22 882	<b>26 699</b>	3 817
Other	2 681	2 789	18 224	<b>8 571</b>	(9 653)
	<b>540 568</b>	<b>649 231</b>	<b>593 510</b>	<b>602 302</b>	<b>8 792</b>

- New vehicle sales up 16%, but skewed towards imported brands
- Local vehicle production in 2025 increased by only 1.5%
- Volumes depressed by a large influx of Chinese and Indian brands

02

## ABOUT METAIR



# Metair at a glance

## Automotive Component Manufacturing (OEM) - 66% of revenue

**HESTO**

**SMITHS**  
MANUFACTURING (PTY) LTD

**LUMOTECH** **LT**  
lighting your way

**UNITRADE**  
equal for every 745

**SUPREME**  
**SPRING**

**AUTOMOULD**



Original equipment components used in the assembly of new vehicles

Key products: wiring harnesses, headlights/taillights, shock absorbers, radiators, air-conditioners, mouldings, etc

## Aftermarket Parts and Retail (AFM) – 34% of revenue

**autoZONE**

**Ate**

**FIRST BATTERY**

**MOVE**  
WORKSHOPS

**QSV**

**abom**

**ROMBAT**  
Member of Metair Group

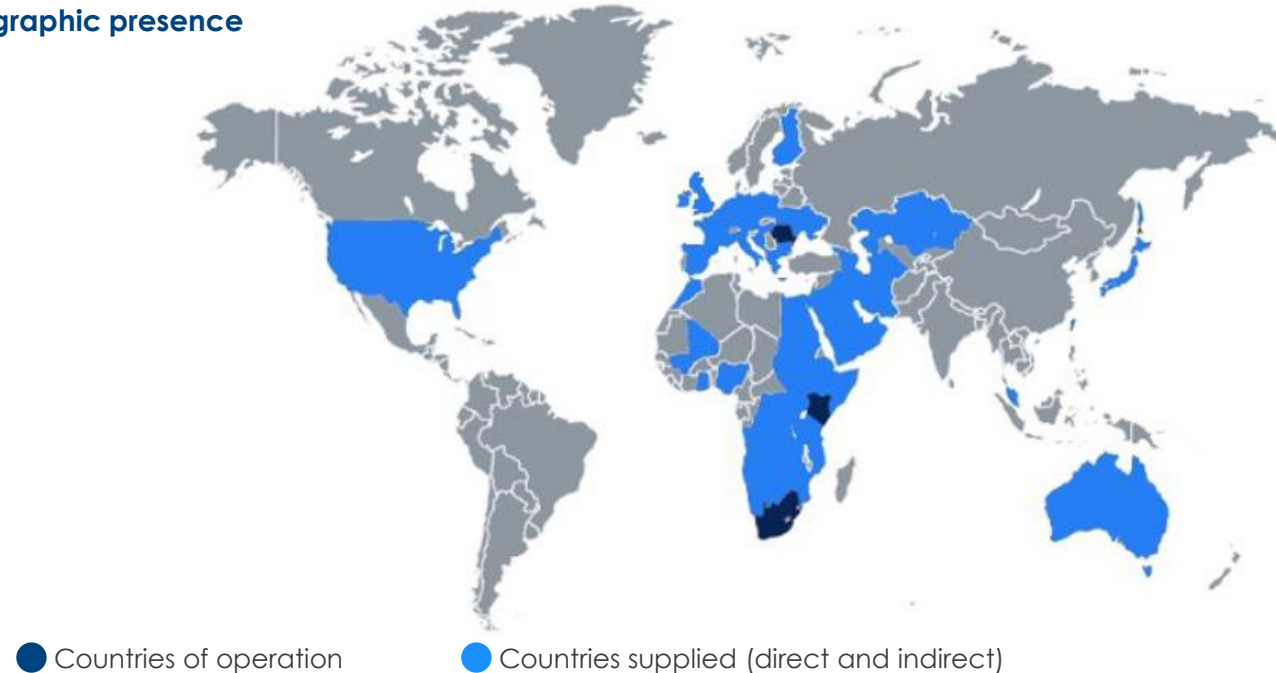
Components used in the fast-growing aftermarket spare parts market

Key products: batteries, disk brakes and an extensive range of parts for aftermarket repairs and service

### OEM customers

- Toyota
- Ford
- Isuzu
- Nissan
- Volkswagen
- Mahindra

### Geographic presence



### Aftermarket customers

- DIY & enthusiasts
- Fleet managers
- Formal workshops
- Independent resellers
- Informal mechanics
- National customers
- OEM battery customers

# World-class auto manufacturing



**First Battery** - Metair Ownership: **100%**  
**Products:** Automotive batteries, charging systems and Battery Centre franchise  
**Location:** Benoni, East London, Cape Town and Durban, South Africa

## **ROMBAT**

Member of Metair Group

**Rombat** - Metair Ownership: **99.4%**  
**Products:** Batteries, solar systems, backup systems, standby systems  
**Location:** Bistrița, Romania



**Associated Battery Manufacturers (ABM)** - Metair Ownership: **25%**  
**Products:** Vented and maintenance-free batteries for automotive and solar use  
**Location:** Nairobi, Kenya

## **HESTO**

**Hesto Harnesses** - Metair Ownership: **74.9%**  
**Products:** Wiring harnesses, instrument cluster/combination meters & moulded parts  
**Location:** KwaDukuza, South Africa



**Unitrade** - Metair Ownership: **100%**  
**Products:** Automotive wire and PVC insulated copper  
**Location:** KwaDukuza, South Africa



**Autozone** - Metair Ownership: **100%**  
**Products:** Leading distributor of auto parts, spares and car accessories  
**Location:** South Africa, Namibia, Swaziland and Botswana



## **SMITHS**

MANUFACTURING (PTY) LTD

**Smiths Manufacturing** - Metair Ownership: **75%**  
**Products:** HVAC and climate control, wiper/washer systems, radiators, reserve tanks, compressors, engine control units, hoses and cooling modules  
**Location:** New Germany, South Africa



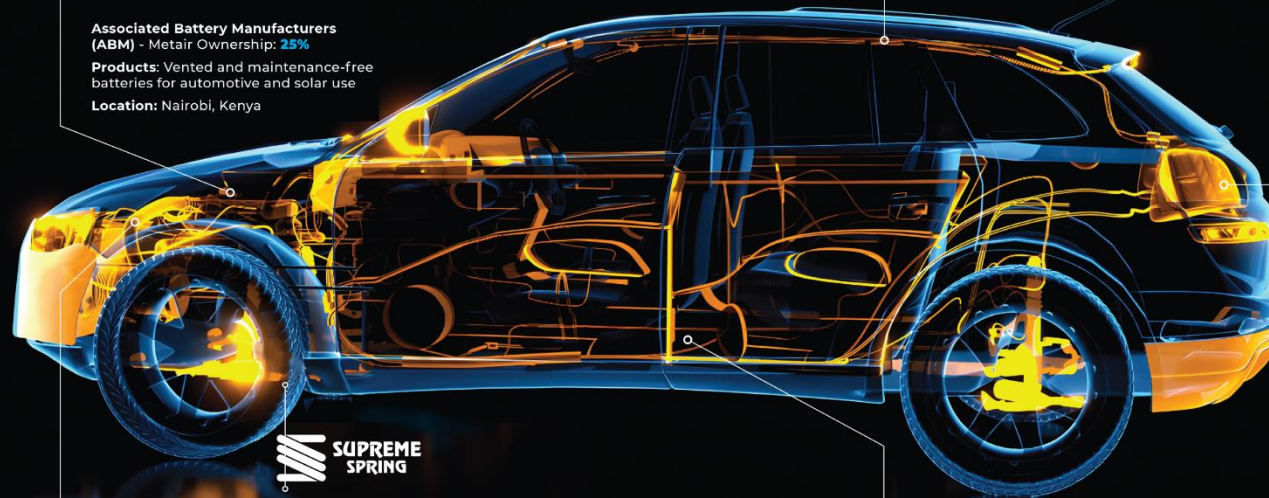
**Supreme Spring** - Metair Ownership: **100%**  
**Products:** Coil springs, leaf springs, stabiliser bars and torsion bars  
**Location:** Nigel, South Africa



**Automould** - Metair Ownership: **100%**  
**Products:** Plastic injection moulding, chrome plating, body colour painting and assembly for various parts  
**Location:** New Germany & Pretoria, South Africa



**Lumotech** - Metair Ownership: **100%**  
**Products:** Headlights, tail lights, reflectors and plastic injection mouldings  
**Location:** Kariega, South Africa



# Two distinct segments serve OEM and Aftermarket customers

## AUTOMOTIVE COMPONENTS MANUFACTURING

**HESTO**

**Products**

Wiring harnesses, instrument cluster / combination meters, moulded parts

Group revenue contribution **27%**



## AFTERMARKET PARTS AND RETAIL

**FIRST BATTERY™**

**ROMBAT**  
Member of Metair Group

**abom**

**Products**

Automotive batteries, solar systems, back up systems, standby systems, charging systems, battery distribution networks, & battery Centre franchises

Group revenue contribution **10%**

Group revenue contribution **14%**

Associate income contribution  
**R24.6 million**

**SMITHS**  
MANUFACTURING (PTY) LTD

**Products**

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

Group revenue contribution **13%**

**LUMOTECH** **LT**  
lighting your way

Headlights, taillights, reflectors and plastic injection mouldings

Group revenue contribution **12%**

**AUTOMOULD**

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

Group revenue contribution **6%**

**SUPREME SPRING**

Coil springs, leaf springs, stabiliser bars, torsion bars

Group revenue contribution **6%**

**UNITRADE**  
wired for connect 745

Automotive wire, PVC insulated copper

Group revenue contribution **1%**

**Ate**

**Products**

Wholesale and retail distribution of automotive replacement components

Group revenue contribution **1%**

**autoZONE**

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

Group revenue contribution **6%**

**MOVE**  
WORKSHOPS

Group revenue contribution **0%**

**QSV**

Group revenue contribution **4%**

## Operating Conditions

- New vehicle sales grew strongly by 16%, driven by 30% surge in imports
- Local OEM production up only 1.5%, ceding market share; strong competition and low growth in export markets
- Challenging trading environment for SA aftermarket parts
- Strong battery sales in Romania
- Large fine imposed by EU on European battery manufacturers

## Strategic Interventions

- Simplified structure
- Entrenched operational and financial discipline
- Improved operational flexibility & resilience
- Prioritised: revenue growth, cost reduction, cash generation & deleveraging
- Loss-making & non-core businesses sold or shut
- Consolidated largest business, Hesto, from April 2025
- Implemented Metair Group Shared Services
- Acquired Autozone to drive diversification

## Capital structure

- Sustainable debt structure implemented, with better-aligned repayment profile
- SA Obligor R3.3 bn concluded April 2025
- Hesto Obligor R1.4 bn concluded June 2025
- All covenants were met during the year
- Centralised cash and treasury function established
- High interest on outstanding debt

## Foundations for Growth

- New Aftermarket Parts and Retail Division
- Management restructure and new appointments
- Realigned operating model: moving from decentralised to Strategic Control
- Strong profitability turnaround in OEM businesses due to efficiency and cost-saving measures
- Realignment of segments to OEM Direct Manufacturing & Aftermarket Parts & Retail
- Increased focus on aftermarket & Africa

# Metair's delivery against priorities (vs 24 months ago)

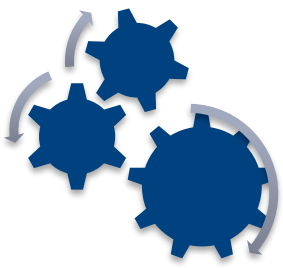
- ✓ - Complete
- ✓ - In Progress

✓ **Stabilise leadership**

- Increased HQ strategic control
- Hold MDs accountable for agreed KPIs
- Appoint new executives (CFO, Legal, MAPR)

✓ **EU Competition Commission**

- Fine imposed on European battery producers
- Metair evaluating all legal remedies; Appeal lodged



✓ **Address debt levels**

- Full debt restructure concluded FY25
- Ring-fenced Hesto obligor debt and cash flows
- Rombat debt ring-fenced
- Improved cash management & cost control
- Delayed non-critical capital expenditure
- Daily Cash sweep implemented

✓ **Sell/close non-core**

- Mutlu Akü (Turkey) sold
- First Battery Industrial Division (SA) closed
- Dynamic Batteries (UK) closed

✓ **Achieved planned Hesto profitability**


- PBIT positive in FY2025
  - Increased efficiencies & lower costs
- Continue to positively track against 2032 business case

✓ **IN ADDITION:**  
Finalised new strategy to ensure turnaround & long-term success

# Metair's growth strategy

## AUTOMOTIVE COMPONENT MANUFACTURING




- Drive manufacturing excellence to improve efficiency, quality and cost competitiveness
- Continue to strengthen agility and resilience under varying demand-side conditions
- Deliver predictable EBITDA and free cash flow
- Reduce product concentration risks and strengthen OEM relationships by:
  - Expanding into new vehicle parts
  - Exploring own or licensed product IP to broaden the portfolio.

**METAIR WIRING**  
**HESTO** HARNESSES 


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**SMITHS MANUFACTURING**  
**SMITHS**  
MANUFACTURING (PTY) LTD

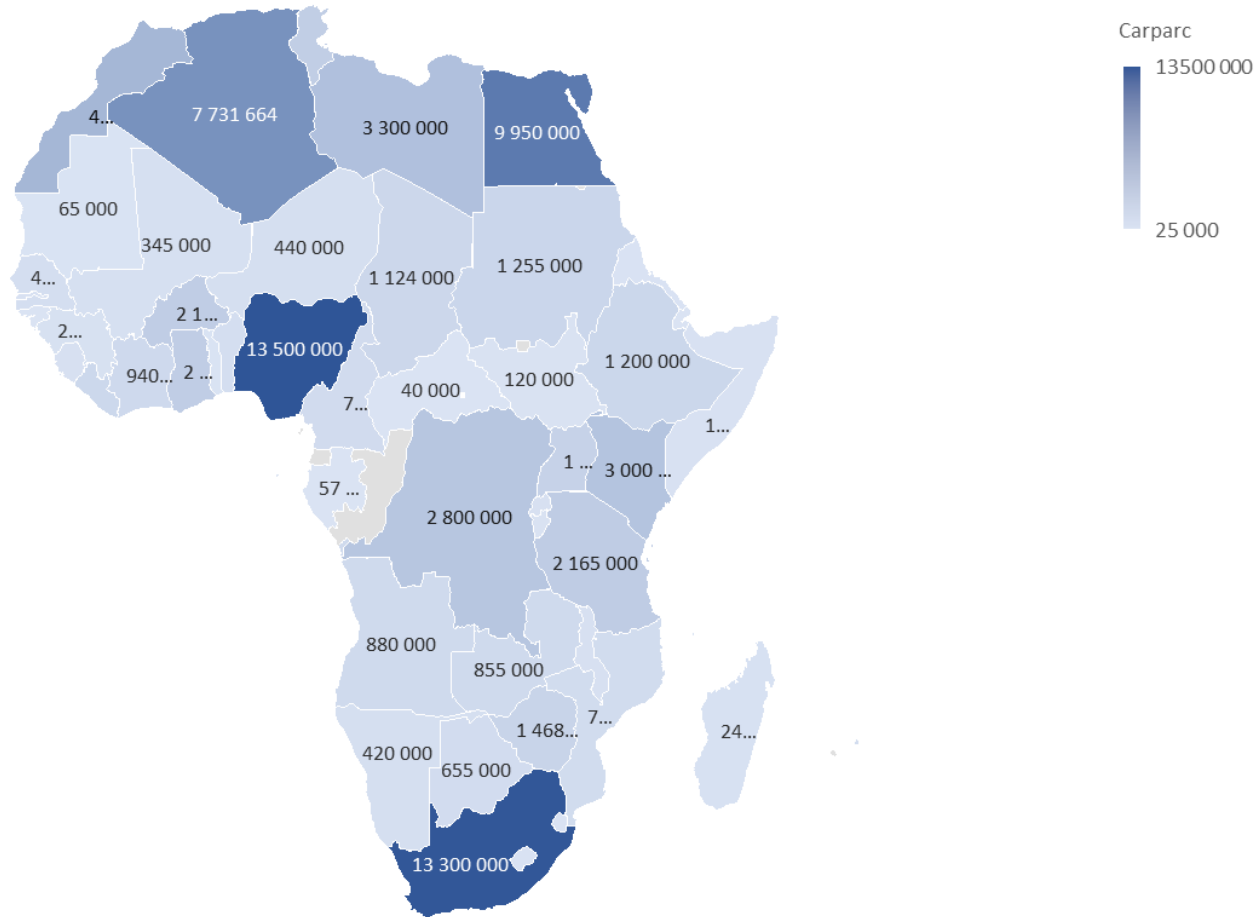
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**METAIR PLASTIC**  
Injection Moulding  
  

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**MANUFACTURING**  
Steel Manufacturing  


# The Aftermarket opportunity



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## THE AFTERMARKET OPPORTUNITY

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

...and an estimated **30 million** vehicles in the rest of sub-Saharan Africa\*

The vehicles are aging, requiring more regular replacement of parts

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

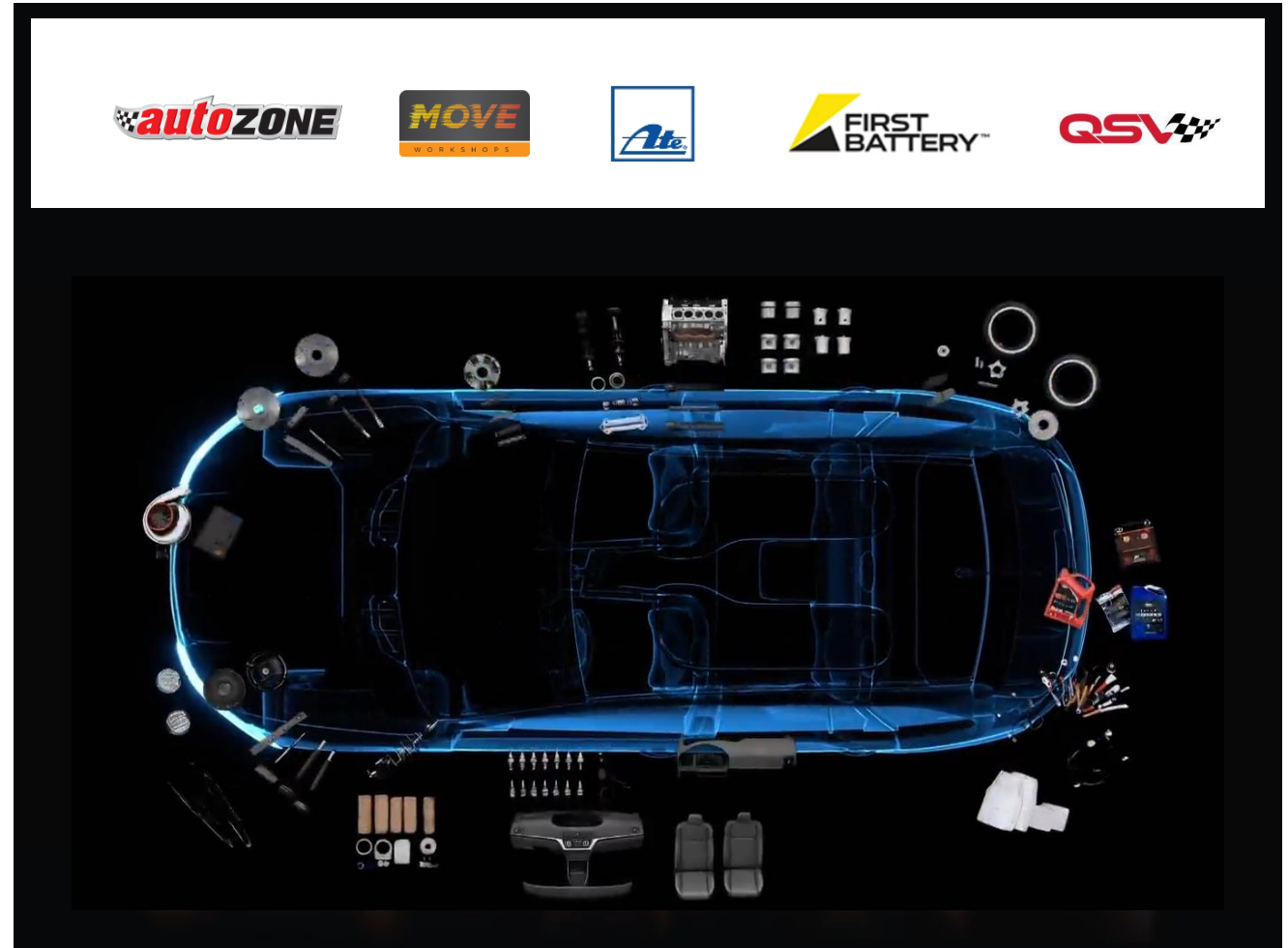
AutoZone also has franchises in Namibia, Swaziland and Botswana

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

# New Aftermarket Parts and Retail Division

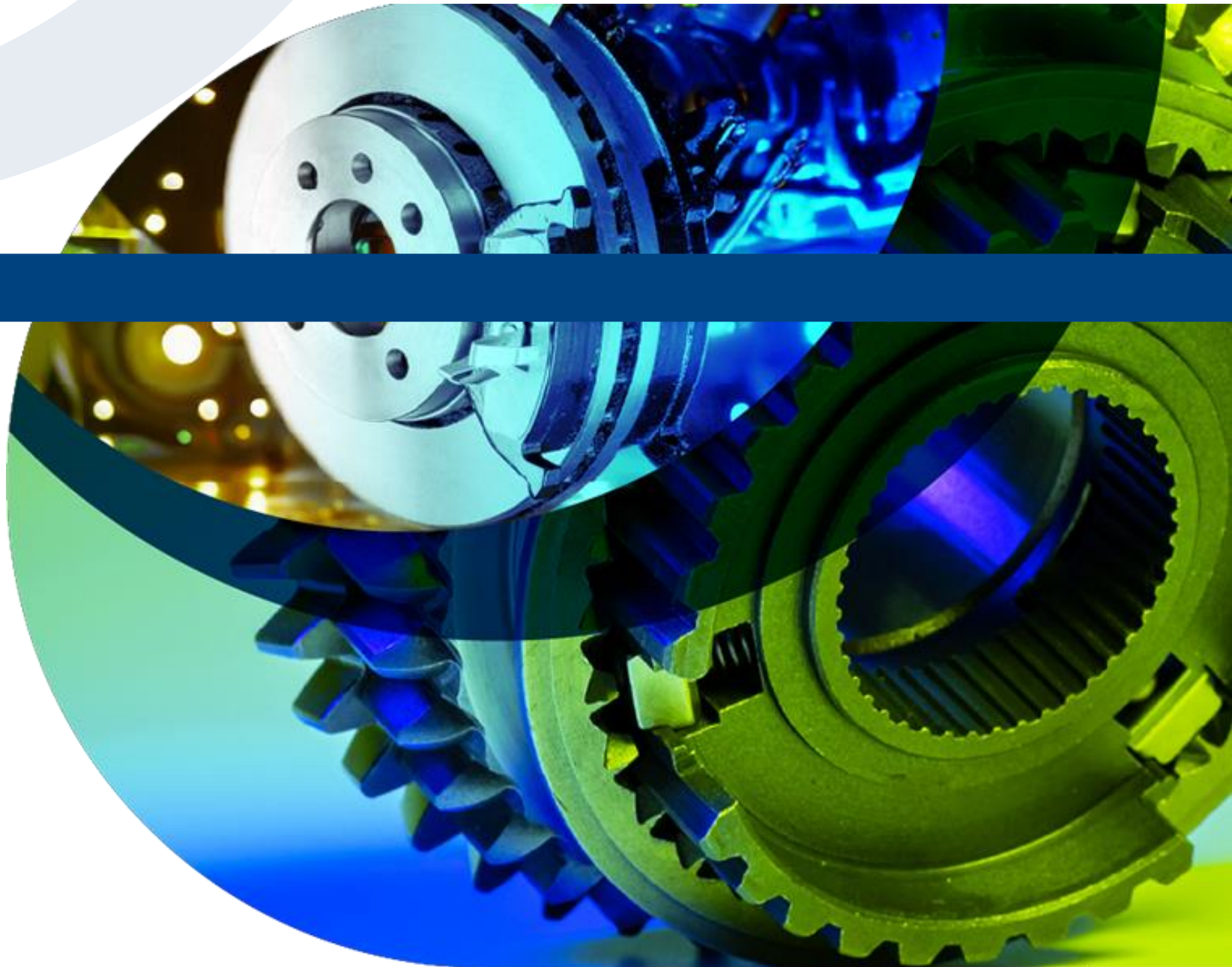
Aligned to Group's **strategic focus on diversification** through dedicated business divisions

- Aftermarket Parts and Retail Division includes **five verticals**:
  - › AutoZone, MOVE, ATE, First Battery Retail and QSV.
- Identified as **a sizeable, fragmented market with higher margin growth prospects**
- **AutoZone** provides path for scale in distribution and retail channels
- Africa Growth Strategy showing promise for future growth
  - › Capitalise on the **ABM footprint in East Africa**
- Supported by recently implemented **Metair Group Shared Services**



03

## LATEST FINANCIAL RESULTS



# Significantly improved financial results

## REVENUE

increased 57% to

**R17.9bn**

(F24: R11.4bn)

## EBITDA#

increased 99% to

**R1 696m**

(F24: R852m)

## EBIT#

increased 99% to

**R1 087m**

(F24: R546m)

## GROUP NET DEBT

increased to

**R3.9bn**

(F24: R2.7bn)

## HEPS (ex Fine) #

from continuing operations  
increased by 86 cents to

**191cps**

(F24: 105 cps)

## ROIC

Increased to

**11.1%**

From 7.2%

# Results are shown Excluding the Rombat Fine and capital items.  
Unless stated otherwise, financial information is presented on a continuing basis

2024 results have been re-presented to exclude the results for First Battery Industrial Division as well as Dynamic Batteries, which have been classified as discontinued operations

*(Metair believes that these earnings numbers represent the most appropriate reflection of the underlying performance of the business during FY2025)*

# Strong underlying operational performance

## AUTOMOTIVE COMPONENTS MANUFACTURING

**HESTO**

**Products**

Wiring harnesses, instrument cluster / combination meters, moulded parts

REVENUE

**R5.9bn<sup>(1)</sup> up 8%**

EBIT

**R454m<sup>(1)</sup> up 79%**

EBIT margin

**7.6%** (FY24: 4.6%)



*(1) Hesto was consolidated from 1 April 2025; but these results reflect full year for Hesto*

## AFTERMARKET PARTS AND RETAIL

**FIRST BATTERY™**

**ROMBAT**  
Member of Metair Group

**abom**

**Products**

Automotive batteries, solar systems, back up systems, standby systems, charging systems, battery distribution networks, & battery Centre franchises

REVENUE

**R4.3bn up 2%**

EBIT

**R292m up 4%**

EBIT margin

**6.8%** (FY24: 6.6%)

**SMITHS**  
MANUFACTURING (PTY) LTD

**Products**

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

**LUMOTECH** **LT**  
lighting your way

Headlights, taillights, reflectors and plastic injection mouldings

**AUTOMOULD**

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

**SUPREME SPRING**

Coil springs, leaf springs, stabiliser bars, torsion bars

**UNITRADE**  
wired for connect 745

Automotive wire, PVC insulated copper

REVENUE

**R7.3bn up 4%**

EBIT

**R523m up 40%**

EBIT margin

**7.1%** (FY24: 5.3%)

**Ate**

**Products**

Wholesale and retail distribution of automotive replacement components

**autoZONE**

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

**MOVE**  
WORKSHOPS

**QSV**

REVENUE

**R1.8bn**

EBIT loss

**R46m**

EBIT margin

**-2.5%**

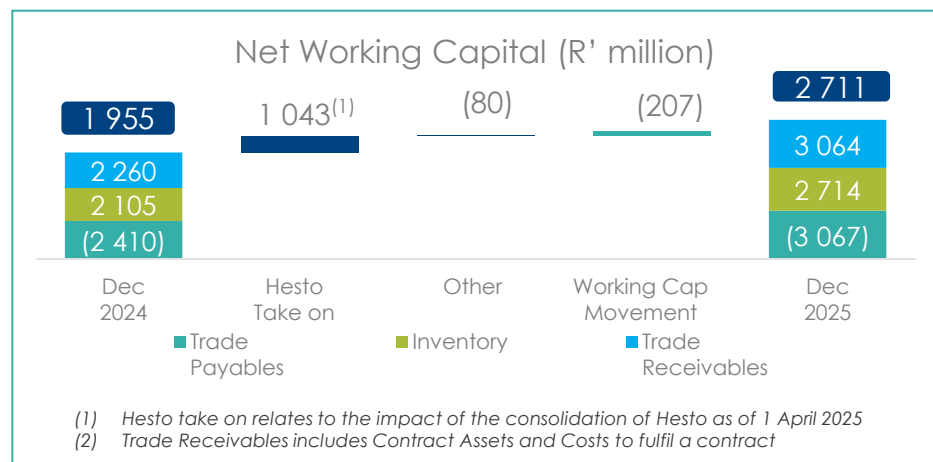
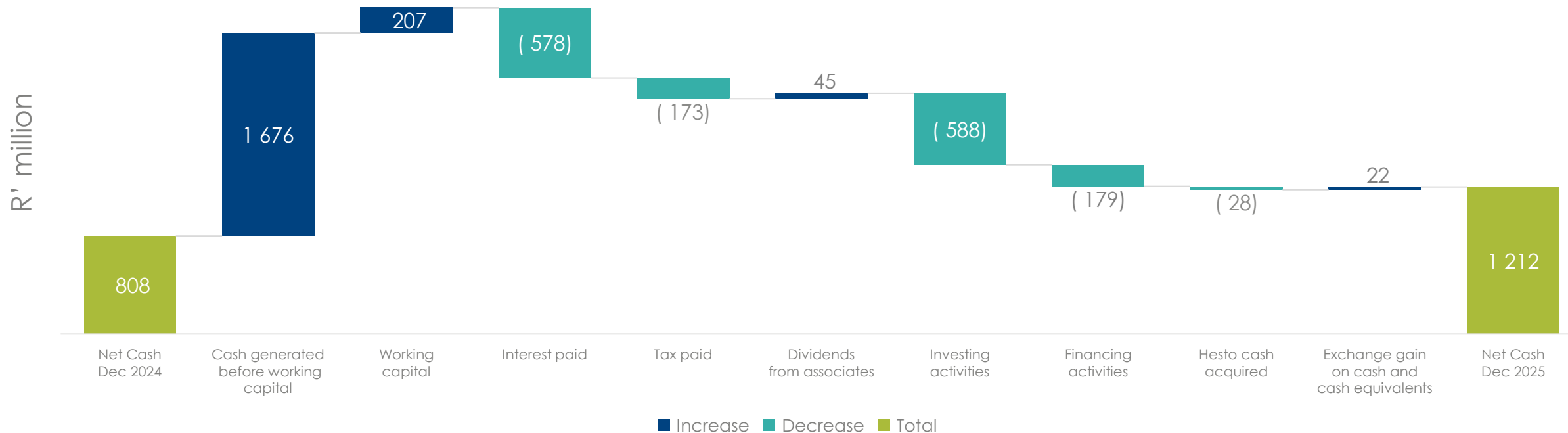
# Rombat fine fully provided for, and legal remedies being pursued

**€20.2m (~R413m) fine imposed in Dec 2025** on Rombat by the European Commission

- › Relates to **historic industry-wide conduct** (2004 – 2017)
- › Conduct **predates Metair's acquisition** of Rombat (2012)
- › Metair and Rombat **actively evaluating legal remedies**
- › **Total fine fully provided for** in Rombat balance sheet



# Improved cash flow



Cash generated from working capital	R'million	Cash utilised in investing activities	R'million	Cash utilised in financing activities	R'million
Inventory	573	Capex	(490)	Total debt raised	4 860
Trade and other receivables	(27)	Loans to related parties	(185)	Total debt repaid	(4 819)
Trade and other payables	(339)	Other investing activities	87	Leases & other	(220)
<b>Net cash inflow from working capital</b>	<b>207</b>	<b>Net cash outflow from investing activities</b>	<b>(588)</b>	<b>Net cash outflow from financing activities</b>	<b>(179)</b>

# Sustainable debt structure with improved repayment profile

## Debt is housed within 3 separate, ringfenced structures:

- SA Obligor (comprising all SA based companies, excl Hesto)
- Hesto (as a standalone obligor)
- Rombat

### SA Obligor (R'm)

As at 31 Dec 2025	Type	Facilities	Maturity
Term Loan B	Bullet	850	Apr-30
Term Loan C	Bullet	1 600	Jun-27
Term Loan D	Amortising	850	Apr-30
<b>Total term debt</b>		<b>3 300</b>	
WCF		600	
<b>Total Facilities</b>		<b>3 900</b>	

### Hesto (R'm)

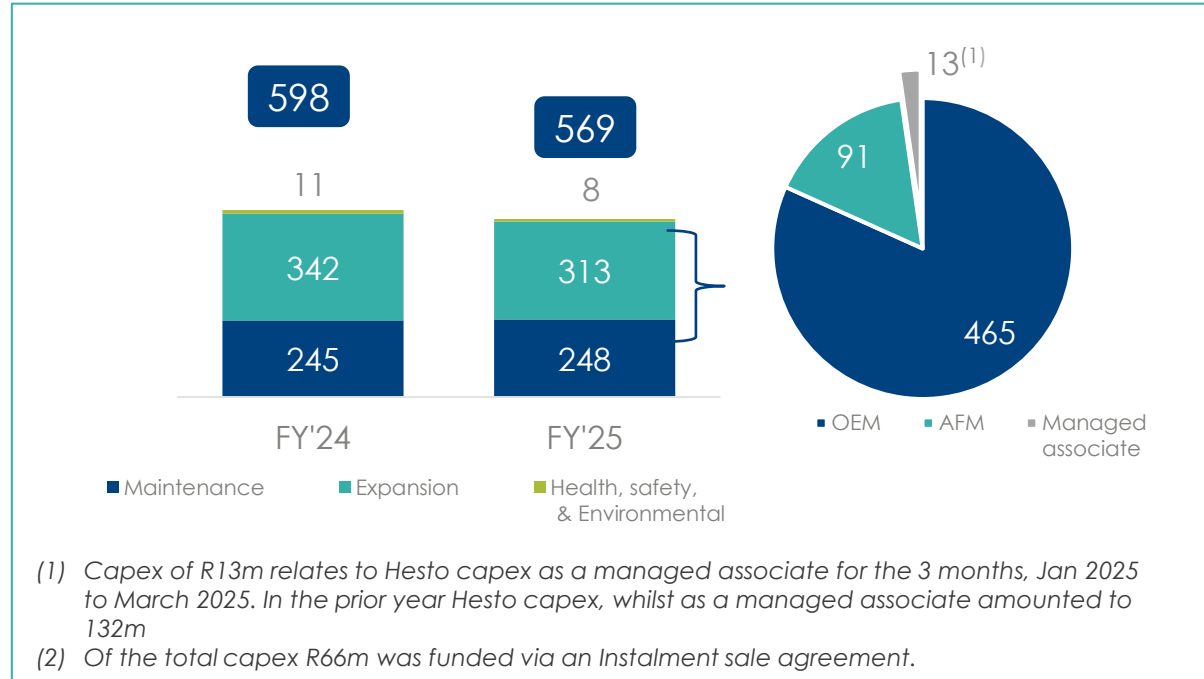
As at 31 Dec 2025	Type	Facilities	Maturity
Term Loan A	Bullet	675	Jun-30
Term Loan B	Bullet	651	Jun-30
<b>Total term debt</b>		<b>1 326</b>	
WCF		200	
<b>Total Facilities</b>		<b>1 526</b>	

Covenants			Met
Senior Net Debt to EBITDA	Not more than 2.65 x	1.53x	Y
Senior Interest Cover Ratio	Greater than 3.00 x	3.55x	Y
Total Interest Cover Ratio	Greater than 1.80 x	2.19x	Y
Total Net Debt to EBITDA	Not more than 4.75 x	3.37x	Y

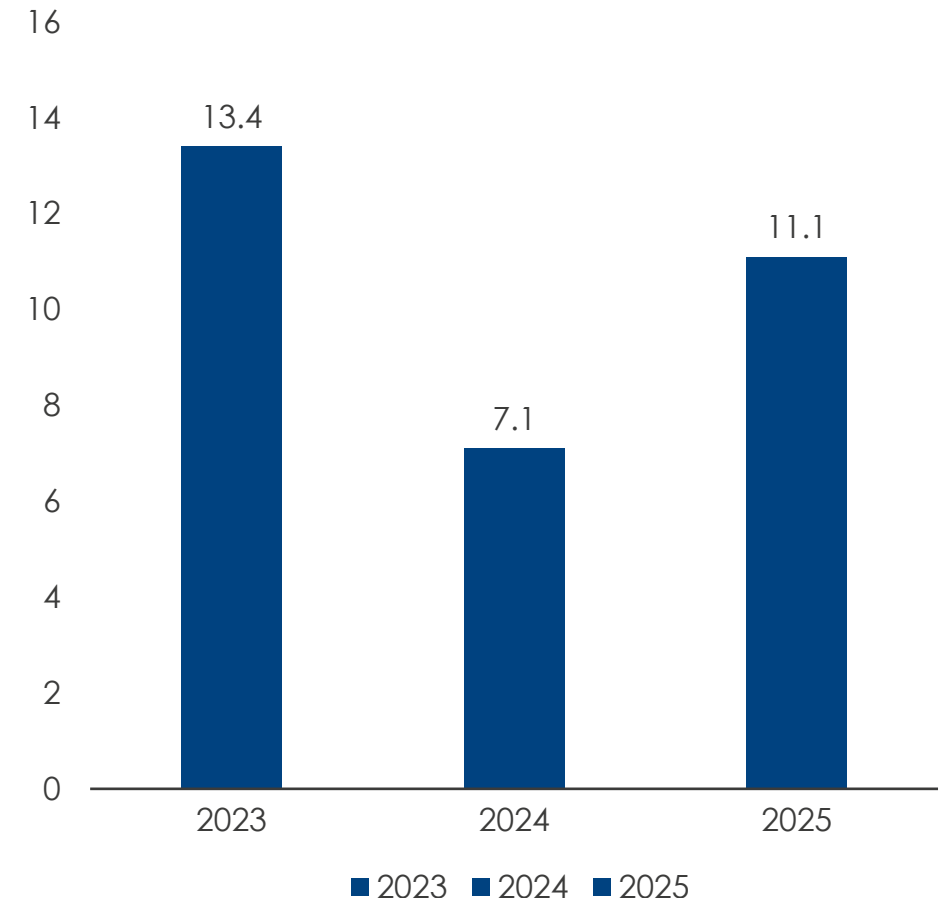
Covenants			Met
Total Interest Cover Ratio	Greater than 3 x	7,00x	Y
Debt Service Cover Ratio	Greater than 1.2 x	1,86x	Y
Total Net Debt to EBITDA	Not more than 2.5 x	1,45x	Y

# Disciplined capital allocation

## Capital expenditure



## Return on invested capital (ROIC)



## Capital Commitments

Capital commitments by vertical R'million	Maintenance & general	Expansion & Efficiency	Total
OEM	237	452	<b>689</b>
AFM	51	97	<b>148</b>
<b>Total</b>	<b>288</b>	<b>549</b>	<b>837</b>

The background features a large, stylized gear mechanism. The gears are rendered in shades of blue and green, with some parts appearing to be illuminated from within. In the upper left, there are several out-of-focus, warm-toned lights, possibly representing a city skyline or a festive setting. A large, light blue curved shape is visible in the top left corner, partially overlapping the gear mechanism.

04

## OUTLOOK AND PROSPECTS

Paul O'Flaherty

## Positioning our businesses on a growth path



05

Q & A

